

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

This study set out to develop a sustainable community tourism strategy for the Soshanguve Township. To this end, the background to the research has been explained, the contextual literature reviewed, the research methodology explained and the empirical findings revealed. This chapter therefore draws conclusions and makes recommendations on a sustainable community tourism strategy for the Soshanguve Township.

Further to achieving the goal of developing a sustainable community tourism strategy for the Soshanguve Township, this study explored prescribed objectives with conclusions as follows:

- The first objective of the study was to undertake an in-depth review of literature on the tourism system and indicators of sustainability. This objective was attained in chapter 2 with the key conclusion that a basic tourism system consists of three elements, namely: the traveller generating region which constitutes the demand side of the tourism spectrum, the transit route region with key elements such as transport and the support environment that allows the visitor smooth passage to the destination region and the destination region that harbours the pull factors for the visit which include among others tourists' attractions, accommodation, internal transport services at the destination and other tourism businesses. The chapter also explored factors of destination competitiveness with the conclusion that the ability of Soshanguve to emerge and sustain a reputation as a tourist destination will depend on the travel and tourism regulatory framework (policies, rules and regulations, environmental sustainability, etc.), the business environment and infrastructure and the travel and tourism human, cultural and natural resources. The chapter concluded that the indicators of tourism sustainability in Soshanguve and elsewhere must address issues of

relevance to the triple bottom-line of socio-cultural, environmental and economic concerns to all stakeholders.

- ❏ Chapter 3 of the study dealt with the second objective which was to analyse literature on tourism planning. It was clear that tourism planning has to be systematic and involve the informed participation of all stakeholders. Tourism planning is also necessitated by the conscientious effort to maximize its positive impacts while taking measures to mitigate its negative impacts. Furthermore, the chapter also expounded on the South African (national) tourism policy environment since 1994 in order to contextualize the Gauteng (regional) and Tshwane (local) environment in which the Soshanguve tourism strategy is expected to take root. The conclusion here is that for tourism to develop and remain sustainable over the long term in Soshanguve, it has to be properly aligned with, and draw synergy from the national, regional and the CTMM tourism environments.
- ❏ The research methodology employed in gathering empirical data for the study was explained in chapter 4. Diverse methodological approaches were adopted in this study, from an in-depth analysis of relevant literature, to the use of both quantitative and qualitative paradigms. Different sample frames were identified for the study and various sampling methods and data collection strategies employed in the gathering of information for the study. The conclusion reached here only lends more credibility to the statistics obtained.
- ❏ The empirical results were explained in chapter 5. The analyses of the findings culminated in a greater understanding of the nature and demand preferences of potential visitors to the Soshanguve Township, the perceptions of Soshanguve residents with regards to the impacts of tourism development in their community, the availability and quality of tourism products in Soshanguve and finally, the views of community leaders regarding tourism planning, objectives and environment for tourism development in their community.

It is against this background that the present chapter draws further conclusions on the study, expounds on its contributions to both knowledge and society and

proposes recommendations for sustainable community tourism development in the Soshanguve Township and other communities with similar characteristics.

6.2 MAIN CONTRIBUTIONS OF THE RESEARCH

The contributions of this research are as follows:

Scholarly contributions:

- ✚ This study represents a pioneer attempt at developing a sustainable community tourism strategy for Soshanguve Township (Figure 6.2), in particular and Township communities in general (Figure 6.3).
- ✚ Despite the volume of literature on Township tourism in South Africa, there is scarcely empirical research on the same. Therefore, the extensive empirical research undertaken in this study is a valuable contribution to academic research in the domain of Township tourism.
- ✚ The tourism system proposed for the Soshanguve tourism situation is the first of its kind in the adaptation of Leiper's (1990) model to the development of Township tourism.
- ✚ The comprehensive approach adopted by this study in arriving at its strategy is equally unique in terms of the broad consultative process. This is evident in the visitors' survey, the residents' survey, the product managers' survey and interviews with the community leaders.
- ✚ This study contributes to existing literature on sustainable tourism, community tourism, Township tourism and community tourism development strategies.

Industry contributions:

- ✚ The proposed strategy for community tourism development is seen as a major contribution for the tourism industry as it is deemed to be elaborate and implementable. By detailing out stages of development, the stakeholders and their guiding objectives, it is hoped that this will help fast track developments in the tourism sector and more specific Soshanguve Township.

- ✚ This study showed the value of an inclusive and consultative stakeholder approach to Township tourism planning and development in a practical manner which can be applied to other similar areas as well.
- ✚ This study further contributes to the tourism industry by proposing a holistic approach to tourism planning and development. In essence, the holistic approach proposed here necessitates that tourism planning should not be limited to the destination but also consider conditions in the demand environment and the transit route region.
- ✚ Furthermore, the contribution of this study to the tourism industry is also seen in the three unique selling points (USPs) proposed for Soshanguve tourism. The industry can capitalise on these to develop a viable tourism sector in Soshanguve.
- ✚ Additionally, the relevance of this study is in the applicability and adaptability of the strategy developed for sustainable community tourism in other Townships
- ✚ This study highlighted the success of a community focused approach in planning and developing Township tourism.

Methodological contributions:

- ✚ This study contributes to tourism research by adopting and showcasing the triangulation research approach in Township tourism which enables exploration of phenomena from various angles.
- ✚ The methodological contributions of this study are also evidenced in the exhaustive community survey approach. Through the residents' survey, the product managers' survey and interviews with community leaders the study interrogated all relevant facets of the community with the potential to influence the course of community tourism.

6.3 CONCLUSIONS

The following conclusions emanate from this study:

6.3.1 Conclusions with regards to analyses of literature pertaining to the tourism system and indicators of sustainability

The following conclusions are evident:

- ❏ Literature reviewed in chapter two of this study leads to the conclusion that sustainable tourism is an organised system comprising of three key elements: the geographical elements, the tourism industry elements and the tourists. Therefore understanding this basic system is both primordial and a prerequisite to implementing sustainable tourism development. (cf. 2.3.2)
- ❏ It is equally evident from this chapter that the destination element is the solid foundation on which sustainable tourism can be developed. This is because the unique characteristics and the simultaneity of production and consumption of the tourism product at the destination puts more accent and pressure on the destination, but also because in order to sustain demand, the destination must strive to remain competitive. (cf. 2.2)
- ❏ The foregoing discussion leads to another conclusion that the destination element is a system operating within the general tourism industry system. This destination or geographical element can be spread across the entire tourism chain from the demand environment (home region of the tourists), through the transit route region (notably transport and transit route attributes and finally to the supply environment (attractions and the enabling environment) (cf. 2.2).
- ❏ Sustaining the supply environment necessitates a harmonious blend of destination mix elements such as quality attractions, trained human resources, service excellence, adequate infrastructure, safety and security, community participation and destination cost competitiveness (value for money). (cf. 2.2)
- ❏ Literature reviewed in this study also lends the conclusion that sustainable tourism is both a form of sustainable development and a great contributor to the latter. The economic benefits of sustainable tourism such as job creation, income generation, shared infrastructure and support for SMMEs contribute towards the amelioration of the living conditions of people, hence sustainable development. (cf. 2.2)

- ✚ Furthermore, sustainable tourism and sustainable development emanate from the same ideological premise, emphasising the prudent and judicious use of the different types of capital stock (Human, physical, environmental and socio-cultural), Fletcher *et al*, (2013:227). This ideological stand point is complemented by the general consensus that developmental initiatives, whether tourism based or general, should strive to meet the triple bottom-line, thus maintaining a balance between economic, environmental and socio-cultural benefits. (cf. 2.3.1)
- ✚ Literature reviewed on the historical development of sustainable tourism on the global stage (DeWitt *et al*, 2011:22) and the principles guiding its implementation plan (Hall & Lew, 2009:3), lead to the logical conclusion that the attainment of sustainable tourism is not an event but a process. In other words, even when sustainable tourism guidelines are being respected, constant reviews are necessary to ensure that the desired objectives are met. (cf. 2.3.1)

6.3.2 Conclusions with regard to the analyses of literature on tourism planning, tourism development in South Africa and community tourism

The following conclusions are evident:

- ✚ This study concludes that planning is indispensable to sustainable tourism development based on the need to adopt an inclusive stakeholder approach, maximise benefits while minimising costs and ensuring high quality visitors experience. (cf. 3.2)
- ✚ Literature reviewed on the impacts of sustainable tourism development leads to the conclusion that, regardless of its scale, tourism development inevitably impacts both negatively and positively on the community.
- ✚ It is equally evident that tourism development impacts can be felt both at the macro and micro levels of the economy. (cf. 3.4)
- ✚ This study also concludes that the environmental impacts of tourism are more prominent, mainly because most tourism resources are drawn from the environment. (cf. 3.4)

- ✚ Furthermore, this study concludes that socio-cultural impacts of tourism need to be monitored and adjustments made where necessary to avoid tensions between local communities and visitors. (cf. 3.4.2)
- ✚ In view of the preceding, this study concludes that tourism planning should take place at all spheres of governance with the active participation of all stakeholders. (cf. 3.5)
- ✚ On the international front, tourism policies developed significantly with the major role players being The United Nations World Tourism Organisation (UNWTO) and The World Travel and Tourism Council (WTTC). (cf. 3.5.1)
- ✚ Similarly, this study acknowledges the strategic importance of the following international conferences and reports in shaping tourism policies: The Brundtland report, “Our Common Future (1987), The Earth Summit in Rio de Janeiro “Agenda 21” (1992), The United Nation’s Summit on Sustainable Development (WSSD) in Johannesburg (2002), IUCN World Conservation Congress in Madrid (2008) and The United Nations Conference on Sustainable Development (Rio + 20) in Rio de Janeiro (2012). (cf. 3.5)
- ✚ At the national level, it can be concluded that the tourism Whitepaper “Development and Promotion of tourism in South Africa” (1996) laid the foundation and the building blocks of tourism policy in South Africa. (cf. 3.5.2)
- ✚ At the provincial level, the “Responsible Tourism Planning Manual” deserves mention in this conclusion. Its strategic importance lies in the adoption of the responsible tourism approach to tourism development by the Gauteng provincial government. (cf. 3.5.3)
- ✚ Community tourism involves the inclusion and participation of local residents in tourism development. The aim should be to alleviate poverty by ensuring shared responsibility between the community, the private sector and the government. (cf. 3.6)
- ✚ It can be concluded that local resident support will depend to a large extent on the benefit they envisage coming to them from tourism as indicated in literature (cf. 3.6.2.1).
- ✚ Similarly, It is also concluded that the Theory of Reasoned Action (TRA) can be applied to development of sustainable community tourism to

ensure that local residents have positive perceptions of tourism, hence ensuring that they develop favourable attitudes towards tourism, friendly attitudes towards tourists and positive attitudes conservation of tourism resources. (cf. 3.6.2)

- ❏ Sustainable community tourism should be built around four pillars: social inclusion and gender equity, poverty reduction, business enterprise sustainability and local capacity building. (cf. 3.6.2)
- ❏ Pro-poor tourism should generate not only economic but also social and environmental benefits for the poor. (cf. 3.6.3)
- ❏ Slum tourism and Township tourism are forms of community with deep roots in poor communities. Even though history and culture could constitute part of the product offering, their unique characteristic lies in the fact that poverty is actually the main attraction. (cf. 3.6.4)

A general review of the conclusions of the literature analysed in this study reveals that tourism is a system that must be understood, planned and well managed. The sustainability of community tourism in any destination depends on how effectively the positive economic, socio-cultural and environmental maximised while mitigating the negative impacts. This entails equitable distribution of benefits and responsibilities among stakeholders. It also necessitates an understanding of the destination system, maintaining its competitive advantage as well as ensuring community participation, benefit and support. In summary therefore, the conclusions of the literature analysed in this study inform the sustainable community tourism strategy proposed at the end of this research through the focus on effective stakeholder consultation and involvement, robust planning and policy implementation, and optimising economic, environmental and socio-cultural benefits while mitigating negative impacts as far as possible.

6.3.3 Conclusions with regards to the empirical study on the potential for developing sustainable community tourism in Soshanguve

The following conclusions are evident from the results of the survey of visitors, residents and product managers:

Visitor survey

- ✚ Based on the analysis of biographical data collected in this study, it can be concluded that there is great depth and diversity in tourism demand in the City of Tshwane (cf. 5.2.1
- ✚ The travel behaviour of the visitors leads to the conclusion that the propensity for day trips and weekend trips is quite high among the respondents (cf. 5.2.2.1 and 5.2.2.2).
- ✚ An analysis of the facilities used by the visitors leads to the conclusion that the use hotel and guest house accommodation is quite prevalent among the visitors as well as the use of car transport.
- ✚ The empirical results on visitors' travel motivations lead to the conclusion that the strongest push factor among the respondents is the desire to relax, followed by having fun.
- ✚ On the other hand, it can be concluded from the statistics that the weakest push factor among the visitors is "to study". 35% of the respondents "strongly disagree" with this proposition.
- ✚ With regards to the preferred holiday activities of the respondents, it can be concluded that most of the visitors prefer spending time at historical places, followed by visiting museums and galleries, appreciating nature and visiting cultural attractions.
- ✚ Financial considerations proved to be the most influential determinant of the respondents' choice of a holiday destination. This was followed by security concerns, value for money and the availability of entertainment facilities.
- ✚ It can also be concluded that the visitors' knowledge of the Townships around the City of Tshwane is poor based on the fact that only 47% know that there are more than ten Townships in Tshwane.
- ✚ However, 60% of the respondents have visited one or more Townships in the past so the level of awareness of the Township tourism product can be described as substantial.
- ✚ The empirical results also lend credibility to the conclusion that the appetite for township tourism products among the respondents is high as there is an almost even distribution among visitors who appreciate

traditional dance and music, traditional South African meals, art and craft and cultural performances.

- ✚ Finally, the visitors reveal that the decision to visit the Township was greatly influenced by “word of mouth” rather than other conventional media forms. The conclusion here is that the positive stories about Townships are not generating enough publicity

As a general perspective on the demand side of tourism development in Soshanguve Township, this study concludes that the potential demand for the Soshanguve tourism product is quite favourable considering the rich diversity of visitors to the CTMM and the fact that many of these visitors take both day trips and short holidays.

3.4.2.2 Supply-side survey - Residents

The importance of community participation, support and benefit was evident as part of sustainable tourism development. In this regard, the opinions of 430 Soshanguve residents were sought with respect to their attachment to the community, participation in tourism initiatives and perceptions about tourism. The following conclusions are drawn from the results of the survey:

- ✚ The major conclusion from the demographic results is that Soshanguve Township has a youthful population, high illiteracy rate and a very high unemployment rate (cf. 5.3.2.1).
- ✚ It can also be concluded that the level of community attachment among the respondents is quite high considering that 60% of them have lived in Soshanguve for more than ten years and 83% would not like to leave the community if they had the option.
- ✚ Furthermore, the results of the empirical study suggest that the residents have a great sense of community pride considering that the respondents indicated seven things that make them proud of the community (cf. 5.3.2).
- ✚ However, the level of tourism exposure and involvement among the respondents is quite low as only 16% of them have worked in a tourism business and only 28% of taken part in any tourism initiative or workshop.

- ✚ With regards to the general impact of tourism, this study concludes that the respondents foresee a very positive impact from tourism, both on their personal quality of life and in the community as a whole.
- ✚ Residents foresee great economic benefits coming from tourism development. Out of the seven specific economic impacts suggested, the least positive rating is 77% and the maximum is 82%.
- ✚ The residents envisage the greatest economic benefits in the areas of support for Small and medium size enterprises (82%), training opportunities for employees in the tourism sector (82%), and value of property (82%).
- ✚ However, based on the “fully agree” rating alone, most respondents are of the opinion that the greatest benefit from tourism development will be felt in job creation (24%) and government taxation (24%).
- ✚ With regard to the socio-cultural impacts the respondents perceive the greatest benefit from tourism development being in the opportunity to learn more about other cultures as 87% of them rate this in the affirmative.
- ✚ They also foresee tourism development giving the community an opportunity to have more entertainment and sports and recreation facilities.
- ✚ However, their view on tourism development leading to less crime and less prostitution is not so positive as only 64% and 57% respectively agree with this. Worst-still, 63% of the respondents agree that tourism development will lead to the spread of more diseases in the community.
- ✚ Community members do not feel as strongly about environmental impacts as they did with economic impacts. Only one specific impact, “plant protection” has a positive rating of 80% as opposed to six specific economic impact areas.
- ✚ The respondents actually foresee tourism development causing negative impacts in three areas, namely: increase pollution (71%), increase littering (71%) and more waste of water (68%).
- ✚ However, positive impacts are perceived in the areas of animal protection (75%), environmental protection (77%) and plant protection (80%).

- ❏ The overwhelming threat to tourism development in Soshanguve, according to the residents is crime. 45% of all the respondents agree with this view.
- ❏ Drug abuse and unemployment are identified as the other possible challenges with an 18% and 13% rating respectively.
- ❏ It is equally interesting to see that 11% of the respondents consider illiteracy to be one of the major obstacles to tourism development in the area. The conclusion here is that the residents seem quite aware of the challenges facing their community.

In summary, it can be concluded that residents of Soshanguve Township have a strong attachment to their community despite the enormous challenges of unemployment and illiteracy that lie there within. Even though they have very limited exposure to the tourism industry, the residents are quite positive about the benefits that tourism development can bring to their community, especially in the areas of economics and infrastructure development.

3.4.2.3 Supply-side – Product Managers

Having analysed the potential demand for the Soshanguve tourism product, the objective of the product managers' survey was to get insight in to the range and quality of the tourism product offering in the Township. Twenty nine tourism businesses took part in this survey.

- ❏ Four tourism business clusters can identified in the Soshanguve community, classified under, transport and tours, accommodation, heritage (natural and man-made) and tavern owners and catering.
- ❏ Most of the tourism businesses in Soshanguve are in the art and craft sector (45%). These are mainly sold to tourists as part of their souvenirs of South Africa as most of the art work depicts various aspects of the different South African cultures.
- ❏ Accommodation establishments constitute 17% of the tourism businesses with two renowned hotels in the area: Soshanguve hotel and Red Onion hotel. The rest are guest houses, commonly referred to as bed and breakfast (B & Bs).

- ✚ There are three major companies operating tours in the Soshanguve Township: Jet A1 Luxury tours, Achas Explore Africa travel and tours and Cembra transport. While Achas Explore Africa travel and tours specialize in fully inclusive packaged holidays, the other two concentrate mainly on the transport component, moving clients to major tourist attractions across the country.
- ✚ Most of the tourism businesses in Soshanguve (52%) are relatively young with only 2 – 4 years business experience. This leaves them very vulnerable because of the lack of experience.
- ✚ The level of education among the managers is quite low as many of them (87%) have attained only grade 11 in formal education. This further adds to the vulnerability of the businesses and possibly the quality of service as well.
- ✚ The educational level of the employees shows little improvement as 86% of those employed in the tourism businesses have attained grade 12. Despite this slight improvement, this low level of education calls for concern because as a service industry, tourism demands excellence at every level.
- ✚ It is equally alarming to notice that 72% of tourism sector employees have not received any training in the last six months. Even among those who got some training, only 13% of them received advice in customer care.
- ✚ Only 3% of the tourism businesses in Soshanguve have industry accreditation, grading or control. In a slightly improved situation, 7% of the tourism businesses belong to an industry association. The significance of all these is that without peer or industry control, quality can hardly be assured.
- ✚ It can be concluded that most of the tourism businesses in Soshanguve are economically sustainable in view of the fact 83% of the respondents agree to the fact business performance has been good in terms of client numbers, turn-over and profit
- ✚ There is a discrepancy between what the tourism product operators consider to be general industry success factors and what they consider to be the reasons behind their success in the industry. It can therefore be

concluded that there is uncertainty among the product operators regarding industry success factors.

- ✚ It can also be concluded that most of the tourism businesses in Soshanguve are SMMEs because 48% of them can only accommodate between 10 – 40 clients at a given time.
- ✚ The fact that only 45% of the tourism businesses have had above 50% of return clients leads to the conclusion that the client satisfaction rate is not good.
- ✚ It is also logical to conclude that government support for tourism businesses in Soshanguve has been minimal considering that only 14% of the businesses have received financial support from government. In fact, government support with regards to training needs has even been less as only 10% of the businesses have been assisted.
- ✚ It is therefore not surprising that only 10% of the respondents think that government has done enough to provide an enabling environment for tourism development in Soshanguve.
- ✚ It is also evident that many of the tourism business operators are not optimistic about the future of tourism businesses in Soshanguve as 72% of the respondents think the current environment is not conducive for tourism development.
- ✚ With 33% of visitors “fully agreeing” that their motivation for visiting a Township is to experience traditional dance, drama and music, and 48% of product managers indicating that the special (unique) selling point for Soshanguve Township is its cultural diversity, this study concludes that the rallying point (key strength) of developing tourism in the community should be its cultural attractions.
- ✚ This study also concludes that the main weakness (challenge) in developing tourism in Soshanguve is crime as stated by 77% of the product managers and 45% of the residents.
- ✚ Evidence from 38% of the product managers surveyed leads to the conclusion that the greatest opportunity for developing community tourism in Soshanguve lies in the good marketing environment presented by the close proximity of the Township to the city of Pretoria.

- ✚ Further evidence from 73% of the product managers' surveyed points to the conclusion that the threat to tourism development in Soshanguve would arise from its poor safety and security record.

3.4.2.4 Supply-side interviews – Community leaders

Literature on community tourism (3.6) emphasises the participation of local communities and their leaders in sustainable tourism planning and development. The objective of this part of the empirical study was to assess the level of participation of the Soshanguve community leaders and their commitment to tourism development in their community. As previously stated, interviews were held with three prominent community leaders (selected as guided by the Soshanguve councillors' forum, based on leadership status and knowledge of the community's history). The following conclusions emanate from the results of this qualitative study:

- ✚ Even though there is a plan for the development of tourism in the Soshanguve Township in the Tourism department of the CTMM titled "Product development for Soshanguve as a unique tourism destination", due process (see 3.3) was not followed. This is because all the three community leaders interviewed indicated that they did not know of any community member who had been consulted in the development of any tourism plan.
- ✚ Community leaders indicated unique history, the natural environment and cultural heritage as the unique tourism products in Soshanguve.
- ✚ The conclusion that the development of sustainable community tourism in Soshanguve should help alleviate poverty in the community through job creation and income generation is echoed both in the resident survey and interviews with the community leaders.
- ✚ Discussions with the interviewees lead to the conclusion that the principal challenges to developing tourism in the community would be poor tourism awareness and education, and poor commitment on the part of municipal officers.

6.4 RECOMMENDATIONS OF THE STUDY

Based on the foregoing conclusions on both the literature study and the empirical results of this study, the focus now shifts to the recommendations of the research. The recommendations are divided into three sections; starting with recommendations on the strategy to employ in developing sustainable community tourism in Soshanguve, recommendations regarding the study and recommendations for future research.

6.4.1 Recommendations on the strategy to employ in developing sustainable community tourism in Soshanguve Township

As a prelude to the sustainable community tourism development strategy for Soshanguve, this study proposes the following tourism system (Figure 6.1) for the community of Soshanguve in order to present a snapshot of the geographical elements involved in the delivery of the strategy.

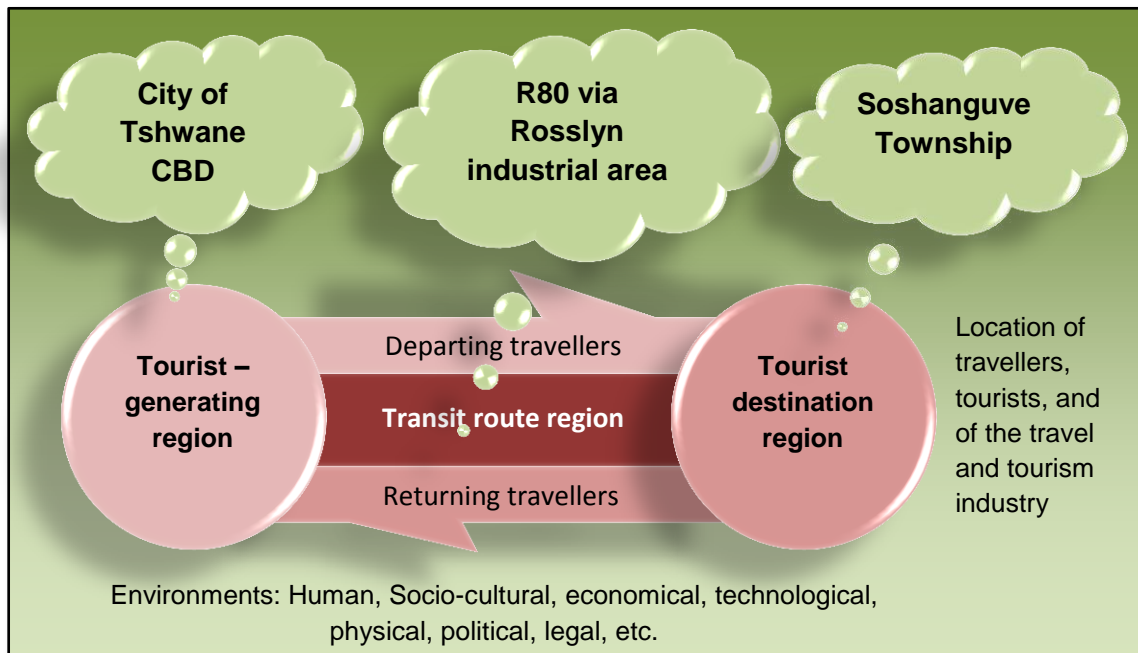


Figure 6.1: Soshanguve tourism system

Adapted from: Leiper (1990 cited in Fletcher et al., 2013:7)

This study recommends that in order to initiate a vibrant tourism economy in Soshanguve, the tourism system proposed in Figure 6.1 be considered. Tourists in the City of Tshwane CBD where the demand side survey of this study was conducted should constitute the demand poll as they can easily afford a day trip to Soshanguve Township. The Mabopane highway (R80) is seen as the transit route with a stopover in the Rosslyn industrial area which is a major car assembly area and lies mid-way between the City of Tshwane CBD and Soshanguve Township. This will further enhance the visitor pull factor by adding variation to the already existing attractions in Soshanguve. As the destination region, Soshanguve should then develop the tourism sector consisting of the attractions, the enabling environment and tourism facilities and services to ensure sustainable tourism in the community.

The sustainable community tourism development strategy for Soshanguve is proposed in Figure 6.2 (next page). The strategy for developing sustainable community tourism in Soshanguve Township should unfold as follows:

Step 1: Recommendations regarding stakeholders

Crucial to the successful implementation of the Soshanguve community tourism strategy is the competent and committed stakeholders with a clear understanding of their roles and objectives.

- ✚ It is recommended that a consultative assembly made up of ten members representing four stakeholder groups (cf. 2.3.3) be constituted to drive the tourism development process. The decision to have four stakeholder groups is informed by the objective of attaining the tripple bottom-line (cf.2.3.3) and ensure the third step on the sustainability tree (cf. 2.3.1). In this regard, the first stakeholder on the Soshanguve consultative assembly will be the local government (City of Tshwane) to ensure coordination and policy implementation. It is recommended that two members represent the local government so that the process is not stalled if one person is incapacitated. These two members should therefore be competent in tourism planning and policy matters.

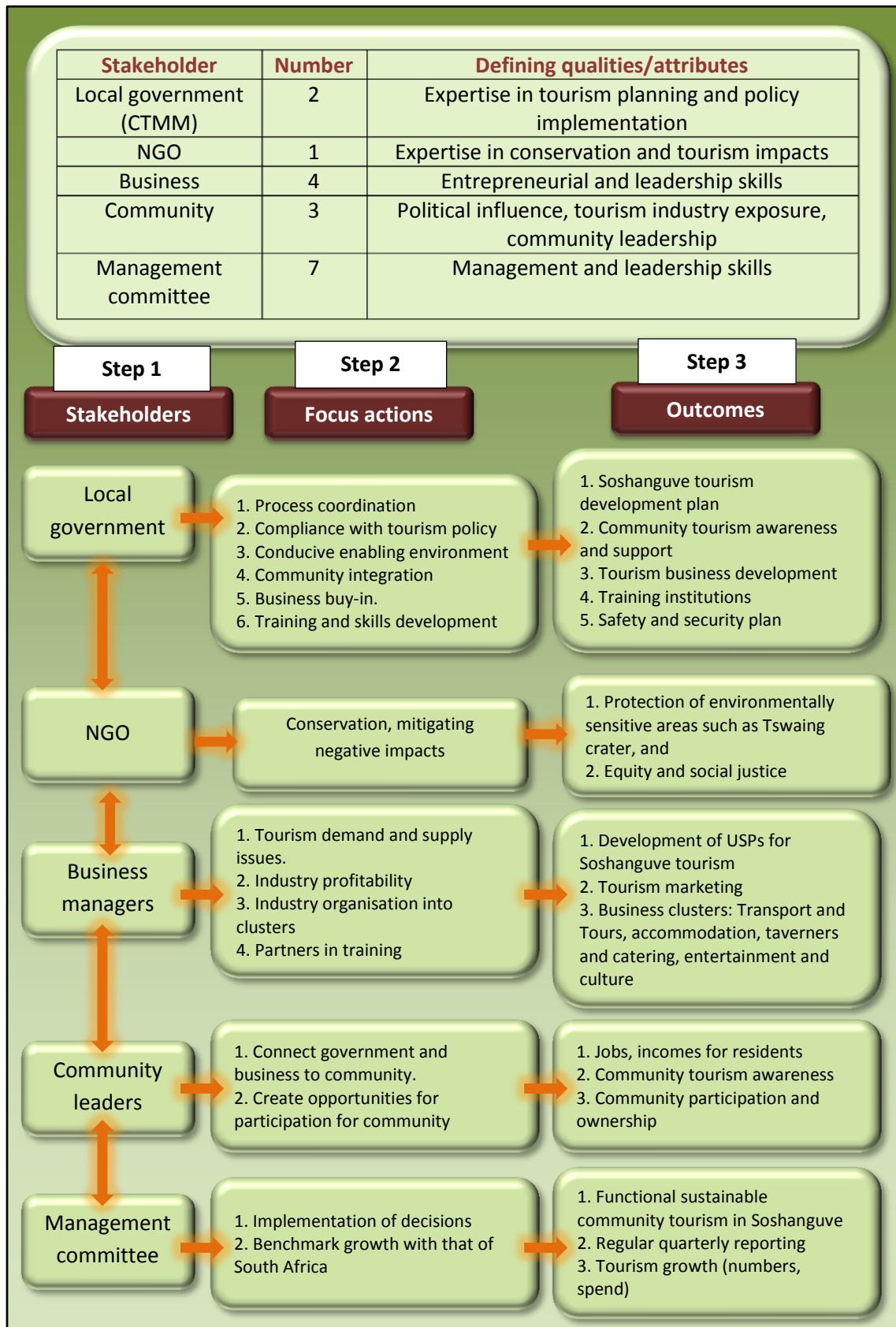


Figure 6.2: Sustainable community tourism strategy for Soshanguve Township

- ✚ The presence of the Non-governmental organisation (NGO) on the consultative assembly is to ensure that as a pressure group they draw the attention of the assembly to sensitive issues of environmental and human concern. The one member representing this group should have expertise in conservation and tourism impacts so as to ensure environmental sustainability.
- ✚ It is recommended that the third stakeholder group represent the tourism business sector so as ensure economic sustainability. The four persons representing this group should have entrepreneurial and leadership skills. Four members are required to represent the business group because they should be responsible for forming separate business clusters.
- ✚ The final slot on the consultative assembly should go to the residents of the Soshanguve community as informed by literature (cf. 3.6) and the empirical results (cf. 5.3.5 & 5.6.4). It is recommended that three persons represent the Soshanguve community so as to bring diverse skills to maximise community benefit. The three skills required here are political influence to drive community concerns across, tourism industry exposure to comprehend the tourism development process and community leadership skills to gain the support of the larger community. As influential community members they are well placed to monitor the socio-cultural impacts of tourism in the community and provide the third leg that completes and ensures the tripple bottom-line of Soshanguve tourism is achieved.
- ✚ It is important to emphasise that the attribution of specific roles to particular stakeholder groups in this study is not in any way suggesting that stakeholders be narrow-minded or one-dimensional but rather indicating a focus area to ensure inclusion among the overall tourism development objectives in Soshanguve community. In other words, the successful delivery of the tripple bottom-line and sustainable tourism is the responsibility of all stakeholders.

With this, the consultative assembly to champion the course of sustainable community tourism in Soshanguve will be complete and ready to get to work. The tourists are not represented on the assembly because it is understood that they

only come for brief periods and cannot afford the time. However, it is recommended that the results of the demand side survey undertaken as part of this study constitute the voice of the visitors. Furthermore, it is recommended that seven persons representative of all four stakeholder groups be selected from the consultative assembly to constitute the management team that will ensure the day-to-day operations of the Soshanguve tourism development process. Members of the management committee must have adequate management and leadership skills.

Regular meetings are to be held by the management committee with the necessary feedback to all stakeholders involved.

Step 2: Recommendations regarding focus actions

This study recommends that the stakeholders take action as follows in order to deliver sustainable community tourism in Soshanguve:

Local government (City of Tshwane Metropolitan Municipality)

- ✚ It is recommended that the City of Tshwane (COT) initiates the tourism development process in Soshanguve by inviting the other stakeholders (business community, NGOs and Soshanguve residents) to send representatives to consultative assembly as indicated by literature (cf. 3.3). This will lead to the formation of the consultative assembly where the COT will coordinate deliberations. The effectiveness of this assembly should be enhanced through the formation of committees to address pertinent issues such as the identification of viable tourism products, product development, security concerns, and destination marketing among others.
- ✚ The local government represented by the COT should equally ensure a conducive enabling environment for tourism development to take root in Soshanguve by putting in place the necessary infrastructure and services, security for residents, businesses and tourists as requested in the empirical results (cf. 5.4.7).
- ✚ This study further recommends that government plays a leading role in integrating the community residents into the tourism mainstream through

community tourism awareness programmes (cf. 5.6.4) and supporting local businesses financially and through the training managers and employees (cf. 5.4.6).

- ✚ It is recommended that training and skills development constitute a key focus area of government intervention. Training and skills development should be professional in nature, with a major accent towards developing tourism and hospitality managers, chefs, waiters, tour operators/guides, environmental managers, customer service assistants and artisans.
- ✚ Considering that tourism in Soshanguve is still in its nascent stages with few tourists visiting, government should incentivise entrepreneurs to invest in the tourism business sector in Soshanguve. The case for business incentives is further validated by the huge social benefits such as poverty alleviation that tourism development could create.
- ✚ Through the interventions recommended above, the major outcomes for local government will be the Soshanguve tourism development plan, tourism awareness and support in the community and tourism sector business development in Soshanguve.

Non-governmental Organisations (NGOs)

- ✚ It is recommended that the main actions of NGOs focus on the conservation of natural and man-made heritage and the mitigation of tourism development impacts to ensure environmental and socio-cultural sustainability of tourism in Soshanguve (cf. 2.4 & 3.4.2).
- ✚ Through the successful implementation of their environmental and social programmes, the NGOs should ensure the protection of sensitive bio-diversity areas such as the Tswaing crater, curb social ills (prostitution, crime) and protect poor communities from exploitation.

Business managers

- ✚ This study recommends that the role of business should be primarily to initiate further investment into the Soshanguve tourism sector. This investment could be in areas such as quality accommodation, restaurants, shopping, events management and entertainment centres. The goal

should be to get tourists to have a quality experience, stay longer and increase tourism-spend in the community.

- ✚ It is further recommended that business managers should take actions to organise the tourism supply environment in Soshanguve. The formation of tourism business clusters will assist in this regard by encouraging peer mentorship and quality checks. The following tourism business clusters are proposed: transport and tours, accommodation, tavern owners and catering, and entertainment and culture. This will be in-line with the needs expressed in the empirical results such as culture, traditional dances and traditional cuisine (cf. 5.2.4 and (cf. 5.6).
- ✚ The business community should equally take actions that will ensure the profitability of the tourism sector in Soshanguve.
- ✚ It is recommended that the business sector takes actions to develop new and exciting tourism products for Soshanguve based on the results obtained from this study. Hence the natural environment epitomised by the Tswaing meteorite crater and ecological resort (Appendix 5a), the vibrant cultural expressions (Appendix 5b) and the unique contribution of Soshanguve to the “struggle history” of South Africa (cf. 5.6.3 This should result in viable tourism demand in Soshanguve with a growth rate benchmarked against the South African tourism growth rate (cf. 3.4.1).
- ✚ As the primary employers of the graduates from the training and skills institutions mentioned above, business should complement government training and skills initiatives by offering internships and mentorship opportunities to graduates in order to facilitate their integration into the tourism industry.

Local community leaders

- ✚ This study recommends that the Soshanguve community representatives facilitate the implementation of government programmes by leading the community tourism awareness programmes and explain tourism business support initiatives to residents. Through their intervention the community will also express friendly attitudes towards businesses and tourists.

- ✚ It is recommended that the hospitality of the local residents of Soshanguve community constitute the defining principle of the relationship with the tourists.
- ✚ The outcome of the foregoing should be seen in the support and commitment of the Soshanguve residents to tourism development through tourism awareness and economic and socio-cultural benefits for the community. This should translate into jobs, incomes and small business development among community members.

Management committee

- ✚ It is recommended that the management committee implements the decisions taken by the consultative assembly towards the attainment of sustainable community tourism in Soshanguve. They also monitor tourism development impacts and report back to the consultative assembly with recommendations for further action.
- ✚ With the full implementation of the above, the outcome should be a functional sustainable community tourism sector in Soshanguve. Quarterly reports should be published to attest to any progress or deviation from set objectives.

Step 3: Outcomes

Finally, the following are recommended outcomes from the various stakeholder interventions indicated above:

Local government

- ✚ The first major outcome of government intervention should be a tourism master plan for Soshanguve agreed upon by all stakeholders.
- ✚ Through government-sponsored tourism awareness campaigns, local residents should become better informed about the realities of tourism and consequently get involved in tourism development initiatives.
- ✚ It is recommended that the outcome of government training and skills programmes be evident in the number of functional training institutions and the excellent performance of the graduates in running the tourism sector in Soshanguve.

- ✚ Further government actions through various incentive schemes as mentioned above should result in community members and other national and foreign entrepreneurs investing in the Soshanguve tourism sector.

NGOs

- ✚ Interventions by the NGOs should result in the protection of biodiversity and ecologically sensitive areas such as the Tswaing meteorite crater and ecological resort.
- ✚ It is also recommended that NGOs strive to achieve social justice and equity in the distribution of the proceeds of tourism in the Soshanguve community.

Business managers

- ✚ One major outcome of business managers' intervention should be visible in the return on investments, the average length of stay of the visitors and the percentage of repeat clients.
- ✚ In addition, business should successfully organise of the Soshanguve industry into functional clusters. This will be an important step in ensuring effective coordination and quality control.
- ✚ Business should equally ensure the sustainable management of the USPs developed above by adhering to prescribed regulations.
- ✚ Although government sometimes takes actions to market tourism destinations, this study recommends that business plays a leadership role in this regard considering that business managers regularly interact with market and are more abreast with the latest market trends.

Community leaders

- ✚ Interventions of the community leaders should result in better understanding of the role and opportunities offered by tourism development in the community.
- ✚ Considering the high unemployment rate in Soshanguve, community leaders should ensure that jobs and other economic opportunities accrue to Soshanguve residents.

- ❏ The outcome of community leaders' intervention should be measured in the effective participation of community members in the tourism industry.
- ❏ Finally, the major indicator of community participation and benefit from sustainable community tourism should be a better quality of life for residents of the Soshanguve community.

Management committee

- ❏ Effective management of the tourism industry in Soshanguve should result in the implementation of the proposed strategy to bring about a functional sustainable community tourism industry in Soshanguve Township.
- ❏ A major success factor for the management committee should be evident in tourism sector growth, efficient management of resources and increased investment in the tourism sector in Soshanguve.
- ❏ Effective monitoring of this strategy will be seen in the quarterly progress reports produced by the management committee.
- ❏ Furthermore, yearly reviews by the management committee should also assist in monitoring the impacts of sustainable community tourism in Soshanguve with actions taken to correct any deviations.

The next section focusses on how the strategy proposed for developing sustainable community tourism in Soshanguve can be applied to other townships.

6.4.2 Recommendations on the general strategy to employ in developing sustainable community tourism

This study recognises the fact that Townships, and communities in general are not identical, hence the need to propose a more adaptable sustainable community tourism strategy for Township communities.

In this regard, Figure 6.3 proposes a five phased strategy starting from stakeholders' identification, product development, planning, implementation and evaluation and feedback. Each phase begins with the nomination of the leading stakeholder and the supporting stakeholder, the key actions, the output and reference literature to guide the process.

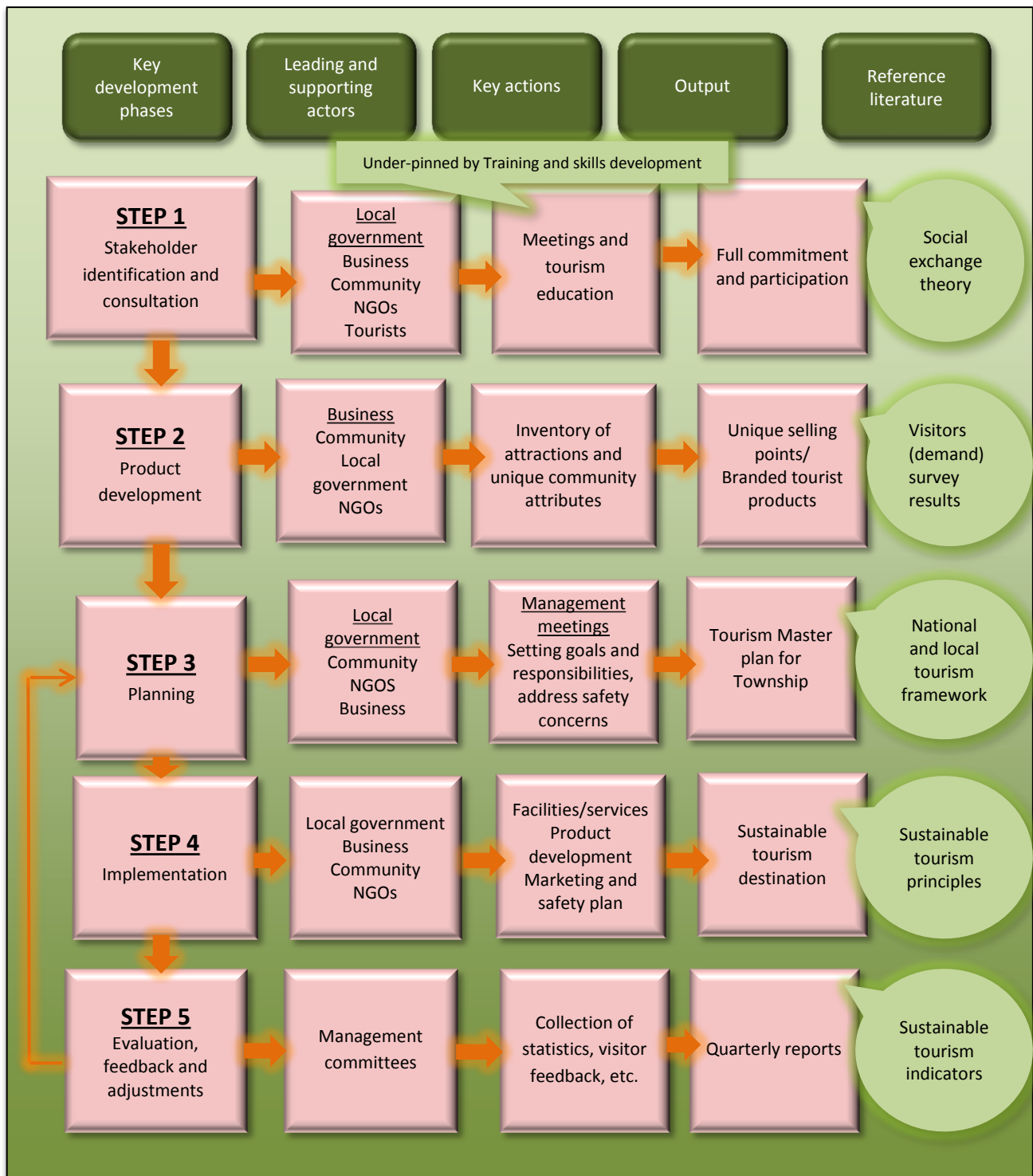


Figure 6.3: Strategy for developing sustainable community tourism

STEP 1: Recommendations regarding stakeholder identification

- ✚ In both the Soshanguve resident survey (cf. 5.3.7) and the community-leaders' interviews (cf. 5.6.2) the respondents indicated that there is currently no tourism development plan for the community despite the fact

that a tourism plan for the area was handed to the researcher by the tourism division of the CTMM. This confused atmosphere is characteristic of tourism development processes that are not inclusive. This study therefore recommends that the stakeholders' identification process be fully inclusive of all parties likely to be affected by tourism development impacts.

- ✚ Further to the foregoing, it is recommended that the focus of the choice of stakeholders be guided by the necessity to achieve environmental sustainability, economic viability and maximise socio-cultural benefits (cf. 3.3). Hence, the strategic role of the government to initiate, coordinate the process and regulate tourism activity, business to ensure profitability, communities to provide the enabling socio-cultural environment and labour, NGOs to ensure fairness to the environment and communities and tourists to demand and enjoy the product.
- ✚ With the establishment of stakeholders, meetings should be held to lay the ground rules and educate all parties on the tourism development process and expected outcomes. Literature on the social exchange theory (cf. 3.6.2.1) should guide the deliberations in order to secure the commitment of all parties.
- ✚ This study recommends that training and skills development constitute an integral part of any sustainable community tourism initiative based on the relative novelty of the concept in many communities.

Step 2: Product development

- ✚ It is recommended that the product development phase be led by the business fraternity as they should be more versed with market conditions.
- ✚ The process of product development should begin with an inventory of all special attributes of the destination including both natural and man-made heritage.
- ✚ Key unique attractions should be singled out to be used as major tourists pull factors (USPs). If there are no major outstanding attractions, then a group of attractions could be clustered together to give a great impression.
- ✚ The demand potential of the tourism products should be tested through a visitor survey and market trends in the country and internationally.

Step 3: Tourism planning

- ✚ The tourism planning imperative is informed by literature (cf. 3.2) and this study recommends that the government once more leads the process to ensure conformity with existing guidelines.
- ✚ Planning meetings should be held in order to agree on tourism development goals and objectives. The responsibilities of all stakeholders should equally be clearly outlined to facilitate implementation. At the end of this process a tourism master plan in the form of a road map should be produced aligned with the regional tourism framework.

Step 4: Implementation

- ✚ It is recommended that the government coordinate the tourism implementation process, with entrepreneurs actively setting up tourism businesses, the community selling their labour and NGOs guarding against abuse of either the environment or people. This buzz of activity culminates in the establishment of facilities and services to cater for tourists' needs, tourism products that are adequately marketed, tourists having quality experiences and a community that is gainfully employed. All these in conformity with sustainable tourism guidelines.

Step 5: Evaluations and adjustments

- ✚ Even though community tourism might be sailing “smoothly” as described above, it is recommended that regular assessments be conducted to ensure that all aspects of sustainability are working well and mitigating actions are taken promptly to avoid unintended results such as those mentioned in literature (cf. 3.4). Monitoring the impacts of tourism development and making adjustments when necessary in the pillar of maintaining sustainability.

In conclusion, the strategy for developing sustainable community tourism presented and elaborated upon above illustrates that achieving sustainable tourism is not by chance but a planned and meticulously executed process. To succeed, this process requires the support and full commitment of all

stakeholders. It has also been illustrated that stakeholders are not only beneficiaries but equally active participants in the tourism development process.

Having established the proposed strategy for sustainable community tourism development in Soshanguve Township in particular, and Township communities in general, the next section focuses on recommendations from the study.

6.4.3 Recommendations regarding the study

- ✚ This study recommends that the proposed strategy for developing sustainable community tourism in Soshanguve be implemented without delay considering the benefits that it is likely to bring to all the stakeholders.
- ✚ It is further recommended that the close proximity between the City of Tshwane CBD and the Soshanguve community be seen as an extra motivation to implement this strategy promptly.
- ✚ The full implementation of the strategy should be followed by rigorous monitoring of tourism development impacts and adjustments made when necessary.
- ✚ While recommending the City of Tshwane CBD attractions as the place to initiate the marketing of the Soshanguve tourism product, this study goes further to suggest that the City of Tshwane be considered as a bridge to extend this marketing to other tourists origin regions.
- ✚ The demographic results reveal a youthful population with high unemployment and a strong community attachment. It is recommended that this be seen as an opportunity to develop tourism in Soshanguve. This is because the youth are both energetic and available to work as many of them are unemployed. The strong community attachment is just the extra commitment that there are willing to stay in the community for much longer.
- ✚ Given the poor levels of education among industry managers and employees, this study further recommends that short courses and other training programmes be initiated to improve service quality and productivity in the tourism industry. This action should be initiated by the

government because they have the relevant structures and resources to do this.

- ✚ It is recommended that the objectives of community tourism development in Soshanguve Township be guided pro-poor tourism strategies. While striving to maintain the triple bottom line of economic, socio-cultural and environmental sustainability, priority be given to community participation, ownership and benefit through jobs, income and small business development.
- ✚ In view of the developmental challenges facing residents of the Soshanguve community, this study recommends that government takes prompt action to speed up the community tourism development process in Soshanguve. This should be through the convocation of a stakeholders' forum to map the way forward.

In conclusion, this study recommends that sustainable community tourism be developed in the Soshanguve Township based on a strategy that is wholly inclusive of all relevant stakeholders, respects due planning process and has clear and measurable outcomes.

Despite the exhaustive nature of this study, there is still room for further research to enhance the gains from this study. The next section deals with areas for future research.

6.4.4 Recommendations regarding future research

Finally, this study proposes the following areas for future research:

- ✚ The focus of this study has been the development of a sustainable community tourism strategy for Soshanguve Township by adopting a consultative and an exploratory process. However, considering that the delivery of a quality tourism experience requires more than just the availability of the product, this study proposes that further research be undertaken to determine the adequacy of other contributors to the tourism experience such transport, accommodation, safety and security and pollution.

- ✚ During the course of this study, concerns were raised about the expanding settlement areas in the Soshanguve community which have a potential to compromise conservation efforts in the area. The management of Tswaing crater expressed reservations about the close proximity of these settlements to the nature reserve, but also the harvesting of plants in the centre by traditional healers and fire wood by the residents. This study therefore proposes that further research delves into the impacts of these phenomena on the nature tourism potential of the community.
- ✚ Further research is also recommended in the area of events management and how this could contribute towards attracting day visitors to the community of Soshanguve.
- ✚ Finally, considering the prevalence of Township or community tours in South Africa and the large number of Townships in the country, this study proposes that research be conducted on the success factors or best practices in developing township tourism so that there can be synergy in this regard. This would avoid a situation where every community learns from its own mistakes and fast track development in the townships.

6.4.5 Limitation

Finally, the following limitations are recognised in this study:

- ✚ The study focuses primarily on the Soshanguve Township in the City of Tshwane. There is however, a chance that minor differences could be observed in townships around other cities such as Cape Town.
- ✚ This study was limited mainly on the major attractions in the City of Tshwane and smaller attractions were not visited.
- ✚ The three products proposed to kick-start tourism development in Soshanguve are based only on current visitor interests. It is possible that new products can emerge and flourish as tourism development takes root.