

Development of a sustainable community-based tourism model: with special reference to Phokeng

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Promoter: Prof E Slabbert

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DECLARATION

I ***Pula Solomon Khunou*** declare that the thesis entitled “***Development of a sustainable community-based tourism model with special reference to Phokeng***”, except in aspects duly acknowledged, is my own unaided work. It is submitted for the degree ***PhD (Tourism Management)*** at the North-West University (Potchefstroom Campus). It has not been submitted for any other degree to any other university.

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Date: October 2016

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ABSTRACT

The primary goal of this study was to develop, construct and test a sustainable community-based tourism model for Phokeng or Royal Bafokeng Nation (RBN) area that may prove useful to tourism developers, policy makers, tourism planners and tourism managers as they seek to develop tourism in a sustainable way through prudent management of the role players and the social impacts of tourism. To fulfil this primary goal, the following five secondary objectives were put in place:

The first objective was to analyse community-based tourism and the community's role in achieving sustainable tourism by means of a comprehensive literature review. This objective was fulfilled through a literature study and discussion of the tourism system, tourists, communities, community-based tourism, various tourism theories that affect communities, strategies for developing community-based tourism as well as an analysis of community support for tourism. From this review it can be concluded, firstly that community-based tourism can be used as an economic diversification tool for Phokeng and similar areas. Secondly the community needs meaningful participation and decision-making power and not mere tokenism.

The second objective was to analyse the social impacts of tourism by means of a comprehensive literature review. This was fulfilled through, (a) the identification of tourism role-players and their roles in tourism management, (b) the study of the nature of social impacts and factors influencing them, (c) a review of strategies for planners and developers in managing the social impacts of tourism, (d) Partnerships and collaboration in tourism development and management, and (e) Sustainable product development & destination management.

It can be concluded that meaningful community participation in tourism also takes into cognisance the positive and negative impacts of tourism, investigates their cause and seeks mitigating factors as well as ways to manage them sustainably. Furthermore, the long-term sustainability of tourism depends to a large degree on participation of all stakeholders such as governments, community leaders and tourism managers and other players to strive to maximise the benefits as well as to mitigate the costs of tourism. Finally, the collaboration of all these stakeholders in the effective and sustainable management of tourism is paramount.

The third objective was to analyse the exploratory data by identifying the elements that could be used to construct the community tourism model. To fulfil this objective information obtained from literature sources, as well as qualitative and quantitative sources was used. Both the study of literature sources and the quantitative analysis revealed that communities similar to the Phokeng community and the Phokeng community itself are undoubtedly impacted by tourism

developments both positively and negatively. It was also discovered that successful development of sustainable tourism for communities hinges upon a collective management of the social impacts of tourism by all the stakeholders that are involved, them being: government, private sector, the community and other stakeholders.

The fourth objective was to construct a sustainable community-based tourism model (SCBT) based on the empirical findings derived from primary research. To fulfil this objective, there was a discussion of the application of the SCBT model by exploring the relationships between model elements. Then six factors that were comprised of *positive impacts*, *negative impacts*, *tourism awareness*, *the role of the government*, *the role of the private sector* and *community participation* were identified through literature study and analysed through the primary data gathered from the qualitative and quantitative parts of the study.

To obtain the primary data a sample of RBN-based residents was drawn from 30 villages. Data was analysed using different methods such as factor analysis, independent sample *t*-test, Spearman's rank correlation and Structural Equation Modelling (SEM). The nine factors were then linked to other variables and finally a total of 14 research hypotheses were proposed and tested in two models, (8 for Model A and 6 for Model B). Out of these, 7 hypotheses (4 from Model A and 3 from Model B) were accepted. In addition to the testing of these hypotheses, independent *t*-tests and Spearman's cross correlations revealed results that were captured in the Sustainable Community-Based Tourism Model. Thus the information gathered from all these analyses combined was finally used to create the final SCBT Model. The final model consists of nine factors namely: industry sustainability, community involvement, community information, community participation, private sector development, private sector management, role of government, negative impacts, and positive impacts. In addition to these factors an analysis was made of the correlations and relationships between SCBT factors and selected socio-demographic and behavioural characteristics such as *age*, *length of stay*, and *education level* as well as a comparison between SCBT factors and *gender*, *people working in a tourism business* and *people owning a tourism business* to gather more in-depth information.

The fifth objective was to draw conclusions and make recommendations regarding the implementation and application of the model so as to ensure prudent management of the tourism in communities. The development of sustainable community-based tourism depends on effectively minimising the negative impacts and maximising the positive impacts of tourism as well as obtaining the full involvement, partnership and cooperation of all the key stakeholders through the establishment of a synergy between the government, the private sector and the host community.

For this to be achieved the six factors that were previously identified through literature analysis and developed through the empirical analyses to nine factors were linked to other variables which were all used to create the final SCBT Model. This study has made several novel contributions. The first contribution is the development of the model itself, which uniquely seeks to manage the social impacts of tourism and to create community-based tourism that is *sustainable*. The second contribution is the identification of more defined roles that the government and the private sector have to play in this scenario. Third, the community wants more than just awareness they want to be involved, to participate, to receive information and to be part of the *running* and decision-making of tourism. Fourth, the ‘how’ of this model is crucial as that makes it even more different than previous models – the “how” can to a large extent be deducted from the qualitative interviews and what the respondents indicated there.

Fifth, the study has combined the elements of two approaches by (i) analysing *community attitudes towards tourism impacts*, and (ii) investigating *community attitudes* and their *role* and *participation* in tourism planning and development. Sixth, for its theoretical framework it incorporated elements of three theories, namely: Social Exchange Theory (SET), Sustainable Livelihood Approach (SLA), and Stakeholder Theory. Seventh, although not the first of its kind, it was a rare feat to first work from a qualitative perspective and then to build to a quantitative perspective and to integrate the two, since very few have followed this methodology in previous studies. The specific roles of each role-player, their relationships and factors influencing these role-players were novel contributions. Eighth, it developed a model that not only seeks to create community-based tourism but also to manage the social impacts of tourism in a *sustainable* way. It is recommended that this model is applied to the Phokeng area and that it is tested in other similar areas.

Keywords: Private sector, government, tourism; tourism industry; community; community-based tourism; sustainable tourism; social impacts; community awareness; tourism management; model; Sustainable community-based tourism model (SCBT).

OPSOMMING

Die primêre doel van hierdie studie was om 'n Volhoubare Gemeenskapsgebaseerde Toerisme-model (VGGT) vir Phokeng of die Koninklike Bafokengstam-gebied (KBS) te ontwikkel, te konstrueer en te toets wat nuttig aangewend kan word deur toerismeontwikkelaars, beleidmakers, toerismebeplanners en toerismebestuurders in hul strewe om toerisme op 'n volhoubare wyse uit te bou deur verstandige bestuur van die rolspelers en sosiale impak van toerisme. Ter vervulling van hierdie primêre doel is die volgende vyf sekondêre doelwitte gestel:

Die eerste doelwit was om gemeenskapsgebaseerde toerisme en die gemeenskap se rol in die bereiking van volhoubare toerisme deur middel van 'n omvattende literatuuroorsig te ontleed. Hierdie doelwit is bereik deur 'n literatuurstudie en bespreking van die toerismestelsel, toeriste, gemeenskappe, gemeenskapsgebaseerde toerisme, verskeie toerismeteorieë wat gemeenskappe raak, strategieë vir die ontwikkeling van gemeenskapstoerisme sowel as 'n beoordeling van geselekteerde gemeenskapstoerisme-modelle. Daar kan uit die literatuuranalise afgelei word dat gemeenskapsgebaseerde toerisme kan gebruik word as 'n ekonomiese diversifikasie middel in Phokeng en ander soortgelyke areas. Tweedens is dit duidelik dat die gemeenskap betekenisvolle deelname en besluitnemingsmag benodig en nie net minimale uitsette nie.

Die tweede doelwit was om die sosiale impak van toerisme deur middel van 'n omvattende literatuuroorsig te ontleed. Dit is bereik deur (a) die identifisering van toerismerolspelers en hul rol in toerismebestuur, (a) die studie van die aard van sosiale impakte en faktore wat dit beïnvloed, (c) 'n oorsig van strategieë vir beplanners en ontwikkelaars in die bestuur van die sosiale impakte van toerisme, (d) 'n ondersoek na volhoubare toerismebeginsels en volhoubare toerismeontwikkeling en (e) 'n ondersoek na volhoubare toerismebeginsels en volhoubare toerismeontwikkeling.

Daar kan afgelei word dat betekenisvolle gemeenskapsdeelname in toerisme ook die positiewe en negatiewe impakte van toerisme in ag neem sowel as die oorsake en faktore wat dit beïnvloed en metodes om dit volhoubaar te bestuur. Die langtermyn volhoubaarheid van toerisme is afhanklik van die vlak van deelname deur rolspelers soos regering, gemeenskapsleiers, toerismebestuurders en ander rolspelers wat moet streef na die maksimalisering van voordele en vermindering van kostes. Die samewerking van al die rolspelers in die effektiewe en volhoubare bestuur van toerisme is noodsaaklik.

Die derde doelwit was om die verkennende data te ontleed deur die elemente te identifiseer wat gebruik kan word om die Volhoubare Gemeenskapsgebaseerde Toerisme-model (VGGT) te

konstrueer. Om hierdie doelwit te bereik, is gebruik gemaak van inligting uit literatuurbronne, sowel as kwalitatiewe en kwantitatiewe bronne. Sowel die studie van literatuurbronne as die kwantitatiewe ontleiding het aan die lig gebring dat gemeenskappe soortgelyk aan die Phokeng-gemeenskap, en die Phokeng-gemeenskap self, ongetwyfeld deur toerismeontwikkelings geraak word – positief sowel as negatief. Daar is ook vasgestel dat suksesvolle ontwikkeling van volhoubare toerisme vir gemeenskappe afhanklik is van 'n kollektiewe bestuur van die sosiale impakte van toerisme deur al die betrokke belanghebbendes, te wete: regering, privaat sektor, die gemeenskap en ander belanghebbendes.

Die vierde doelwit was om die VGGT-model te konstrueer aan die hand van die empiriese bevindinge van primêre navorsing. Om hierdie doelwit te bereik, was daar 'n bespreking van die toepassing van die VGGT-model deur verkenning van die verhoudinge tussen model-elemente. Daarna is ses faktore, naamlik *positiewe impakte*, *negatiewe impakte*, *toerismebewustheid*, *die rol van die regering*, *die rol van die privaat sektor en gemeenskapsdeelname*, geïdentifiseer deur middel van literatuurstudie en geanaliseer deru die primêre data versamel deru die kwalitatiewe en kwantitatiewe dele van die studie.

Ter verkryging van die primêre data is 'n steekproef van KBS-gebaseerde inwoners uit 30 dorpies geneem. Data is ontleed deur gebruikmaking van verskillende metodes soos faktoranalise, onafhanklike steekproef-*t*-toetse, Spearman-rangordekorrelasies en Strukturelevergelyking-modellering. Die nege faktore is gevolglik aan ander veranderlikes gekoppel en uiteindelik is 'n totaal van 14 navorsingshipoteses voorgestel en getoets in twee modelle (8 vir Model A en 6 vir Model B). Uit hierdie 7 hipoteses is 4 van Model A en 3 van Model B aanvaar. Die inligting wat uit hierdie ontledings verkry is, is gebruik om die finale VGGT-model saam te stel. In aansluiting by die toetsing van die hipoteses het die onafhanklike steekproef-*t*-toets en Spearman-rangordekorrelasies ook resultate gelewer wat in die model ingesluit is. Alle inligting versamel uit die analyses is gebruik om die finale Volhoubare Gemeenskapsgebaseerde Toerisme Model te ontwikkel. Die finale model bestaan uit nege veranderlikes naamlik: Bedryf-volhoubaarheid, Gemeenskapsbetrokkenheid, Gemeenskapsinligting, Gemeenskapsdeelname, Privaat Sektor ontwikkeling, Privaatsektorbestuur, Rol van die Regering, Positiewe impakte en Negatiewe impakte. In aansluiting by die faktore is korrelasies en verhoudings verken tussen die VGGT-model faktore en geselekteerde sosio-demografiese en gedragskenmerke soos ouderdom, duur van inwoning en opvoedingsvlak asook vergelykings tussen die VGGT-faktore en geslag, mense wat in die toerismebedryf werk en die wat toerisme ondernemings besit.

Die vyfde doelwit was om gevolgtrekkings en aanbevelings te maak aangaande die implementering en toepassing van die model ten einde verstandige bestuur van die sosiale

impakte van toerisme te verseker. Die ontwikkeling van volhoubare gemeenskapsgebaseerde toerisme berus op die doeltreffende minimalisering van die negatiewe impakte en maksimalisering van die positiewe impakte van toerisme, sowel as die verkryging van die volle betrokkenheid, vennootskap en samewerking van al die sleutelbelanghebbendes deur die totstandbrenging van sinergie tussen die regering, die privaat sektor en die gasheergemeenskap.

Om dit te bereik, is die ses faktore wat voorheen deur literatuurontleding geïdentifiseer is en die empiriese ontleding ontwikkel is tot nege faktore gekoppel aan ander veranderlikes, wat alles gebruik is om die finale VGGT-model tot stand te bring. Die studie lewer verskeie nuwe bydraes. Die eerste bydrae is die ontwikkeling van die model self, wat dit ten doel het om die sosiale impakte van toerisme te bestuur en om gemeenskapsgebaseerde toerisme te ontwikkel wat volhoubaar is. Die tweede bydrae is die beter gedefinieerde rolle van die regering en privaatsektor. Derdens is dit duidelik wat die gemeenskap meer verlang van toerisme as om bloot net bewus te wees hiervan, hulle wil deelneem, betrokke wees, inligting ontvang en meer deel wees van die daaglikse bestuur en besluitneming van die bedryf. Vierdens is die 'hoe' van die model belangrik wat dit meer onderskei van die vorige modelle. Die 'hoe' kan grootliks afgelei word van die kwalitatiewe onderhoude en wat die respondente daar aangetoon het.

Vyfdens is 'n nuwe bydrae van hierdie studie is dat dit die elemente van twee benaderings gekombineer het deur (i) ontleding van gemeenskapshoudings jeens toerisme-impakte, en (ii) ondersoek ingestel het na gemeenskapshoudings en hul rol in en deelname aan toerismebeplanning en -ontwikkeling. Sedens is daar in die samestelling van die teoretiese raamwerk gefokus op die samevoeging van elemente uit drie teorieë naamlik die Sosiale-uitruil model, die Volhoubare Lewensbenadering en die Rolspeler teorie. Sewende het die studie 'n bydrae gelewer in die integrering van beide kwantitatiewe en kwalitatiewe metodes wat voorheen in min studies van die aard benut is. Die spesifieke rolle van elke rolspeler, hulle verhoudings en faktore wat die rolspelers beïnvloed is unieke bydraes gemaak deur die studie. Agste is 'n model ontwikkel wat nie net daarop gemik is om gemeenskapsgebaseerde toerisme tot stand te bring nie, maar ook om die sosiale impakte van toerisme op 'n volhoubare wyse te bestuur. Die aanbeveling is dat hierdie model op die Phokeng-gebied toegepas word en dat dit in ander soortgelyke areas getoets word.

Sleutelwoorde: Privaatsektor, regering, toerisme; toerismebedryf; gemeenskap; gemeenskapsgebaseerde toerisme; volhoubare toerisme; sosiale impakte; gemeenskapsbewustheid; toerismebestuur; model; Volhoubare Gemeenskapsgebaseerde Toerisme-model (VGGT).

TSHOBOKANYO

Boikaelelobogolo jwa thutopatlisiso eno e ne e le go bopa, go aga le go lekelela Sekao sa Bojanala jo bo Theilweng mo Morafeng jwa Leruri (Sekao sa BTML) sa Phokeng kgotsa kgaolo ya Morafe wa Bafokeng (MWB) se se ka nnang mosola go batlhabolodi ba bojanala, batlhom ba melaotsamaiso, balogamaano a bojanala le batsamaishi ba bojanala jaaka ba senka go tlhabolola bojanala ka tsela ya leruri ka tsamaiso e e kelotlhoko ya dikamo tsa loago tsa bojanala. Go diragatsa boikaelelobogolo jo, maitlomo a a latelang a matlhano a ne a tlhomiwa:

Maitlomo a ntlha e ne e le go sekaseka bojanala jo bo theilweng mo morafeng le seabe sa morafe mo go fitlheleleng bojanala jwa leruri ka mokgwa wa tsheketsheko ya dikwalo e e feletseng. Maitlomo ano a ne a diragadiwa ka tlhotlhomiso ya dikwalo le puisano ka ga thulaganyo ya bojanala, bojanala, merafe, bojanala jo bo theilweng mo merafeng, ditiori tsa bojanala tse di farologaneng tse di amang merafe, maano a go tlhabolola bojanala jo bo theilweng mo morafeng gammogo le tshekatsheko ya tshegetso ya morafe mo bojanaleng. Go tswa mo thadisong eno go ka swediwa santlha gore bojanala jo bo theilweng mo morafeng bo ka dirisiwa jaaka sediriswa sa go dira mefutafuta ya tsa itsholelo (ikonomi) ya Phokeng le ya dikgaolo tse di tshwanang. Sa bobedi, morafe o tlhoka tseokarolo e e konokono le go nna le maatla a go tsaya ditshwetso mme e seng tseokarolo e e seng ya mmatota.

Maitlomo a bobedi e ne e le go sekaseka dikamo tsa loago ka tshekatsheko ya dikwalo e e feletseng. Seno se ne sa diragadiwa ka, (a) go kaiwa ga banaleseabe ba bojanala le dikarolo tsa bona mo tsamaisong ya bojanala, (b) thutopatlisiso ya mokgwa wa dikamo tsa loago le mabaka a a di tlhotlheletsang, (c) tshekatsheko ya maano a balogamaano le batlhabolodi mo go laoleng dikamo tsa loago tsa bojanala, (d) tshwaraganelotiro le tirisano mo tlhabololong le tsamaisong ya bojanala, le (e) tlhabololo ya kumo ya bojanala ya leruri le tsamaiso ya boyo.

Go ka swediwa gore tseokarolo ya morafe mo bojanaleng e e konokono gape e tsaya tsiya dikamo tse si siameng le tse di maswe tsa bojanala, e tlhotlhomisa se se di bakileng e bile e batla dintlha tse di ka di fokotsang le go di tsamaisa ka tsela ya leruri. Godimo ga moo, go nna teng ga leruri ga bojanala ga pakatelele go ikaegile go le gogolo mo tseokarolong ya banaleseabe botlhe ba ba jaaka dipuso, baeteledipele ba merafe le batsamaishi ba bojanala le banaleseabe ba bangwe go tsaya matsapa a magolo go dira gore mesola ya bojanala e nne kwa setlhoweng, ga mmogo le go fokotsa masula a bojanala. Sa bofelo, tirisano ya banaleseabe bano botlhe mo tsamaisong ya bojanala e e nonofileng e bile e le ya leruri e botlhokwatlhokwa.

Maitlthomo a boraro e ne e le go sekaseka tshedimosetso e e utulolang ka go kaya dikarolo tse di ka dirisiwang go aga sekao sa Bojanala jo bo Theilweng mo Morafeng jwa Leruri (BTML). Go diragatsa maitlthomo ano go ne ga dirisiwa tshedimosetso e e tserweng mo metsweding ya dikwalo, gammogo le mo metsweding ya tekanyaboleng (qualitative) le tekanyakelo (quantitative). Tlhotlhomiso ya metswedi ya dikwalo gammogo le tshekatsheko ya tekanyaboleng (qualitative) ka bobedi jwa tsona di senotse gore merafe e e tshwanang le Morafe wa Bafokeng le Morafe wa Bafokeng ka boona ntle ga pelaelo epe e amiwa ke ditlhabololo tsa bojanala ka mo go ntle le ka mo go maswe e le diyathoteng di bapile. Go ne ga lemogiwa gape gore tlhabololo e e atlegileng ya bojanala jwa leruri mo merafeng e ikaegile ka tsamaiso e e tshwaraganetsweng ya dikamo tsa loago tsa bojanala ke banaleseabe botlhe ba ba akareditsweng, ebong: puso, lephata le le ikemetseng, morafe le banaleseabe ba bangwe.

Maitlthomo a bone e ne e le go aga Sekao sa Bojanala jo bo Theilweng mo Morafeng jwa Leruri go ikaegilwe mo diphitlhelelong tsa dilo tsa mmatota tse di tserweng go tswa mo patlisisong ya theo. Go diragatsa maitlthomo a, go ne ga nna le puisano ka ga go tsennngwa tirisong ga sekao sa BTML ka go utulola dikamano fa gare ga dikarolo tsa sekao. Morago ga moo mabaka a marataro a a nang le *dikamo tse di molemo, dikamo tse di maswe, kitso ka bojanala, seabe sa puso, seabe sa lephata le le ikemetseng le tseokarolo ya morafe* di ne tsa kaiwa ka phuruphutso ya dikwalo le ka tshedimosetso ya theo e e kgobokantsweng go tswa mo dikarolong tsa tekanyaboleng le tekanyakelo tsa thutopatlisiso.

Gore go tle go amogelwe tshedimosetso ya theo, sampole ya baagi ba ba nnang mo kgaolong ya MWB e ne ya tsewa mo metseng e e 30. Tshedimosetso e ne ya sekasekwa go dirisiwa ditsela tse di farologneng tse di jaaka tshekatsheko ya mabaka, teko ya–t ya sampole e e ikemetseng, tirisano-kgolagano ya maemo ya Spearman le go dira Sekao sa Polelo-tekatekano sa Popego (SPP). Mabaka a marataro a ne jaanong a golaganngwa le dintlha-phetogi tse dingwe mme kgabagare dikakanyo tsa patlisiso tse di 14 di ne tsa tshitshinngwa tsa ba tsa lekelelwa mo dikaong tse pedi, (tse robedi tsa Sekao A le tse thataro tsa Sekao B). Mo go tseno go amogetswe dikakayo tse supa (tse nne go tswa go Sekao A le tse tharo go tswa go Sekao B). Go tlaleletsa tekelelo ya dikakanyo tse, diteko tsa–t tsa sampole tse di ikemetseng le ditirisano-kgolagano tsa kgabaganyo tsa Spearmans di senotse dipholo tse di tsentsweng mo Sekaong sa Bojanala jo bo Theilweng mo Morafeng jwa Leruri. Ka jalo tshedimosetso e e kgobokantsweng go tswa mo ditshekatshekong tseno tsotlhe e ne ya dirisiwa kwa bofelong go bopa Sekao sa BTML sa bofelo. Sekao sa bofelo se na le mabaka a le robongwe, ebong: go dira ga leruri ga bodirelo, go nna le seabe ga morafe, tshedimosetso ya morafe, tseokarolo ya morafe, tlhabololo ya lephata le le ikemetseng, tsamaiso ya lephata le le ikemetseng, seabe sa puso, dikamo tsa bojanala tse di maswe le dikamo tsa bojanala tse di ntle. Mo go tlaleletseng mabaka a, go ne ga dirwa tshekatsheko ya ditirisano-kgolagano le dikamano fa gare ga

mabaka a BTML le dintlha-pharologantsho tsa loagotemokerafi le boitsholo tse di jaaka *bogolo jwa dingwaga*, *boleele jwa go nna* le *thuto* gammogo le tshwantshanyo fa gare ga mabaka a BTML le *bong*, *batho ba ba dirang mo kgwebong ya bojanala* le *batho ba ba nang le kgwebo ya bojanala*.

Maitlhommo a botlhano e ne e le go tla ka ditshwetso le go fa dikatlanegiso tebang le tiragatso le go tsenngwa tirisong ga sekao gore go netefadiwe tsamaiso e e bonokopila ya bojanala mo merafeng. Tlhabololo ya bojanala jo bo theilweng mo morafeng jwa leruri e ikaegile mo go fokoletseng tlasetlase ka nonofo dikamo tse di maswe le mo go okeletseng godimodimo dikamo tse di molemo tsa bojanala gammogo le mo go amogeleng tseokarolo e e feletseng, pataganelo-tiro le tirisano ya bannaleseabe botlhe ba konokono ka tlhomo ya tshwaraganelo ya seka-kgetsi-ya-tsie fa gare ga puso, lephata le le ikemetseng le morafe o o amogelang baeng.

Gore seno se kgone go dirwa dikarolo tse thataro tse di kailweng pele ka tshekatsheko ya dikwalo le ka tshekatsheko ya dilo tsa mmatota gore di nne dikarolo tse robongwe di ne tsa golaganngwa le dintlhaphetogi tse dingwe tse tsotlhe di diriseditsweng go bopa Sekao sa BTML sa bofelofelo. Thutopatlisiso eno e file ditshwaelo tse dintšhwa tse di mmalwa. Tshwaelo ya ntlha ke kago ya sekao ka bosona, se ka mo go kgethegileng se batlang go laola dikamo tsa loago tsa bojanala le go tlhola bojanala jo bo theilweng mo morafeng jo e le jwa *leruri*. Tshwaelo ya bobedi ke diabe tse di tlhalositsweng go feta tse di tshwanetseng go dirwa ke puso le lephata le le ikemetseng mo seemong se. Sa boraro morafe o batla go feta kitso fela, o batla go nna le seabe, go tsaya karolo, go amogela tshedimosetso ke go nna karolo ya *tsamaiso* le go tsaya ditshwetso tsa bojanala. Sa bone, karolo ya 'jang' ya sekao se e botlhokwatlhokwa ka seo se dira gore se farologane le dikao tse di fetileng le go feta - seripa se segolo sa 'jang' se ka tsewa mo dipotsolotsong tsa tekanyaboleng le ka fa babotsolodiwa ba se kaileng foo.

Sa botlhano, thutopatlisiso e kopantse dintlha tsa ditsela tse pedi ka go (i) sekaseka *maikutlo a morafe* tebang le *dikamo tsa bojanala*, le (ii) go tlhotlhomisa *maikutlo a morafe* le *seabe* sa ona le *tseokarolo* mo ditogamaanong tsa bojanala le tlhobololo. Sa borataro, letlhomiso la tiori ya yona le akareditse dintlha tsa ditiori the tharo, ebong: Tiori ya Kananyo ya tsa Loago (TKL), Tsela ya Boiphedisio jwa Leruri (TBL), le Tiori ya Banalekarolo. Sa bosupa, le mororo e ne e se ga ntlha ga mofuta oo, e ne e le tiragalo ya sewelo gore go dirwe santlha go tswa mo tebong ya tekanyaboleng mme morago go agelelwe go ya kwa tebong ya tekanyakelo le go kopanya bobedi jo, ka go bo e le batho fela ba ba palonnye thata ba ba latetseng mokgwa o mo dithutopatlisiso tse di fetileng. Diabe tse di totobetseng tsa monaleseabe mongwe le mongwe, botsalano ba bona le mabaka a tlhotlheletsang banaleseabe bano e ne e le ditshwaelo tse di ntšhwa. Sa borobedi, e bopile sekao o o sa batleng fela go tlhola bojanala jo bo theilweng mo morafeng mme se gape se lolang dikamo tsa loago tsa bojanala ka tsela ya *leruri*. Go

atlanegisiwa gore sekao se se diragadiwe mo kgaolong ya Phokeng le gore se lekelelwe mo dikgaolong tse dingwe tse di tshwanang.

Mareo a konokono: lephata le le ikemetseng; puso; bojanala; bodirelo jwa bojanala; morafe; bojanala jo bo theilweng mo morafeng; bojanala jwa leruri; dikamo tsa loago; kitso ya morafe; tsamaiso ya bojanala; sekao; Sekao sa Bojanala jo bo Theilweng mo Morafeng jwa Leruri (BTML).

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ABBREVIATIONS AND ACRONYMS

ADF	Asymptotically Distribution Free
ASATA	Association of South African Travel Agents
ASGI-SA	Accelerated and Shared Growth Initiative of South Africa
BEE	Black Economic Empowerment
BPDM	Bojanala Platinum District Municipality
CATHSSETA	Culture, Arts, Tourism, Hospitality and Sport Sector Education & Training Authority
CBT	Community-Based Tourism
CBTI	Community-Based Tourism Initiative
CBTM	Community-Based Tourism Model
CFI	Component Fit Index
CRM	Community Relations Model
DEAT	Department of Environmental Affairs and Tourism
DMO	Destination Management Organisation
DOT	Department of Tourism
DT	Department of Transport
DTI	Department of Trade and Industry
ECVI	Expected Cross-Validation index
EU	European Union
FEDHASA	Federated Hospitality Association of South Africa
GDP	Gross Domestic Product
GLS	Generalised Least Squares
GOF	goodness-of-fit
GOV'T	Government
GTA	Gauteng Tourism Authority
GTA	Gauteng Tourism Authority
IDP	Integrated Development Programme
IFI	Incremental Index of Fit
IRB	Institutional Review Board
IUCN	International Union for Conservation of Nature
KZN	KwaZulu Natal
LED	Local Economic Development
LISREL	Linear Structural Relations
ML	Maximum Likelihood
MLE	Maximum Likelihood Estimates

MO	Kaiser-Meyer-Olkin
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MWPS	Men Who Paid for Sex
NFI	Normed Fit Index
NGO	Non-Governmental Organisation
NWPTB	North West Parks and Tourism Board
NWU	North-West University
OLS	Ordinary Least squares
PDI	Previously Disadvantaged Individuals
PPP	Private Public Partnership
QNR	Questionnaire
RATA	Rustenburg Adventures Tourism Accommodation
RBA	Royal Bafokeng Administration
RBED	Royal Bafokeng Enterprise Development
RBN	Royal Bafokeng Nation
RFI	Relative Fit Index
RLM	Rustenburg Local Municipality
RML	Robust Maximum Likelihood
RMSEA	Root Mean Square of Approximation
RNI	Relative Noncentrality Index
RRT	Rustenburg Rapid Transport
RSA	Republic of South Africa
RTO	Regional Tourism Organisation
SABC	South African Broadcasting Corporation
SACU	Southern African Customs Union
SADC	Southern African Development Community
SANPARKS	South African National Parks
SAPS	South African Police Service
SAT	South African Tourism
SATSA	Southern Africa Tourism Services Association
SCBT	Sustainable Community-Based Tourism
SCBTM	Sustainable Community-Based Tourism Model
SEDA	Small Enterprise Development Agency
SEM	Structural Equation Modelling
SET	Social Exchange Theory
SLA	Sustainable Livelihood Approach

SMART	Specific, Measurable, Attainable, Relevant/Realistic and Time-Bound
SME	Small and Medium Enterprise
SMME	Small, Medium and Micro Enterprise
SOWETO	South Western Townships
SRI	Social Responsibility Investment
STATSSA	Statistics South Africa
TBCSA	Tourism Business Council of South Africa
TDP	Tourism Development Process
TEP	Tourism Enterprise Programme
TLI	Tucker-Lewis Index
TUT	Tshwane University of Technology
UNEP	United Nations Environment Programme
UNWTO	United Nations World Tourism Organisation
VFR	Visiting Friends and Relatives
WHO	World Health Organisation
WLS	Weighted Least Squares
WTM	World Travel Market
WTO - ETC	World Tourism Organisation - European Travel Commission
WTO	World Tourism Organisation
WTTC	World Travel and Tourism Council
WWF	World Wildlife Fund or World Wide Fund for Nature
WWW	World Wide Web

DEDICATION

This thesis is dedicated to the following individuals who are an important part of my life:

- My dear wife, the lovely Wandisa Yvonne Khunou as well as my beloved two sons Bogosi Simamnkele Khunou and Tlotlego Langelihle Khunou who bore with me through my toils and labours until the conclusion of this study.
- My mother Amanda Cordial Gaurutwe Khunou and my one and only sister Ikaege Esther Ntšayagae who not only saw me grow up but also had a dream that I too would reach this zenith of academic achievement
- To the memory of my late father David Boikie Khunou, my late paternal grandmother Mathipa Mimie Nombewu (née Khunou), and especially to my late maternal grandfather Herman Mokgatle Khutsoane and maternal grandmother Bitsang Khutsoane who home-schooled me as a toddler and taught me how to read and write.
- To my students who believed in me over the years as well as the dedicated men and women in the industry, my former co-workers, who worked with me and helped me to understand the practical side of the tourism industry
- The entire Khunou and Khutsoane extended families.

CHAPTER 1: INTRODUCTION AND PROBLEM STATEMENT

1.1 INTRODUCTION

The Republic of South Africa along with the rest of the developed and developing world recognises the importance and contribution of tourism to the international and local economies (South Africa, 1996). Hence the identification of tourism by the Accelerated and Shared Growth Initiative of South Africa (ASGI-SA) as one of the three industries that can assist in accelerating economic growth and thus help to alleviate poverty and unemployment. This policy stance, however, is not without reason because of the impressive performance of tourism in recent times. According to the Department of Tourism as cited in van Niekerk (2014:82), in the period between 2011 and 2012 tourism's direct contribution to South Africa's GDP increased by 5%, direct employment in the tourism sector increased from 4.3% to 4.5%, while foreign tourists' expenditure increased by 3.3%. Over the same period, international tourist arrivals grew by more than 10% between 2011 and 2012, which is more than double the average annual global tourism growth rate of 4%, as reported by the United Nations World Tourism Organisation (UNWTO) in 2012 (Department of Tourism, 2012). Meanwhile the South African Tourism Report Q1 2016 forecasts inbound arrivals to grow from 10.45mn in 2015 to 12.63mn in 2019, an increase of nearly 21%.

In spite of the apparent growth of tourism in South Africa, it is evident that the majority of its rural population and local communities have a limited involvement in the tourism industry as observed by the Gauteng Tourism Authority (South Africa, 2006:40). With the rampant unemployment in the country and limited impact of tourism in the vast rural and black majority, is it possible that community-based tourism could be the ultimate tool that can be used to involve communities in tourism?

To provide an answer to this question as well as give arguments for the timeliness of this study, a rationale and justification behind community tourism development will be given, thereby providing a background to the study. This will be followed by a discussion of the study area, a brief overview of the methods used to conduct the research, the importance of the research, definitions of key-concepts used in the research as well as the chapter classification of the rest of the study

1.2 BACKGROUND TO THE STUDY

Of particular interest to this study among others are the future prospects of tourism in South Africa as envisaged by the World Travel and Tourism Council, these being (1) ensuring that the socio-economic, cultural and environmental benefits of Travel and Tourism are spread equitably

across the population in all parts of the country, and (2) actively encouraging local community engagement and empowerment (World Travel and Tourism Council - WTTC, 2002:13). Against the backdrop of limited development and involvement of previously marginalised communities in tourism due to past political policies (South Africa, 1996:5), there is presently a current growth particularly an interest in cultural, ethnic and community based attractions which can be attributed to political changes in the last few years that have opened up access as well as created interests in attractions and communities that hitherto were not prioritised (World Travel and Tourism Council - WTTC, 2002:4).

Despite these notable strides, the challenge to the country, however, is the even distribution of tourism development, which shall result in meaningful/substantial economic rejuvenation of the concerned areas. Hence it is the purpose of this research to explore community tourism as the most ideal approach to economically empowering communities of South Africa. As stated by Myburgh and Saayman (2002:89), the question that is so often asked is “how can communities benefit from tourism”? However, a more important question is, “how can one sustain community involvement in tourism?”

When referring to the concept of sustainable tourism it is important to note – as the WTO in Lozano-Oyola, Blancas, González, and Caballero (2012:659) states – that “sustainable tourism is as such not a specific form of tourism but more an approach that can be used to make all types of tourism more environmentally, socially and economically beneficial. In this manner, tourism activities should be focused on resource management in which all economic, social and aesthetic requirements are fulfilled, while simultaneously respecting cultural integrity, essential ecological processes, and biological diversity”. Therefore in agreement with this notion, this study does not regard community tourism as a *type* of tourism per se, amidst a plethora of *type* options but rather as an ideal tourism development *approach* intended for the communities regardless of the types of tourism that will be pursued or are currently dominant therein.

This means that, in this study, “community or community-based tourism” will refer to tourism *in* communities (communities as hosts), tourism *by* communities (communities as participants and decision makers), tourism *about* communities (communities as a tourism attraction), and tourism *for* communities (communities as tourists). Hence this thesis envisages community tourism development that occurs within the context of sustainable development. This proposed approach is in line with Burns and Holden’s hypothesis (1995:221) that, “local residents should become part of the tourist product attracting tourists through their culture and hospitality, and consequently the resident, as a community member is affected by tourism in all its positive and negative manifestations”.

Thus in agreement with Richards and Hall (2000:1), the sustenance of communities has become an essential element of sustainable tourism. Hence the rationale of sustainable tourism development usually rests with the assurance of renewable economic social and cultural benefits to the community and its environment. The development of community tourism as proposed by this study is based on the belief that community tourism should (1), yield economic benefits, (2), be participatory and (3) be responsible and sustainable in its approach.

As well observed by Keyser (2002:268), rural tourism [and by implication community tourism] can offer a range of specific benefits to rural areas such as (1) general expansion of the South African tourism product, (2) assisting the agricultural sector to introduce domestic and international tourists to the agricultural heritage, (3) rural tourism also has an important social role in South Africa, (4) additional means of strengthening their local economic structure, and (5) supporting local services and maintaining farming in marginal areas. Hence a well planned community-based tourism approach will guarantee meaningful economic benefits as opposed to mere “trickledown effects”. While the study will not prescribe tourism as a panacea for all economic challenges of the area, it recognises that community-based tourism in particular can be used as an economic diversification tool, and as a means involving communities in the development and management of the tourism industry which hitherto has been notorious for having major barriers of entry. This is in line with the recommendations of the 2002 World Tourism Council report on South African Tourism, which indicated that in order for South Africa to avoid overdependence on its traditional markets and the security of the current weakness of the rand against major currencies, there is a need for product diversification (World Travel and Tourism Council - WTTC, 2002:37).

The development of community-based tourism, however, must take into cognisance the need for communities to participate in and to become decision-makers in the process of their own development. Murphy and Murphy (2004:283) stated that “The potential for investing tourism dollars in initiatives that are roundly supported by the community can be realised only if the public has an opportunity to participate in tourism planning and management”. Sofield (2003:341) also agrees by saying that “...the role of the local community in tourism development...is consistent with the principle of the need for local communities to be involved in decision making for development”.

Although the need for greater stakeholder participation in planning is being increasingly recognised, yet according to the Tourism Growth Strategy, formulation of many development strategies remains predominantly top-down, creating problems with participation and implementation (South Africa, 2006:40). Hence, according to this study, community participation is not only about participation for the sake of just being involved, but is ultimately about empowerment as Sofield (2003:341) clearly points out: “As the definition of development has

expanded, there has been some movement toward concepts such as community consultations, community participation, self-determination, and self-management which reach out toward empowerment.”

One other hypothesis of this study, which is also a feature common to much of the literature on sustainable tourism, is the assertion that a community based approach to tourism development is a prerequisite to sustainability (Sharpley & Sharpley, 1997:125). As correctly observed by Wall and Mathieson (2006:290), others [advocates of sustainable development] focus upon the livelihoods and environments in ways that will improve the welfare of the disadvantaged people and species, pointing out that conservation practices and long-term perspectives are difficult to adopt by those existing below the poverty line and who do not know where their next meal is coming from.

Page and Dowling (2002:16) are also in agreement with this hypothesis and further assert that “the underlying concept of sustainable tourism development is the equating of tourism development with ecological and social responsibility”. Therefore the aim of sustainable tourism development is to meet the needs of present tourists and host regions while protecting and enhancing environmental, social and economic values for future generations. Thus sustainable tourism development is envisaged in such a way that it can fulfil economic, social and aesthetic needs while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems. To this end, the development of community-based tourism in this study will pursue sustainability using a three pronged approach of, (1) economic diversification and empowerment, (2) culture protection and continuity and (3) ecologically friendly. In this way, tourism development options available to communities will be explored.

Also key among the assumptions made by this study are the importance and contributions made by the different role-players in the development and management of tourism. Mason (2008:113) classifies these role-players as *government agencies, the industry (private sector), the host population, the tourists* themselves and the less obvious yet important players such as the *media* and *NGOs/voluntary organisations*. The roles of each of these players in sustainable tourism development, whether singularly or as a group, have been well-documented. For example, Simpson (2008:6-7) maintains that government has the ability to influence profoundly the positive and negative socio-economic and environmental effects of tourism. Swarbrooke cited in Mason (2008:115) suggests a sustainable view that promotes of proactive roles of tourists in the management of tourism by highlighting the responsibilities of tourists. Burns (2004:38) contends that the immediate community and agencies for the natural and cultural environments should be the principal stakeholders more so that it is the immediate community that has to bear the brunt of any impacts.

The Department of Tourism (2010:9) in the South African Tourism Planning Toolkit for Local Government emphasizes that the major role of the tourism businesses is to attract customers with its capital and the quality of its tourism offerings. This is a major role in the development and management of tourism. Mason (2008:132) also maintains that the media potentially has a key role to play in tourism planning and management. Authors such as Jamal and Getz, as well as Murphy as cited in Simpson (2008:7) contend that the inclusion of NGOs as one of many stakeholders in the processes and management of tourism initiatives can bring about more sustainable and prolonged benefits to communities. Hence, while this study focusses primarily on communities and community-based tourism, it takes full cognisance the role of the other major role-players in the development and promotion of a sustainable community-based tourism approach.

Theoretical framework

In the final analysis, sustainable tourism development that must (1) include a social responsibility, (2) empower communities and protect their cultures, (3) improve the welfare of disadvantaged people and benefit communities, (4) be participatory in nature, as well argued in the preceding paragraphs, must ultimately **benefit** the communities in which tourism is developed. Thus a community tourism development model that is responsible and therefore sustainable, and that particularly yields tangible benefits to communities will ensure its own sustainability as well as wide community acceptance. This is the essence of the Social Exchange Theory by Ap (1990 & 1992a), upon whose framework this study is based.

Stylidis, Biran and Szivas (2014:261) explain that the Social Exchange Theory (SET) has been the most commonly accepted framework in explaining residents' reaction to tourism development, since it allows for the capturing of differing views based on experiential and psychological outcomes (Nunkoo & Ramkissoon, 2011; Prayag, Hosany, Nunkoo & Alders, 2013). According to Ap's (1992a:647), theory which is based on the Social Exchange Theory, residents expect their involvement in tourism to bring a reward of maintenance and improvement in their social and economic well-being. In his model reciprocity is vital to the success of tourism in communities, whereby the greater the perceived rewards for tourism, the more positive the hosts' perception of tourism will be. This theoretical framework is therefore fundamental in this study for the development of a tourism model for Phokeng.

1.3 THE STUDY FIELD

This study is focussed on the communal territory of the Royal Bafokeng Nation (RBN) or *Morafe wa Bafokeng* whose population is about 150 000 people spread across at least 30 RBN villages, covering an area of 1,400 square kilometres. It is estimated that possibly a further 150 000 other Bafokeng reside in other parts of the country. The Royal Bafokeng Nation is an

African Kingdom of Setswana ethnicity which is based in the heartland of the North West Province of South Africa (RBN). The Bafokeng¹ have retained their unique cultural identity and traditional leadership structures and are led by a hereditary *Kgosi* (King) assisted by *Dikgosana* (Chiefs/Headmen). The Bafokeng Nation has thus clung to its status as a monarchy, communal land administrator, and patriarchal society. “Bafokeng Inc., [a listed company owned by the Royal Bafokeng Nation] in fact, relies crucially on the simultaneous pursuit of tradition and modernity, the communal and the private, the local context and the global marketplace” (Cook, 2011:157). This is evidenced in the development of a Masterplan, Vision 2020, the upgrade of the Royal Bafokeng Stadium and other developmental initiatives that are seldom seen in rural communities.

Due to the rich deposits of platinum in the RBN land and the royalties that accrue to them, the Bafokeng are undoubtedly a traditional African kingdom that is set to be relevant in the modern political and economic arena. However, in order to successfully pursue its goal of being a major player in the global commodities market, the Royal Bafokeng Nation has adopted conventional corporate strategies and outlooks (Cook, 2011:157).

The territory of the RBN lies within the Bojanala Region of the North West Province of South Africa, which is a leading region in terms of tourism in the province; hence the RBN is part of this success. A report by the North West Parks and Tourism Board on the status of the tourism plant in the North West Province (2015) reveals the following facts about tourism in the Bojanala region:

- The Bojanala and Ngaka Modiri Molema regions have the strongest focus on people who travel for leisure (22% each),
- The Bojanala and Ngaka Modiri Molema regions have the highest number of tourism associations (36% each). The Bojanala region also has the second highest number of tourism information centres at seven centres (sharing the position with the Ngaka Modiri Molema Region),
- The largest collective of establishments (39%) are in the Bojanala region. This region also has the majority of rooms (48%) and beds (54%) in the North West Province,
- The Bojanala region has more registered farms/lodges/reserves/nature than all the regions in the province,

¹ The Bafokeng mentioned in this study should not be confused with the Bafokeng of Lesotho who are of Sesotho-speaking stock.

- The Bojanala region has the most graded establishments (152 in total) in the Province with 26% of these having obtained a four-star rating and 5% a five-star rating, whereby most of the 5-star establishments are located in the RBN territory,
- Bojanala region has half (50%) of the North West Province's transport services (including tour guides, bus services, car rentals),
- The Bojanala region has the highest number of the popular restaurants as well as the highest number of retail opportunities in the North West province,

These quick facts about the Bojanala region show that the RBN is located in a region that has the necessary facilities and required capacity to grow its tourism industry. Although the RBN is largely a rural population, indicators show that this small kingdom's development level almost mirrors that of South Africa, and that it is on the path to modern development, thanks to its mineral wealth. For example, the Pula Population and use of land audit report (RBN, 2011) revealed that:

- Bafokeng unemployment stood at 36% and the local employment rate of 48% compared favourably with the South African employment rate of 42.5%. About 58% of the RBN-inhabitants are employed,
- There is an 84% self-reported literacy and an average functional literacy² rate of 80% in the RBN. Although functional literacy is lower than the national average of 89% it is still relatively high considering the fact that the RBN is largely a rural community,
- About 95.14% of households on RBN land report having access to piped water per stand, which is much higher than the North West province's average of 89%.
- About 96.4% of the RBN households use electricity for lighting, which is well above the national and the North West province's averages of 80% and 82% respectively.

Despite these and other evidences of economic development, in Phokeng, community-based tourism may be of particular interest to the Phokeng region because the mineral resources that the area is endowed with are finite and non-renewable and because the sustainable production of platinum, which is the RBN's primary commodity, is not always guaranteed. Therefore, it becomes logical for tourism and community-based tourism in particular, to be used as a tool for economic regeneration in accordance with aspirations of the National Development Plan – 2030 (National Planning Commission, 2013:44).

² Formal definition of functional literacy is "to manage daily living and employment tasks that require reading skills beyond a basic level", as per the Department of Education.

Although the name 'Phokeng' refers primarily to a single modern village situated near Rustenburg which is the capital of the Bafokeng ethnic group, which refers to itself as the "Royal Bafokeng Nation (RBN), this study adopts its loose and secondary meaning, which is a more inclusive term for all Bafokeng villages. Hence this thesis uses 'Phokeng' (the region) and RBN interchangeably.

1.4 PROBLEM STATEMENT

Having explained the possible reason(s) why the local communities of South Africa in general have not been part of the broader stakeholders of the tourism sector and having identified community tourism as an ideal economic diversification tool for the Phokeng region and the best method to facilitate the inclusion and participation of the said communities into mainstream tourism, as well as having given sufficient motivation why this study should be conducted, the research question and main problem that remain to be answered can be formulated in the following terms:

"What are the components of a sustainable community-based tourism model for the Phokeng region?"

1.5 GOAL OF STUDY

With the above-mentioned considerations in mind, the main goal of this thesis, therefore, is to construct and develop a sustainable community-based tourism model for Phokeng whereby the Phokeng region can be developed into a thriving tourist destination and the region's economy be diversified to the benefit of the community.

1.5.1 Objectives

Secondary to the above goal are a number of secondary objectives that will need to be met in order to help reach the main goal and to substantiate or validate the overall hypothesis. These objectives are to:

- Analyse community-based tourism and the role of the community in achieving sustainable tourism by means of a comprehensive literature review,
- Analyse the social impacts of tourism by means of a comprehensive literature review,
- Analyse the exploratory data by identifying the elements that could be used to construct the Sustainable Community-Based Tourism (SCBT) model,
- Construct the Sustainable Community-Based Tourism (SCBT) model based on the empirical findings derived from primary research,

- Draw conclusions and make recommendations regarding the implementation/application of the model.

1.6 MOTIVATION

With the above facts in mind, the crucial questions to be asked regarding this particular research topic should be, “What are the benefits that will be derived from this work?”, and “Is there any justification why this research should be undertaken at this point in time?” As can be seen, this particular study is not only relevant, but also timely because of the following reasons, among others:

Firstly, as far as could be deduced through internet searches and other multimedia sources, no research of this nature has been done either in the Phokeng area or elsewhere in South Africa. However, there have been other studies further afield that are similar, albeit focusing on the development of strategies and not models. Thus this study will be unique in that it will create a model to serve as a template upon which *community* tourism strategies within the North West Province and elsewhere can be based. Secondly, the strategies that will be formed as an outgrowth of the model will be invaluable to different tiers of government, planners as well communities in the quest for community inclusion in the sustainable development of tourism.

Thirdly, a community development model for the Phokeng region will be a useful tool for economic diversification and empowerment, domestic tourism development, as well as local participation and ownership in an industry which is fraught with the normal “barriers of entry” experienced in other approaches of tourism development. Hence opportunities for entrepreneurship among Small, Medium and Micro Enterprises (SMMEs), Previously Disadvantaged Individuals (PDIs), and other groups that might see community tourism as a viable niche sector will be created.

Fourthly, the research will serve as a model and guide for the development of domestic tourism among the indigenous citizens in other developing countries in general, where the present consumption of the tourism product is largely by non-locals. Lastly, the research will add significantly to the growing body of academic knowledge in this particular topic of tourism development and research as well as in related areas. While other models that have been developed such as a study on The Community Relations Model (CRM) for the Tourism Industry by Thetsane (2010) focussed on community attitudes, this study zeros-in on community participation as a vital component and driving force of sustainable planning.

1.7 RESEARCH METHODOLOGY

The section serves to give a brief overview of the research methods that were employed in the conduct of the entire study. Firstly, it gives an overview of the literature study, and secondly it highlights the key steps taken and methods used in the various stages of the empirical research. A detailed discussion of the literature review is provided in chapter 2 and chapter 3, while a full discussion and justification of the methods used in the empirical research coupled with relevant citations from relevant literatures is given in chapter 4.

1.7.1 Literature study

As far as could be determined through a literature search, there are a few previous studies that focus on development of community tourism models that have been done. However, there are several studies that focus on community tourism in general, and tourism models, but limited studies focused on development models specifically in the context of community-based tourism. Most notable of these is a study on The Community Relations Model (CRM) for the Tourism Industry by Thetsane (2010) that focussed on Lesotho. The studies that have been surveyed on the basis of the key words of this proposed research fall into at least three broad categories discussed below:

Firstly, a myriad of studies focus on topics that analyse *community attitudes* towards *tourism impacts*. Various authors such as Adriotis and Vaughan (2003), Lankford and Howard (1994:122), recommend a focus on residents' perceptions of changes as well as conditions that may exist in host communities. Hence a balance of resident's perceptions of the costs and benefits of tourism is seen by some authors as a vital factor in visitor satisfaction and conversely for the success of the tourism industry. Besculides, Lee and McCormick (2002) and Byrd, Bosley, and Dronberger (2009) are also among the growing number of authors whose focus is on community perceptions of the impacts of tourism.

The second category of studies investigates *community attitudes* and their *role* and *participation* in tourism planning and development. Hence the focus of this category of research studies is on the relationship between resident tourism attitudes and support for *tourism development*. It therefore observes that the most important explanatory variable of successful community tourism development is the perceived personal benefit from which such development accrues. Authors such as Choi and Murray (2010), Tosun (2000), and Curry (2001) among others are contributors to this cluster of researchers which believes that the major components of sustainable tourism, namely long-term planning, full community *participation* among others are critically related to sustainability within tourism.

The third category of studies is “vision-led” as opposed to being “problem-based” in that it is developmental and proactive in its approach. These studies focus more on *planning* and *policy* than on looking at *impacts* or *attitudes*. The works of Trakolis (2001), Loukissas and Triantafyllopoulos (2002), Oviedo-García, Castellanos-Verdugo and Martin-Ruiz (2008) are recent additions to a long list of authorities that link communities to policy and planning. This study uses a novel approach in that it combines the elements of the three mentioned approaches by (a) analysing *community attitudes* towards *tourism impacts*, (b) investigating *community attitudes* and their *role* and *participation* in tourism planning and development, and (c) having a vision-led proactive approach that focuses more on *planning* and *policy*.

However, to investigate this theme further, an integrated literature study (chapters two and three) is to be made in which academic books; tourism journal articles dissertations, theses published or unpublished and website publications that explore the concepts, principles and terminology related to this research are surveyed in the next two chapters. Online catalogues, and search engines have been extensively used to obtain this information, which in essence is secondary data. Neuman (2006:111) suggests four reasons for conducting a literature review which this study has taken cognisance of, namely to demonstrate familiarity with the body of knowledge; to show the path of a priori research; to integrate and summarise what is known; and to learn from others and to stimulate new ideas.

However, as Veal (1997) suggests, these existing studies may not always obviate the originally proposed research, but they do provide interesting ideas and points of comparison with the proposed study. Thus through the literature study, a clarification of which school of thought this study will adopt or discard is made. Hence the approach of the literature study lays a theoretical foundation that will build a case for addressing the problem statement and the hypothesis in a practical way through the testing and implementation of the proposed model.

In addition to the regular published material, the study also used information sourced from statistical databases found at international, national and provincial levels. These included databases provided by the World Tourism Organisation (WTO), the International Union for Conservation of Nature (IUCN), Tourism Satellite Account, Statistics SA to mention a few.

1.7.2 Empirical research

This section presents a brief overview of what was done in the various stages of the empirical survey (see Figure 1.1). A full discussion as well as a justification of the methods used in the empirical survey coupled with relevant citations from relevant literatures is provided in chapter 4. The study used a triangulation method that employed the use of both the qualitative and quantitative methods. The mixed methodology used started with qualitative followed by quantitative aspects. The qualitative stage in this research is of a developmental purpose.

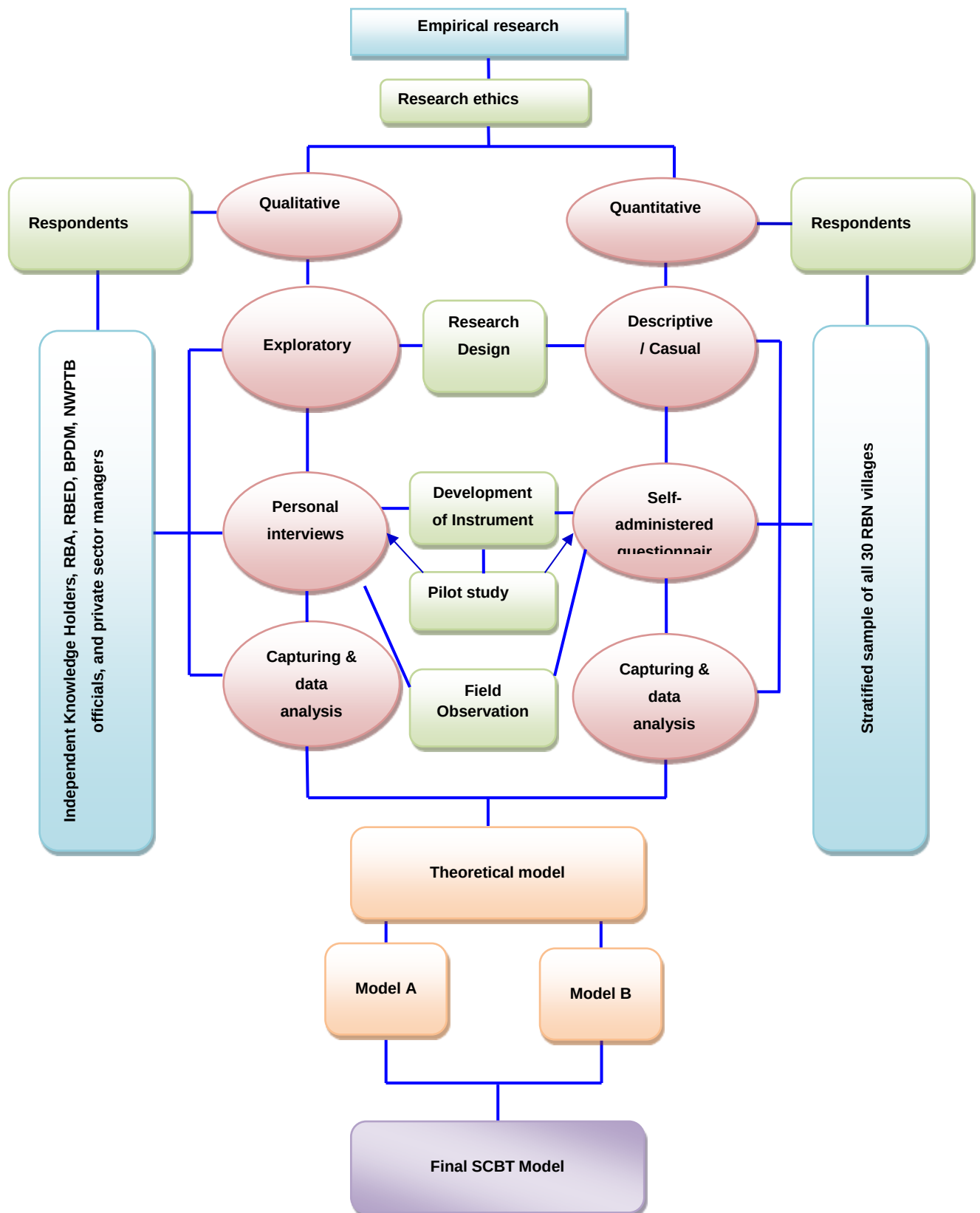


Figure 1-1: Empirical research

1.7.3 Qualitative methodology

The theoretical position used in qualitative part of this study is ethnomethodology. Hence the methods used to collect qualitative data were the semi-structured and in-depth personal interviews being the primary method of data collection, as well as participant observation. The latter, however was not used as a separate method but as a supplementary technique to add breadth and depth to both the qualitative and quantitative aspects of the research.

1.7.3.1 Method of collecting data

Two types of semi-structured in-depth personal interviews were conducted in the Phokeng area during the first two quarters of 2015 for the purpose of collecting data relating to the management and development of tourism in the area. The questionnaire for the knowledge holders, community leaders and various officials consisted of twenty-four (24) questions (see appendix 4), while the questionnaire for the private sector and product owners and/or managers was comprised of twenty eight (28) questions (see appendix 5). These questions were informed by the literature study as explored in chapters 2 and 3.

1.7.3.2 Sample framework and sampling methods and sample size

The sampling procedure that was followed for the qualitative part of this study was non-probability sampling. This study specifically followed purposive sampling because it saves money and enables the researcher to use his/her knowledge and discretion to determine who or what study units are the most appropriate for inclusion in the study. As a result of the occurrence of a theoretical saturation due to the choice of a purposive technique, a sample size comprising fifteen respondents was finally reached for the qualitative part of this study.

1.7.3.3 Respondents

The respondents were selected on the basis of their knowledge and experience in the development and management of tourism in the North West Province. The interviewees were composed of three groups of people, comprising independent knowledge holders, government and tribal administration officials, as well as private sector managers. These names were obtained from the database provided by Royal Bafokeng Administration (RBA), which is an administrative arm of the RBA comprising highly skilled and qualified staff.

1.7.3.4 Qualitative data analysis

Semi-structured interviews were conducted with the qualitative analysis in mind. This way the responses of the interviewees were used and interpreted so as to derive and analyse the

sustainable community-based tourism components to be included in the SCBT model. It was also used to construct a questionnaire for the Phokeng (RBN) community.

1.7.3.5 Interpretation of qualitative results

The outcome of the qualitative data analysis was six sustainable community-based tourism components that were used to construct the questionnaire for the Phokeng (RBN) community. The tourism components were:

- positive impacts,
- negative impacts,
- tourism awareness,
- the role of government,
- the role of the private sector, and
- community participation.

1.7.3.6 Field observation

The researcher employed the use of field observations in addition to the qualitative and quantitative research conducted. The use of field observation was not to create a separate data set but to strengthen the qualitative and quantitative research by deepening and broadening their scope and thus making the view of the research to be holistic.

1.7.4 Quantitative methodology

Guderson cited in Muijs (2011:1) describes quantitative methodology as “Explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics)”. However, qualitative methodology abstracts data from the respondents and produces statistical representations rather than textual pictures of the phenomenon that is being investigated (Ramchander, 2004:107). The quantitative methodology was particularly chosen for this study because of its ability to capture the views of a large portion of the RBN residents as well as for its strength in achieving precise, reliable information and for enabling a systematic comparison of the responses of many people in a relatively inexpensive, fast and consistent way.

1.7.4.1 Method of collecting quantitative data

Household surveys were conducted in the RBN area for the purpose of gathering data on the residents' perceptions of the socio-economic impacts of tourism as well as on issues relating to tourism management in their land. Two methods were employed to conduct the survey: self-completion questionnaire for the vast majority of respondents who were literate and interviewer-completed questionnaires for those who could not read or write.

1.7.4.2 Sampling framework and sampling methods

Population

The target population for the quantitative part of the study consisted of all the residents of Phokeng (RBN) comprising approximately 150 000 people.

Sample size

The research sample for the quantitative component of this study comprised 440 interviewees representing 440 households, which is about 1% of the estimated 48 000 households within the RBN area.

Sampling method

The sampling method that was used for the quantitative part of this study was a combination of stratified and convenience sampling methods. The stratified random sampling was used to firstly sub-divide the population into 30 existing strata (villages). Next the convenience sampling was used to select the households from each of which a representative (respondent) would be taken.

The seven-page questionnaire was divided into six sections consisting of sections A to F. The questionnaire included some yes or no answers, 60 closed questions in a Likert-scale format and one open-ended question for the purpose of getting more in-depth information. The questionnaire was first formulated in English and then it was translated into Setswana in order to accommodate the 75% of the people in the RBN (especially in rural areas) who identify Setswana as their first language and/or the language they use at home (see appendix 3).

All of the questions in the six sustainable community-based tourism components, there were sixty-one items that were measured with a 5-point Likert-type scale with a score of 1 representing 'strongly agree' and a score of 5 representing 'strongly disagree'. It was explained to all the respondents that 'strongly disagree' expressed greater disfavour than just 'disagree' and that 'strongly agree' expressed greater favour than just 'agree'.

1.7.4.3 Pilot study

Before going to the field to gather the data, the researcher conducted a pilot study in order to check whether the tools designed work. Hence it was determined whether the categories provided for questions are valid and reliable measures, and whether the terms are understandable, the question order flows and how long the tool takes, as well as the suitability of the measure analysis. This pilot study was done in a randomly selected sample of 10% of the targeted 30 villages of the research area. A sample population of 50 individuals were surveyed using a convenience sampling.

1.7.4.4 Quantitative data analysis

Before the quantitative data for this study could be examined to test the hypotheses, data coding had to be performed first, followed by entering of data and cleaning of data. Quantitative data was analysed in three stages (cf. 5.5). In the first stage, a descriptive analysis of the demographic profile of the respondents was conducted. In the second stage, factor analysis involving three steps was performed. These steps are:

- Step 1: a factor analysis with principal component using Kaiser-Meyer-Olkin measure of sampling adequacy, and Bartlett's Test of Sphericity were used to evaluate the stability and consistency of the measured items (cf. 5.7 – 5.12);
- Step 2: an independent-sample *t*-test was conducted to compare sustainable community-based tourism (SCBT) factors between select variables (cf. 5.13.1 to 5.13.3); and
- Step 3: an analysis of Spearman rank order correlation between SCBT factors and select demographic variables, as well as a cross correlation between all SCBT factors was made (cf. 5.13.4 – 5.14).

In the third and final stage of analysing quantitative data, the Structural Equation Model (SEM) was used to measure the relationships between positive social impacts, negative social impacts, tourism awareness, the role of government, the role of the private sector and community participation in order to construct and test the SCBT model. The use of SEM in this study involved five stages, namely:

- STAGE 1: Defining individual constructs
- STAGE 2: Designing a study to produce empirical results
- STAGE 3: Developing the models (A and B)

- STAGE 4: Assessing Measurement Model Validity (A and B)
- STAGE 5: Testing Structural Model Hypothesis (A and B)

1.7.4.5 Interpretation of quantitative results

The results of the descriptive analysis of the demographic profile of respondents were used to give a view of the type of respondents that participated in the study, while the results of the factor analysis and SEM were used to develop Model A, Model B and finally to develop the SCBT Model in Chapter 6. The findings are presented thematically and graphically in the form of tables and figures. The overall conclusions of the quantitative results were drawn based on the findings (cf. 5.16). General recommendations for future development, and specific recommendations with regard to the implementation of the SCBT model as well as recommendations for future research arose from the findings and conclusions of the quantitative results (cf. 6.8). A more detailed description of the methods followed in this research is provided in chapter 4.

1.8 DEFINING THE CONCEPTS

In order to lay a solid foundation for the current study, the following terminologies of the key concepts that will be used throughout the study that are also depicted in Figure 1.2 have been defined. These concepts are discussed more broadly in the literature chapters.

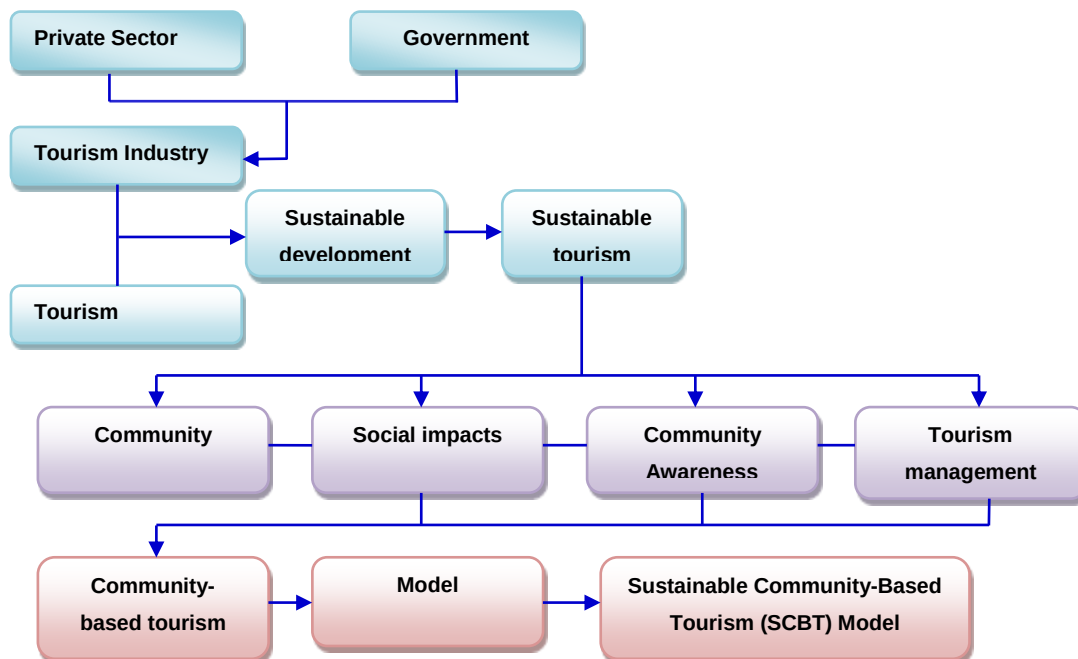


Figure 1-2: Key concepts used in the study

1.8.1 Private sector

The tourism private sector, can be described as businesses and enterprises that offer products and services as the agents of supply. Private sector businesses can be classified into informal and formal sectors, whereby the informal enterprises are not officially registered and do not keep official records, and the formal enterprises sectors are legal and registered businesses (Keyser, 2002:146-147). Despite whatever classification that might be assigned to them, all private sector organisations own and/or operate profit-making tourist attractions, facilities and service establishments (Kastarlak & Barber, 2012:48). It is worth noting that private sector organisations are often confusedly classified as one thing as the tourism industry, which is rather a broader concept that includes private businesses, government agencies and other stakeholders that work to serve the needs of tourists directly or indirectly.

1.8.2 Government agencies

According to Mason (2008:120) government agencies are often referred to as the public sector of tourism and therefore are not commercial organisations focussed on profit making but organisations that are meant to represent the views of taxpayers and the electorate. Hence the public sector is involved in tourism for at least three main reasons, namely: (a) it is mandated to represent the entire population and not just a one section/interest group; (b) it is intended to be impartial with no commercial interests, and (c) public sectors tend to take a longer-term view than the private sector (Swartbrooke as cited in Mason, 2008:121). In the South African context the spheres of the public sector as is the case in many countries include the national, provincial and local government as well as other government agencies that have been tasked to fulfil specific role (Gauteng Tourism Authority, 2006).

1.8.3 Tourism industry

According to the World Tourism Organisation (WTO) (2000:2), the tourism industry includes industries which provide accommodation, transport and other services such as the sale of souvenirs and other goods, restaurants and guided tours to visitors from outside the destination for a period of more than 24 hours and less than a year. Leiper (as cited in Richards, 2007:15) notes that the tourism industry consists of all firms, organisations and facilities which are intended to serve specific needs and wants of tourists. It therefore consists of all the businesses and organisations involved in the delivery of the tourism offering, from travel agents to car rental companies. The main sectors and sub-sectors which make up the tourism industry are presented in Figure 1.3.

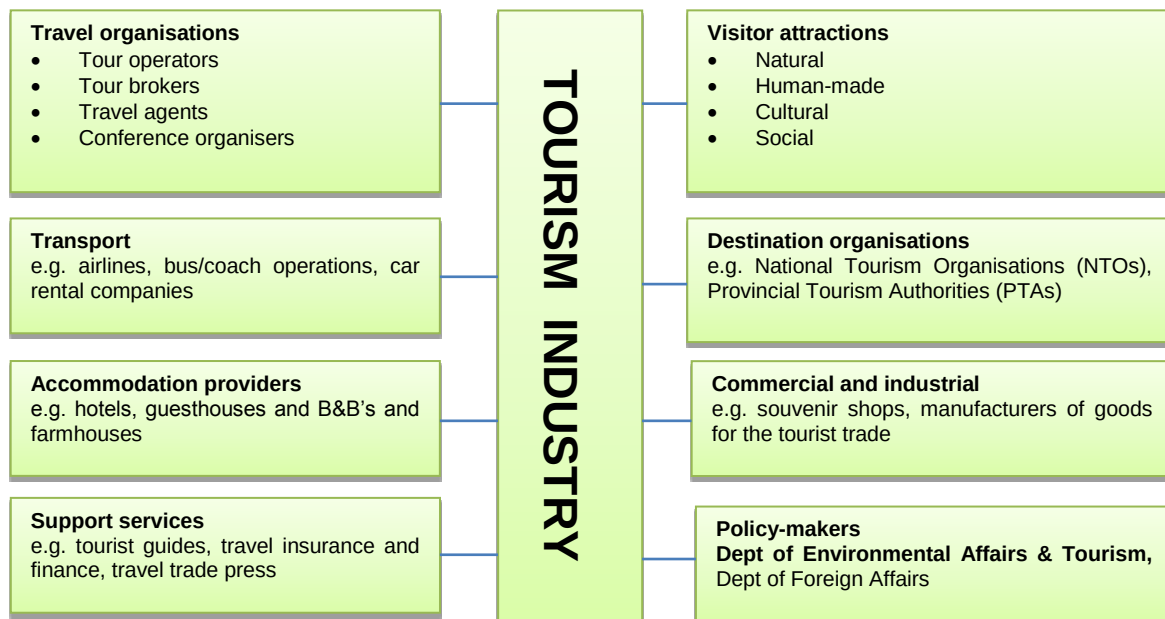


Figure 1-3: Sectors and sub-sectors in the tourism industry

Source: Adapted from Richards (2007:15)

1.8.4 Tourism

A more widely accepted definition of tourism is based on what Goeldner and Ritchie proposed and as expanded (*in italics*) by Weaver and Lawton (2010:2), which says:

“Tourism may be defined as the sum of the processes, activities, and outcomes arising from the relationships and interactions among tourists, tourism suppliers, host governments, host communities, and surrounding environments that are involved in the attracting, transporting, hosting and management of tourists and other visitors.”

However due to a multiplicity of definitions and lack of consensus concerning the definition of tourism, the United Nations World Tourism Organisation (UNWTO) as cited in Wall and Mathieson (2006:14) defines it as follows:

“Tourism comprises the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited.”

1.8.5 Sustainable development

Sustainable development refers to maintaining a delicate balance between the need to improve the lifestyles and well-being of people on the one hand and preserving the natural resources and ecosystems on which people and future generations depend on the other (Ivanovic, Khunou, Reynish, Pawson, Tseane & Wassung, 2009:354). Other authors such as Karstalak and Barber (2012:116) believe that sustainable development ensures continuity of environmental and cultural treasures from the present to future generations. In addition to the

notion of inter-generational equity in sharing the resources, the key to this definition also revolves around 'conservation', hence the conclusion that "sustainable development conserves environmental, cultural, and other economic resources for future generations while still bringing benefits to the present generation" (Karstalak & Barber, 2012:116).

The Brundtland Commission as cited in Wall and Mathieson (2006:289) emphasizes that sustainable development should, as a minimum, address the following elements: (1) maintenance of ecological integrity and diversity; (2) meeting basic human needs; (3) keeping options open for future generations; (4) reducing injustice and (5) increasing self-determination. The definition that will be adopted by this study is the one given by the World Commission on Environment and Development (1987) which defines sustainable development as: "development that meets the needs of the present without compromising the ability of the future generations to meet their own needs" (Hassan, 2000:239-245).

1.8.6 Sustainable tourism

The United Nations Environment Programme (UNEP) and the United Nations World Tourism Organisation (UNWTO) (2005) simply define sustainable tourism as: "Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities". From this definition UNEP and UNWTO clarifies the universal applicability of sustainable tourism by asserting that its development guidelines and management practices are applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. Hence sustainability principles refer to the environmental, economic, and socio-cultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability.

To this end Fennell as cited in Mason (2008:109) reports that the goals of sustainable tourism that have been suggested are: (a) to develop greater awareness and understanding of the significant contribution tourism can make to the environment and the economy; (b) to promote equity and development; (c) to improve the quality of life of the host community; to provide a high quality experience for the visitor and to maintain the environment. It is clear from the definitions that sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building.

1.8.7 Tourism management

Tourism management is basically concerned with the ways to manage resources for tourism, the interaction of tourists with physical resources and the interaction of tourists with residents of

tourist areas (Mason, 2008:105). It is, however, argued that tourism management is usually referred to as a functional management and can be seen as part of strategic management. Hence the conclusion by Doswell as cited in Mason (2008:105) that tourism management is to a great extent what planners are, or should be engaged in. Wall and Mathieson (2006:294), however, contend that most destination areas are not truly managed as entities, rather it is the sub-sets of the system, such as attraction, accommodation, transportation and so on, that are managed, often largely in isolation. For the purposes of this study, in addition to the explanations and definitions already given, management is also seen as being concerned with the impacts of tourism on the physical and economic environments as well as on the way of living of the societies in which tourism takes place.

1.8.8 Community awareness

Community awareness [in the context of tourism] refers to educating and informing the community about tourism developments (Li, 2004:175-193). Community awareness in practice can be achieved by setting overall objectives that seek to educate the local community in accordance to the overall goals of the tourism industry and the community by devising and implementing strategies and programmes that maximise the opportunity to inform all sections of the community about tourism, and that communicate costs and benefits of tourism to the community on an on-going basis (Milner & Ewing, 2004:205-217). In the South African context, the community can be made aware of tourism developments through strategies such as cleaning campaigns, media and one-on-one education for more focussed information sharing (South Africa – DEAT, 1996:18-45).

1.8.9 Social impacts

Social impacts are the changes in the way of life of residents of destination areas (Wall & Mathieson, 2006:38). These occur at the point of contact between the visitor and the residents. They are the changes to the lifestyles and social behaviour of individuals as a result of their involvement in tourism, generally observable in their everyday behaviour (Bennett, Jooste & Strydom, 2005:391-392). Studies such as that of Fagence (2003) have identified a range of potentially negative socio-cultural changes associated with tourism initiatives affecting communities, specifically singling out changes to economic, social and cultural factors at family and community level (Simpson, 2008:11). Although tourism impacts are thus generally classified as social, economic and environmental, this study will focus mainly on the community's perception of the social impacts of tourism.

1.8.10 Community

At a most rudimentary level, the *Longman Active Study Dictionary* (2004:146) describes community primarily as, “A group of people who live in the same town or area” while Mann (2000:35) understands community to be a mutually supportive, geographically specific unit such as village or tribe. Taking the definition further, Richards and Hall (2000:302) in the context of tourism literature understand community to be “...equated with the presence of a set of common social characteristics and goals held by a population residing in a local area”. Thus a community is self-defining in that it is based on a sense of shared purpose and common goals. Hence Joppe in Khazaei, Elliot and Joppe, (2015:1051) concludes that a community may be geographical in nature or a community of interest, built on heritage and cultural values shared among community members.

It can be noticed from all these definitions that communities, despite their shared purpose, social characteristics or geographical area, are never assumed to be homogeneous in nature. An understanding of community that combines the elements of these definitions will be adopted in this study.

1.8.11 Community-based tourism

Community-based tourism is a longer term for community tourism, which is tourism that consults, involves and benefits the local community, especially in the context of rural villages in developing countries and indigenous peoples (Mann, 2000:35). Goodwin (2011:205) on the other hand contends that community-based tourism is used in various forms of literature to refer to tourism that is owned and/or managed by communities and intended to deliver wider community benefits. As far as could be gathered from these two definitions and from a wide variety of definitions that fall into these categories, community tourism includes community involvement, community ownership or management and community benefit from tourism activity.

1.8.12 Model

Although the usage of the term “model” is common in other disciplines and in other fields of tourism there is little agreement with regards to its definition. This might be attributed to the numerous functions, structures, and types of models that exist (Thetsane, 2010:30). Despite this lack of consensus, most definitions agree that models represent phenomena through the use of analogy. Schindler and Cooper (2001:52) indicate that a model is not an explanation, but only the structure and/or function of a second object or process. Hence a model is a result of taking a structure or function of one object or process and using that as a model for the second.

The construction of a model thus occurs when the substance (physical or conceptual), or process of the second object has been projected onto the first.

Hair, Black, Babin, Anderson and Tatham's (2006:710) definition of a model as a representation and operationalization of a theory is adopted in this study. Hair *et al.* (2006:710) further explain that a conventional model in SEM terminology consists of two parts. The first part is basically a measurement model that represents the theory, showing how measured variables come together to represent constructs and the second part is the structural model, that shows how constructs are associated with each other. These are often found to have multiple dependence relationships. This study aims to construct a sustainable community-based tourism model (SCBT) for the Phokeng (RBN) area using SEM.

1.8.13 Sustainable Community-Based Tourism (SCBT) Model

The Sustainable Community-Based Tourism (SCBT) Model is a model that seeks to build and sustain positive relationships among the impacts of tourism on one hand, and government, the private sector and community as the three major tourism role-players on the other hand. The components of the model specifically involves the inter-relationship and intra-relationship between positive impacts, negative impacts, tourism awareness (by communities), the role of government, the role of the private sector and community participation. It is envisaged that planners, tourism developers, managers as well as the community will use this model in managing the social impacts of tourism and in the sustainable development of community-based tourism.

1.9 CHAPTER CLASSIFICATION

The sequence and content of the chapters in this research are as follows:

Chapter one, which is the introductory chapter, provides the scope and area of study as well as its geographical jurisdiction, which in this case is the region belonging to the Royal Bafokeng Nation located in the North West Province, South Africa. This chapter also highlights the research topic, discusses issues that give rise to the problem statement, discusses the ensuing sub-problems, and gives a motivation, relevance and justification of why the particular topic was researched, as well as highlights the primary and secondary objectives of the study.

Furthermore, this chapter provides a synopsis of the research methodology that is used, which can be divided into two, namely the literature study and the empirical survey. Thus a brief explanation of the kind of literature and sources consulted in the conduct of the study is given. Following the literature study is a summary of the empirical survey which in essence gives a

pre-view of the methodologies used. A more detailed presentation of the procedures and methodologies used in this study is given in chapter 4.

Chapter two, which in essence is the theoretical chapter, reviews the available literature that is appropriate and relevant to the research problem and to achieving the desired objectives. The chapter constitutes an integrative literature review whereby it compares, evaluates different approaches to the topic, accepting some, discarding some, and combining others. The deliberate fitting of the theory to the sub-topics in this chapter has been helpful in deciding what questions to ask in the empirical study. The theoretical aspect covers issues relating to community-based tourism, community participation and community tourism models. Hence a wide variety of sources such as books, dissertations, theses and journal articles have been consulted when addressing the topical issues of the research study.

Chapter three is the second part of the literature review and discusses issues of tourism impacts, sustainability, sustainable tourism development, and destination management and development. Thus chapter 3 therefore helps identify the components that are needed to design the community questionnaire and to develop and construct a sustainable community-based tourism model.

Chapter four discusses the empirical survey which seeks to defend the procedures and methodologies that are used in the research, thereby proving the trustworthiness of the procedures used and by inference the scientific quality and the validity of the outcomes of the research. The themes covered under the empirical survey subsection include research design and data-collection methods, development of the random test plan, the development of the questionnaires, and data analysis.

Chapter five presents the results that come from the data gathered using the methodologies defined in chapter four. Hence this chapter focuses on the interpretation and consideration of the results and the drawing of inferences, all of which shall form part of the pursuit of a solution to the problem at hand, which is the construction of a SCBT model. Thus the interpretations given and inferences made will validate the research.

Chapter six, which is the last chapter, is a retrospective summary and a conclusion of the research. It therefore provides an appraisal of what has been achieved in each phase of the research and presents a summary of the findings and conclusions regarding the hypothesis as well as research problem, sub-problems of the study, and also presents the final developed model that is the end-product of all these processes. Finally, the prospects of the study in the form of recommendations that will serve as guidelines for follow-up actions and suggestions for future scientific studies as well as strategies emanating from this study are given.

CHAPTER 2: COMMUNITIES, COMMUNITY-BASED TOURISM & COMMUNITY TOURISM MODELS

2.1 INTRODUCTION

The purpose of this chapter is to analyse community-based tourism and the role of the community in sustainable tourism by means of a literature review. This is fulfilled firstly by laying a foundation to the study by discussing the tourism system. It then provides a detailed review of sub-topics such as communities, community-based tourism, tourism theories affecting communities, strategies for developing community-based tourism, as well as an analysis of community support for tourism. In so doing, this integrative literature review seeks to discuss the theory of the aforementioned sub-topics which will help in deciding what questions to ask in the empirical study. The information gathered from these discussions will be useful in providing elements that could be used to construct the Sustainable Community-Based Tourism (SCBT) model. Figure 2.1 depicts the layout of chapter 2.

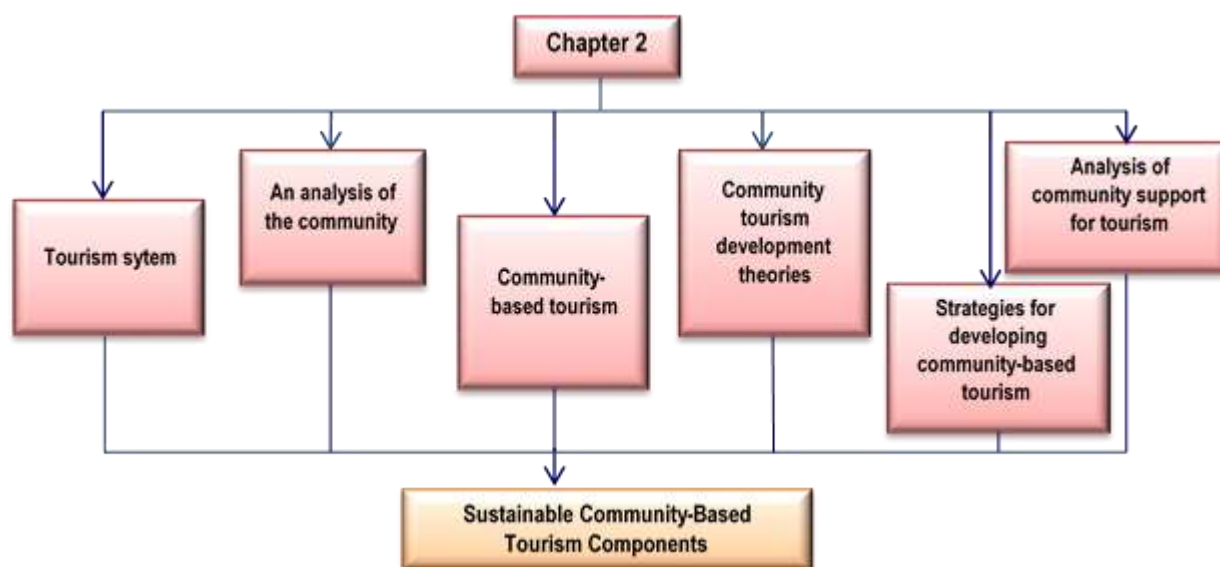


Figure 2-1: Chapter 2 layout

2.2 THE TOURISM SYSTEM AND COMMUNITIES

The tourism industry is “inherently a complex field difficult to define, resisting comparability within itself and with other industries” and that is now accepted to be “not a single industry but instead an amalgam of industry sectors” whereby no other industry in the economy is linked to so many diverse products and services and an industry that “incorporates social, cultural and environmental concerns beyond physical development and marketing” (Edgell, Allen, Smith &

Swanson, 2008). To study this complex industry, however, demands a common understanding of or agreement about a definition that can be used as a springboard for further discussion.

2.2.1 Tourism defined and explained

Amid the many definitions of tourism that are used, this study adopts the definition provided by the United Nations World Tourism Organisation (UNWTO) as cited in Wall and Mathieson (2006:14) who define it as follows:

Tourism comprises the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited.

2.2.2 The multi-disciplinary nature of tourism

Tourism as an independent area of study is a product of a number of source disciplines; hence these individual disciplines tend to create their own perspectives, ideas and concepts of what constitute tourism (Keyser, 2002:28). Therefore an inter-disciplinary approach that recognises that an integrative and comprehensive understanding of tourism requires exposure to the theory of other disciplines is required (Weaver & Lawton, 2010:14). Figure 2.2 shows sixteen disciplines from which the study of tourism has evolved and also demonstrates how some of the disciplines are affiliated to select tourism themes. Prominent among the disciplines that inform tourism studies are geography, business, economics, sociology, anthropology, law, psychology, history, political science, environmental sciences, leisure sciences and marketing (Weaver & Lawton, 2010:14). According to Keyser (2002:28), depending on the particular perspective, tourism can be studied in terms of (a) *geographical phenomena*, (b) *economic phenomena*, (c) *psychological phenomena*, and (d) *social phenomena and cultural phenomena*.

Therefore, in the light of the multi-disciplinary and inter-disciplinary nature of tourism, this study will draw freely on some of these study fields. Particular emphasis will be placed on the economic phenomena since tourism is an economic activity that is earmarked for economic diversification of the Phokeng area, as well as on social and cultural phenomena, since an in-depth analysis will be made of the socio-cultural impacts of tourism.

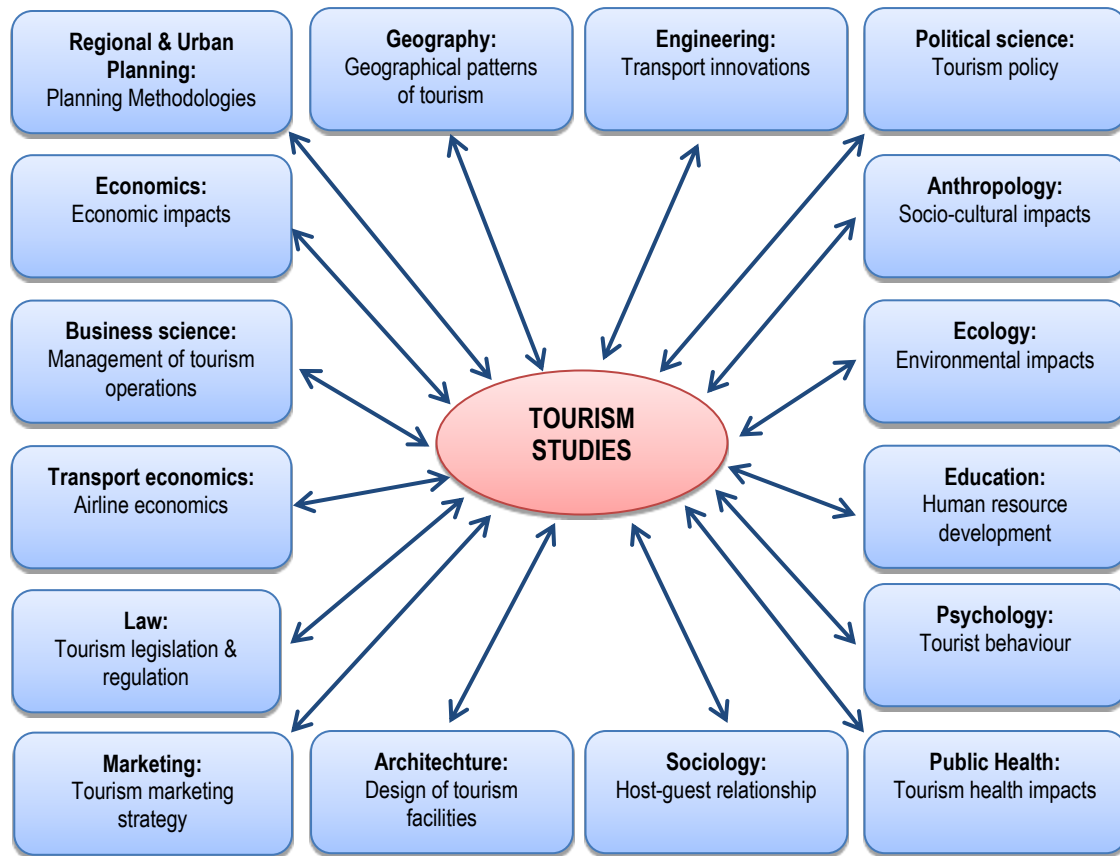


Figure 2-2: A multi-disciplinary perspective of tourism

Source: Fletcher, Fyall, Gilbert and Wanhill (2013)

2.2.3 Tourism system

An understanding of the tourism system is crucial in the study of the socio-cultural impacts of tourism as well as in the management thereof. The tourism system that this study will use as a reference point is Lieper's tourism system (see Figure 2.3). Leiper as cited in Weaver and Lawton (2010:20) attempted to link the tourism destination with the tourism generating region by creating a model that has three interactive components which are (a) the tourist generating region, (b) tourist destination region, and (c) the transit routes which link the two regions (Weaver & Lawton, 2010:20). The tourist destination region is of particular interest to this study because the destination is at the receiving end of tourism and it is where most impacts tend to be noted and felt strongly by communities. It is also where many tourism stakeholders and role-players such as the tourism private sector, governments, Non-Governmental Organisations (NGOs) and communities are found. This therefore indicates that there is a major need for planning and managing the tourist destination (Mason, 2008:13-14).

OPERATIONAL CONTEXT



Figure 2-3: A basic whole tourism system

Source: Adapted from Leiper (1990a)

2.2.4 Tourism as a commercial and economic activity

It has been argued that when strategically well-planned and executed, tourism provides an economic stream both into and throughout a country or province and is an incentive to preserve the product offerings the destination has to offer – from its scenic coastlines, its wildlife habitats, its historic districts, its local culture, folklore and heritage (Edgell *et al.*, 2008:97). The tourism industry plays an important role in the economic diversification and technological development of nations because tourism, among other reasons:

- stimulates the development of basic infrastructure (such as airports, roads, electrical power);
- contributes to the growth of domestic industries that supply the tourism industry (transportation, agriculture construction);
- attracts foreign investment (especially in hotels); and
- facilitate the transfer of technology and technical know-how (Edgell as cited in Edgell *et al.*, 2008:100).

Sharpley (2015:7) argues that the widely cited economic benefits and costs of tourism (including environmental or socio-cultural) are the measurable or visible consequences of developing tourism in any particular destination as long as the benefits accruing from such a development are not outweighed by the costs. What is not provided, however, is the justification for choosing

tourism rather than any other economic activity as a route to development. Brown as cited in Sharpley (2015:8) suggests that perhaps tourism is the only option available and a realistic means for such diversification. Similarly, this study looks at the development of community-based tourism in the Phokeng area as a most reasonable option because the mineral resources that the area is endowed with are finite and non-renewable.

In an attempt to diversify the local, regional and national economy through tourism, it is important to appreciate how the society is impacted on by tourism activity through economic trickle-down effects. Mason (2008:53) explains that the multiplier is usually used as a tool that assesses such economic impact, hence the multiplier effect takes place when spending is circulated in the economy and can be a tool to distinguish between direct and indirect income derived from tourism. Edgell *et al.* (2008:116) further describes a multiplier as a number which indicates the magnitude of a particular macro-economic policy measure. Hence the multiplier attempts to quantify the additional effects of policy beyond those that are immediately measurable. The development of sustainable community-based tourism therefore depends on the economic benefits reaching the masses and communities at grassroots.

In the final analysis, “Tourism concern” as cited in Shaw and William (2004) suggests that tourism should involve the following:

- be run with the involvement and consent of local communities, which is linked with the idea of community participation;
- be in a position to share the profits ‘fairly’ with the local community; and
- involve communities rather than individuals.

2.3 DEFINITION OF COMMUNITIES

Perhaps the most logical starting point that needs to be focussed on when addressing community tourism issues (even before defining community-based tourism itself) is to define and discuss what is meant by terms such community/communities, host community and related terms. In analysing various definitions of the term “communities”, in the context of tourism, it is clear that different tourism authors use different terminologies to describe the same group of people. Such varied nomenclature includes, but is not limited to, terms such as *local community* (Sebele, 2010; Marzuki, 2008), *host community* (Tosun, 2002; Kastarlak & Barber, 2012), or simply *residents* (Gu & Wong, 2006) or any combination of the aforementioned terms. However, the question that remains to be answered is: What is the most practical definition and description of “communities” that can be used in tourism literature?

At a most rudimentary level, the *Longman Active Study Dictionary* (2004:146) describes “community” primarily as “A group of people who live in the same town or area”. Mann (2000:35) similarly defines a community as a “mutually supportive, geographically specific unit such as village or tribe”.

Gujit and Shah as cited in Cooke and Kothari (2001:6) state that a “simplistic understanding of ‘communities’ see them as homogeneous, static and harmonious units within which people share common interests and needs”. This articulation of the notion of ‘community’, they argue, conceals power relations within ‘communities and further masks biases in interests and needs based on, for example, age, status, ethnicity, religion and gender.

Richards and Hall (2001:302), reasoning along the same line, take the definition further, (however, in the context of tourism literature) with the understanding that community can be “...equated with the presence of a set of common social characteristics and goals held by a population residing in a local area”. Although this definition and similar others do not assert total homogeneity, it does indicate commonality among residents of a particular geographical location. In tandem with this line of thought Mowforth and Munt (2003:225) define communities by numerous features that indicate its diversity and heterogeneity. Hence according to them, the term “community” is summarily understood to be an amorphous term that is not regarded as a homogeneous construct but rather as something locational, that describes a heterogeneous unit or group of people who reside in a geographical space within which tourism occurs. Mason (2008:118) follows the same reasoning by emphasising that a term such as “host community can be misleading as it implies that there are guest to complement supposed hosts; whereas tourist may not always be welcome. As with tourists he emphasises the heterogeneity of host communities, which may be made up of, (a) long-term indigenous residents and recent domestic as well as international migrants, (b) people confined to a specific geographical area.

Wall and Mathieson (2006:322), on the other hand, add a dimension of “participation” and/or “benefit” by suggesting that community refers to “*enhancement, at the local level, of the capability to participate in the development process*”. Thus, according to this view, “*participation in tourism*” is at the very core of defining what communities are. This is indicated by their insistence that “*Opportunities should be provided for local participation in tourism, both directly through investment in and employment in tourist businesses as well as in supporting activities such as agriculture and craft industries*”.

Crehan, cited in Smith and Robinson (2006:95), also acknowledges the non-homogenous nature of communities, and proves the often mentioned heterogeneous nature of communities, and also contends that few analysts unpick how communities are fractured along lines of kinship, gender, age, ethnicity and existing levels of wealth. Hence, exact definitions of who in

the community should be involved in participation automatically rules some people in and others out. The clear definition of who is local and who is included and deserving of “participation” is a noteworthy point of consideration as conflict over limited resources can divide communities. As Cole quoted in Smith and Robinson (2006: 95) clearly demonstrated in the case study of the township tourism in Soweto, resentment has developed due to non-residents acting as tour leaders. In other examples community participation was extended to immigrants, clearly demonstrating how “community is far from an environmental or geographical territory and that our understanding of community needs to extend to psychological and intangible aspects as well as the political”.

Approaching the community definition debate from another angle, Mason (2008:118) adds another twist by his objection to referring to communities as “host communities” as he believes that the term “host community” can mislead. He contends that the term “host communities” implies that there are hosts to complement the hosts. He reasons that since tourists are not always welcome more appropriate terms should be used. However, the silence of the majority of tourism writers on this contention is indicative of their apparent agreement that communities can be “hosts” (at least in some sense) through the mere fact that tourism takes place on their turf regardless of whether they are actively “hosting” the tourists or not.

Therefore, due to the multiplicity and plethora of definitions of communities that often conflict with each other, Hillery quoted in Marzuki (2008:228) concluded that *'no agreement had been achieved but every definition deals with people'*. He also concluded that the term covered three important components namely, *area, common ties* and *social interaction*. Even when going further back to the late 1900's it can be seen that even then Butcher, Glen, Henderson and Smith (1993) had already taken this concept further and even then identified three distinct features with a strong relationship with (in terms of community): *descriptive community, community as value*, and *active community*. Hence from the various angles of looking at this term over a span of two decades, it is clear that the common consensus among academics is that “community” involves *local residents of the destination, involved in the tourism industry, sharing facilities and attractions*. In light of this, for purposes of this research, all the references to community(ies) which includes these features will be taken to refer to the same entity.

2.4 COMMUNITY-BASED³ TOURISM

The purpose of this section is to explore the nature of community-based tourism. To do so an attempt will be made to define community-based tourism itself and to analyse community participation in tourism as well as exploring the typologies of community participation.

³ “Community-based tourism” and “community tourism” in scholarly literature are used to refer to the same idea.

2.4.1 Definition of community-based tourism

Goodwin (2011:205) argues that community-based tourism is used in literature to refer to tourism that is owned and/or managed by communities and intended to deliver wider community benefits. Hence it is tourism *by* and *for* communities. Robinson and Wiltshier (2011:87), however, bring in a developmental perspective by maintaining that community-based tourism in essence is based upon a useful combination of resources, resources plus strategy, values, vision and sufficient projects with resources to be implemented and developed.

France as cited in Robinson and Wiltshier (2011:88) presents an insight into the approach and the nature of community-based tourism as an alternative management approach by describing it as “a type of tourism run *by* and *for* the local community. It may be alternative in character ... or may cater for larger numbers and have more in common with aspects of mass tourism”. Two salient points are brought to the fore by this definition, and they are (a) community tourism is run *by* and *for* the communities, implying it is tourism that is *owned/managed* by communities and also run *for* the *benefit* of communities, and (b) community tourism can be an alternative or even mass tourism, thus not making it a type of tourism but an approach to tourism.

Approaching this argument from a different angle, Zapata, Hall, Lindo and Vanderschaeghe (2011:725-749) concede that the definition of what community-based tourism is, who defines it, or where the community ends and the individual interests start, involves questions of debate *per se*. However, despite the many varying views there is a wide scope of what is termed community tourism. The World Tourism Organisation (2009:2) asserts from the onset that most of community-based tourism indicates a close relationship between tourism and the community in which it is taking place. The WTO (2009:2) further maintains that the scope of community tourism is based on the importance of tourism to the host and the importance of the host to the tourism product. More specifically, Gascón (2012) argues that community-based tourism is considered a highly appropriate instrument for development cooperation and alleviation of poverty in the community, as it appears to be a strategy that could help conserve natural spaces (WWF, 2001) as well as sustain struggling rural economies (Buckley, 2009; Hall, 2005; Mbaiwa & Stronza, 2010; Su, 2011). Community-based tourism, therefore, can be used as a development tool by communities in as much as tourism activities rely heavily on communities.

All these views of what community-based tourism is, almost always mention the issue of *poverty* and or its eradication or alleviation as an underlying factor. It is in recognition of this oft-mentioned poverty factor that Chachage (2003:10) asserts that ‘the very existence of community-based tourism is dependent on the existence of poor people! Community-based tourism’s most popular image is that of a rural village far from the beaten path...that tourism in

which local residents (often rural, often poor and marginalised) are active participants as land-managers/users, entrepreneurs, employees, decision-makers, and conservators”.

Often community-based tourism is described simplistically from the basis of community-based tourism products that often refer to village tourism, rural tourism and ecotourism. A more encompassing view of community-based tourism, however, includes full utilisation of tourism development opportunities to achieve sustainable development (WTO, 2009:2). This is where communities are stakeholders and controllers of tourism rather than objects of tourism. The stakeholder role of communities in tourism in these definitions almost always includes the issue of *benefits* and *community participation* as suggested here by Lucchetti and Font (2013:3):

CBT has been used to describe a broad range of different tourism models but usually refers to tourism that involves community participation and aims to generate benefits for local communities...

However, the validity of community-based tourism as a development and poverty-reduction tool is not without debate. According to Gascón (2012:1-2) this debate arises from the fact that although tourism is increasingly regarded as a sector for development cooperation, and despite good intentions and potential virtues, community-based tourism as an instrument of cooperation and poverty reduction also entails difficulties that are not often taken into account. Hence the problems engendered by community-based tourism among others include, (1) a low level of economic viability (Goodwin & Santilli, 2009; Notzke, 2006), (2) stimulation of social differentiation and intra-community conflict (Morais, Cheng, Dong & Yang, 2006; Schellhorn, 2010), (3) it encourages natural resources to be used as commodities (Duffy, 2008; Fletcher, 2009) and (4) the undervaluation of structural constraints of the tourism industry and/or the State which constrain the community's control over tourism (Lacher & Nepal, 2010; Nelson, 2012; Telfer & Sharpley, 2008).

For the purposes of this research, the main definition that will be adopted is the one given by the International Labour Organisation (2005:3) which describes community-based tourism as ‘any business organisational form grounded on the property and self-management of the community's patrimonial assets, according to democratic and solidarity practices; and on the distribution of the benefits generated by the supply of tourist services, with the aim at supporting intercultural quality meetings with the visitors’. Five salient points that shall be used as pillars in this research arise from this definition, these being (1) property/ownership and self-management of own assets, (2) democratic administration and management based on commonality, (3) distributed benefits earned from supply of services, and (4) the goal of intercultural quality meetings. The fifth and final point that is a summary of the community-based tourism debate is that community-based tourism is not only tourism *in* communities, but also tourism *for*, communities, tourism *about* communities and tourism *by* communities.

2.4.2 Community participation in tourism

Ideally, community participation in tourism is the basis of communities and/or community based tourism (CBT). According to Tosun (2000:618) analysis of studies on participatory tourism development models suggests that it has been popularised in the context of developed countries, yet despite the considerable contribution to theoretical foundation of this proactive tourism development approach limitations to participatory tourism development approach have hardly been debated. While the literature of scholars of developmental studies in general has indicated, in spite of an insistence on community participation in the development process, the actual performance of participatory development strategy is evidently not encouraging and authentic participation seldom occurs. Hence, while it can be argued that all communities participate to a certain degree, such as by sharing a despoiled environment, receiving menial jobs or getting a percentage of gate fees to a national park, [authentic] community participation is about active participation and, arguably, empowerment (Cole, 2006:631).

Although community participation in the tourism development process (TDP) is highly desirable, Tosun (2000:614-618), whilst keeping in mind the structure of international tourism, identifies formidable limitations to community participation in the tourism development process (TDP) in many developing countries that he categorises under three main headings, viz. (1) limitations at the operational level; (2) structural limitations; and (3) cultural limitations (see Table 2.1). Operational level limitations include but are not limited to: Centralisation of public administration of tourism, lack of coordination, and lack of information. Structural limitations include: Attitude of professionals, lack of expertise and trained human resources, high cost of community participation, and lack of financial resources. Cultural limitations include: limited capacity of poor people, and apathy and low levels of awareness in the local community.

In agreement with the conclusion of the limited nature of community participation, Dola and Mijan (2006:1-8) also state that in developing countries, local community participation in the decision-making process of tourism development has often been lacking, limited or sometimes marginalized. In the same breath, Teye, Sirakaya and Sönmez (2002:668-688) argue that the acceptance of and emphasis on local participation and community approach to tourism development imply that host members are often excluded from the planning, decision-making and management of projects. Their exclusion is a common practice in developing countries that have a top-down development culture. There seems, however, to be no consensus on what the reasons are for the limited success of community participation that has been observed (Tosun, 2000:618).

Table 2-1: Limitations to community participation in the tourism development process

Operational level limitations	Centralisation of public administration of tourism Lack of coordination Lack of information
Structural limitations	Attitude of professionals Lack of expertise Elite domination Lack of appropriate legal system Lack of trained human resources Relatively high cost of community participation Lack of financial resources
Cultural limitations	Limited capacity of poor people Apathy and low level of awareness in the local community

Source: Adapted from Tosun (2000)

Nevertheless, for community tourism to be sustainable, it should not only focus on tourism taking place *in* communities, but communities *participating* in tourism as well. In agreement with this inclusive approach, Neto (2003:100) has observed that promoting greater community participation in tourism development not only provides stronger incentives to conserve natural capital, but can also lead to a more equitable sharing of benefits and thus greater opportunities for poverty alleviation. Mowforth and Munt (2003:104) also asserted that “the importance attached by many parties to the inclusion of local population is considerable. Indeed, there is more debate about the degree of inclusion or control to be exercised by destination communities than about the need for involvement at all”.

In a bid to further clarify the issue, Mowforth and Munt (2003:104) further state that “The debate is thrown into sharp contrast by the two standpoints of ‘host’ communities as *objects* of tourism or as *controllers* of tourism... this matter is often considered to be at the heart of the difference between conventional mass tourism and supposedly sustainable new forms of tourism”. However, participation for its own sake cannot come close to achieving the desired ideals. *Meaningful* participation is the key word.

Furthermore, community involvement in planning for tourism can be viewed differently depending on the *level* of development in which it is considered. In the developed world, stakeholders/communities have a general expectation of becoming involved in planning for their natural areas, whereas in contrast, citizens in the developing world may not expect to participate (Newsome, Moore & Dowling, 2002:150). Buchy and Ross (2000:100) on the other hand have noted that tenure has a major influence on the level of stakeholder involvement and in determining who is responsible for managing an area. Nevertheless, there exists a “range of different intentions and possibilities that underpin the inclusion of stakeholders in visitor planning, as shall be explored under “analysis of Community Participation in tourism typologies/models” below.

2.4.3 An analysis of Community Participation in tourism typologies/models

Different approaches of community participation have been proposed by different authors. Forms (typologies) of participation contextualize community participation as a categorical term that allows participation of people, citizens or a host community in their affairs at different levels (local, regional or national) and various forms (manipulative, coercive, induced, passive, spontaneous, etc.) under site-specific conditions (Tosun, 2006:494). The most common models or typologies of community participation have been developed by Arnstein (1969), Pretty (1995) and Tosun (1999). An analysis of these community participation typologies/models is worth pursuing in order to be relevant and contextual when addressing community participation.

2.4.3.1 Arnstein’s ladder of citizen participation

According to Arnstein (1969:216), citizen participation is, “the redistribution of power that enables the have-not citizens to be deliberately included in the future. It is the means by which they can induce significant social reform, which enables them to share in the benefits of the affluent society”. Arnstein has approached this in terms of a ladder or typology of citizen participation including eight levels, which are classified in turn into three categories relative to authentic citizen participation. Arnstein’s ladder of citizen participation provides a valuable summary of these possibilities. They range from the extreme of “non-participation / manipulative participation” that starts with *manipulation* and *therapy*, progresses to a “degree of tokenism” that includes a progression from *informing*, *consultation* and *placation* and to the meaningful participation level where there is devolution of responsibility termed “Degrees of citizen power that involves *Partnership*, moving on to *Delegated Power* and the idealistic final stage of *Citizen Control*.”

2.4.3.2 Pretty's scale of community participation

The model by Pretty (1995:4-5) describes community participation at seven levels that range from “*manipulative participation*” where participation is a mere pretence or tokenism, to “*passive participation*”, where people participate by being told what has been decided or has already happened, to “*participation by consultation*”, where people participate by being consulted, yet having no share in decision-making, to “*participation for material incentives*”, where people participate in return for food, cash or other material incentives, to “*functional participation*”, where participation is seen by external agencies as a means to achieve project goals, to “*interactive participation*”, where people participate in joint analysis, and finally to “*self-mobilisation*”, where communities have full control and decision making powers in their projects. Each level allows for differing degrees of external involvement and local control, and reflects the power relationships between them.

2.4.3.3 Tosun's typology of community participation

While Arnstein's and Pretty's typologies are developed in the context of developmental studies in general that are not related to a particular economic sector, but here applied to tourism, Tosun (1999) developed a typology that applied specifically to community participation in tourism. It elaborates each type of community participation with special reference to the tourism industry, and categorizes types of community participation under three main headings that have some subheadings, namely: spontaneous community participation, coercive community participation and induced community participation.

To put community participation into perspective, Tosun (2006) and Dalal-Clayton and Bass (2002) juxtaposed all three models to show how related they are. Hence all three typologies view participation as a progression from the following three broad stages:

- Manipulation or passive participation (Pretty); manipulation or therapy, which Arnstein regards as non-participation; and coercive participation (Tosun). This stage is regarded as a stage of non-participation or participation at its minimum;
- Induced participation (Tosun), that Arnstein depicts as a top-down approach comprising placation, consultation and informing, also corresponds well with Pretty's functional participation, participation for material incentives or participation by consultation; and
- (c) Spontaneous participation (Tosun), which comprises citizen control, delegated power and partnership (Arnstein), which also correspond well with Pretty's self-mobilisation and interactive participation. This is the ideal level of citizen participation that all communities strive for.

Tourism destination that desire a sustainable development of their tourism product should, therefore, assess the stage of community participation of their communities and if necessary change it to the relevant one in order to make such participation meaningful.

7. Self-Mobilisation		8.	Citizen Control	Degrees of Citizen Power		<u>Spontaneous Participation</u> Bottom-up; active part; direct participation; par. in decision making, authentic participation; self-planning;
6. Interactive participation	←	7.	Delegated power		→	
		6.	Partnership			
5. Functional participation	←	5	Placation	Degrees of Citizen Tokenism	→	<u>Induced Participation</u> Top-down; passive; formal; mostly indirect; degree of tokenism, manipulation; pseudo-participation; participation in implementation and sharing benefits; choice between proposed alternatives and feedback.
4. Participation for material incentives		4	Consultation			
3. Participation by consultation		3	Informing			
2. Passive participation	←	2	Therapy	Non-participation	→	<u>Coercive Participation</u> Top-down, passive; mostly indirect, formal; participation in implementation, but not necessarily sharing benefits; choice between proposed limited alternatives or no choice; paternalism, non-participation, high degree of tokenism and manipulation.
1. Manipulative participation		1	Manipulation			
Pretty's (1995) typology of community participation	Arnstein's (1971) typology of community participation					Tosun's (1999a) typology of community participation
Keys: Corresponding categories in each typology						

Figure 2-4: Normative typologies of community participation

Source: Tosun (2006); Dalal-Clayton and Bass (2002)

However, judging from Arnstein's ladder of citizen participation, Pretty's scale of community participation and Tosun's typology of community participation discussed above, it is clear that participation for its own sake does not suffice but more the way in which it is done. It is in the light of this that Mowforth and Munt (2003:213) argue that "it is not so much the good intentions or ethical and theoretical value that lie behind participation that are open to question, but rather the often uncritical manner in which participation is conceptualised and practiced that has drawn increasing attention".

The benefits as well as the costs of involving stakeholders in planning for tourism have been clarified by Bramwell and Lane as quoted in Newsome *et al.* (2002:152) as being (a) better decisions, (b) increased accountability, (c) stakeholder acceptance, (d) local community empowerment, and (e) clarifying visitor preference. Newsome *et al.* (2002:152) also argue that the involvement of stakeholders also has a number of disadvantages. These include among others, (a) more time and more staff as well as more sources that may be required for such an involvement thus giving rise to indirect resource effects. Other costs may arise from (b) an

increase in implementation costs and (c) 'losing control' of the process for example as communities struggle with land management agencies or with other groups.

At the other end of the broad spectrum, participation has been seen as not working. For instance, Taylor (2001:137) believes that participation has been promoted by the powerful, and is largely cosmetic, but most ominously because "it is used as a "hegemonic" device to secure compliance to, and control by, existing power structures". Hence according to this view, participation simultaneously veils and legitimises existing structures of power (Mowforth & Munt, 2003:214).

Different authors have advanced a number of reasons to explain why active participation is hard to achieve in practice. Scheyvens, as cited in Smith and Robinson (2006:96), among others, mentions lack of capital, skills knowledge and resources. Lack of interest on the part of residents and lack of knowledge among marginalised communities (Sofield, 2003) are some of the advanced reasons, among others. Eshliki and Kaboudi (2012:333-341) tend to lean more towards the Social Exchange Theory by maintaining that the negative effects of tourism on community cause a lower society inclination to participate in tourism development programs, though its positive affects results in increasing their support and reaching projects' goals.

2.4.4 Community-Based Tourism Initiatives

In order for communities to participate meaningfully in tourism, they need to have community-based tourism initiatives. According to Simpson (2008), Community-based Tourism Initiatives (CBTIs) represent an under-explored area, however these CBTIs, accrue benefits which among others include, (1) *Economic benefits*, creating local direct and indirect employment opportunities and local economic development as well as providing opportunities for entrepreneurs, (2) *Environmental benefits*, improved social infrastructure for residents, workforce development, benefits for all community stakeholders, better cultural understanding, (3) *Socio cultural benefits*, which includes improved social infrastructure for residents, work force development, benefits for all community stakeholders, better cultural understanding (Page & Connell, 2009:417).

A pertinent question that needs to be answered, however, is how these Community-Based Tourism initiatives can be made sustainable? Simpson as cited in Page and Connell (2009:418) points out that a number of key success factors in CBTIs should (based on best practice) be established on some of the following principles: Firstly, *interaction*, where there is open communication, engagement and consultation with all community stakeholders. Secondly, *transparency* in terms of ownership structure, areas of responsibility and liaison officers who coordinate the stakeholder groups. Thirdly, *analysis and evaluation* using the best practices from either CBTIs, monitoring procedures and performance, and lastly, *practical issues/skills*,

including training and capacity building, financial skills, funding to pump-prime the project as well as marketing and operational skills.

Nevertheless, Robinson and Sofield (2011:88) suggest a number of limiting factors to attaining successful community-based tourism/initiatives, which tourism planners and developers must overcome in order for any community participation to be effective. These are:

- The nature of politics and degree of political literacy and understanding;
- The nature of tourism and tourism issues;
- Perceptions of tourism and history of involvement in tourism;
- Attitudes of the media;
- Apathy among citizens;
- Cost in relation to time and money;
- An increase in decision-making time with community involvement;
- Ensuring fair opportunities for representations from the whole community; and
- A lack of understanding of complex planning issues and processes.

Therefore, for any community participation to be effective, it is essential to integrate “local community needs and ways of life with human developments (which are the ideals of community-based tourism) to avoid problems and conflicts associated with local cultures” (Shaw & Williams, as cited in Robinson & Wiltshire, 2011:88).

2.5 THEORIES RELATED TO TOURISM IN COMMUNITIES

This section discusses three popular theories related to tourism in communities that will be using in the endeavour to develop community-based tourism, namely the Social Exchange Theory (SET), the Sustainable Livelihood Approach (SLA), and the Stakeholder Theory.

2.5.1 Social Exchange Theory and tourism

Choi and Murray (2010:576) state that as early as the 1990s, there were already conceptual models and theories that were developed to explain the relationship between community residents' perceptions of tourism and its impact. The turn of the millennium has seen a continuation of the development of such models and studies that focussed on communities based on these theories (Scholtz, 2014; Teye *et al.*, 2002; Thetsane, 2010). Among these

models the most popular is Social Exchange Theory (SET), which was first applied to tourism by Ap (1990, 1992a, 1992b). The central tenet of Social Exchange Theory is that a basic form of human interaction is the exchange of social and material resources and that people always want to maximize the value of their exchange outcome, hence residents are likely to support development as long as they believe that the expected benefits exceed the costs (Gursoy & Rutherford, 2004:497). SET, which is part of the theoretical framework of this study, has also been used in other disciplines such as communication (West & Turner, 2000), information science (Hendriks, 1999), social psychology (Kelley & Thibaut, 1978), sociology (Wallace & Wolf, 1995) and marketing (Bagozzi, 1975, 1978).

According to Ap (1992a:668), the Social Exchange Theory is “a general sociological theory concerned with understanding the exchange of resources between individuals and groups in an interaction situation”. Still in the same vein, Ap further postulates (in the context of tourism) that, “residents seek benefits of tourism in the exchange process for something they consider to be approximately equal to the benefits they received” (1992b:21). The Social Exchange Theory, therefore, has since then been the predominant theoretical base for many studies, be it implicitly or explicitly (Andereck, Valentine, Knopf & Vogt, 2005). According to this theory, people will choose to engage in an interaction process where they seek something of value, be it material, social, or psychological. Hence individuals choose to engage in an exchange once they have judged the rewards and the costs of such an exchange. Consequently such individuals who have engaged in the exchange interaction tend to seek mutual benefits which maximize their rewards and minimize their costs (Choi & Murray, 2010).

Such behaviour has been observed in various studies that were conducted in recent times that corroborated such a correlation. For example, according to the studies conducted by Kayat (2000) residents who are economically dependent on the tourism industry have different concerns than those less economically dependent on it. This outcome has been replicated later in Chuang’s (2010:1313-1322) studies, where it was observed that “residents who are economically dependent on rural tourism tended to have more positive attitudes towards the rural tourism industry”. Similarly, Andereck *et al.* (2005) reported the impacts of tourism using the Social Exchange Theory. They noted that while residents recognised both positive and negative consequences of tourism, they also appreciated the way in which the community was enriched by tourism, while not discounting the negative consequences. These findings and many others demonstrate the relevance of the Social Exchange Theory in this field of research.

Perceptions of the exchange can be different in that an individual who perceives a positive outcome will evaluate the exchange in a different way than an individual who perceives it negatively (Gursoy, Jurowski & Uysal, 2002). Hence from a tourism perspective, Social Exchange Theory postulates that an individual’s attitudes toward this industry, and subsequent

level of support for its development, will be influenced by his or her evaluation of resulting outcomes in the community. Exchanges must occur to have tourism in a community. Residents must develop and promote it, and then serve the needs of the tourists. Some community residents reap the benefits, while others may be negatively impacted.

In sum, there has been mixed support for Social Exchange Theory in tourism literature. Some studies have demonstrated support for it while others have not been conclusive (Ap, 1992a; Gursoy *et al.*, 2002; Jurowski, Uysal & Williams, 1997; McGehee & Andereck, 2004).

2.5.2 A Sustainable Livelihood Approach (SLA) and tourism

Besides the Social Exchange Theory, one other commonly used approach of development, which has also been used in tourism and also incorporated in this study, is the Sustainable Livelihood Approach (SLA). Besides being people-centred this approach also aims at analysing how a policy or a development programme can sustain people's livelihoods (Lapeyre, 2010). Hence this framework is heralded as a holistic conceptual framework for understanding community livelihoods, with a particular capacity for addressing poverty-alleviation through livelihood diversification (Ferrol-Schulte, Wolff, Ferse & Glaser, 2013:253-258). Therefore, if a community decides to incorporate tourism as one of their livelihood strategies in order to achieve a sustainable livelihood, then tourism will be a form of livelihood diversification. However, if tourism is a new activity in a community it may be perceived as being risky, therefore it is important to explore how tourism can be incorporated into the existing mix of livelihood strategies so that it does not replace but rather enhances the means by which people may be sustained by (Tao & Wall, 2009:90-98).

In essence the sustainable livelihood approach can be seen to be directed towards the ways in which local people can seek to meet basic and ongoing needs such as food and shelter, security and dignity, through meaningful work, while at the same time striving to minimize environmental degradation, accomplish rehabilitation, and address concerns about social justice by focusing on their assets, strategies, and strengths rather than needs alone (Walker, Mitchell & Wismer, 2001). Along this line of thought, Tao and Wall (2009:90-98) emphasize the need to minimise "environmental degradation" or the "sustainability" aspect of this approach by stating that, *"a livelihood is sustainable when it can cope with and recover from stresses and shocks and maintain or enhance its capabilities and assets, while not undermining the natural resource base"*. This is recognition of the need to preserve the proverbial goose that lays the golden egg, which in most cases is the environment.

Scoones (1998:4) demonstrates this through a Sustainable Rural Livelihoods framework depicted diagrammatically in Figure 2.5.

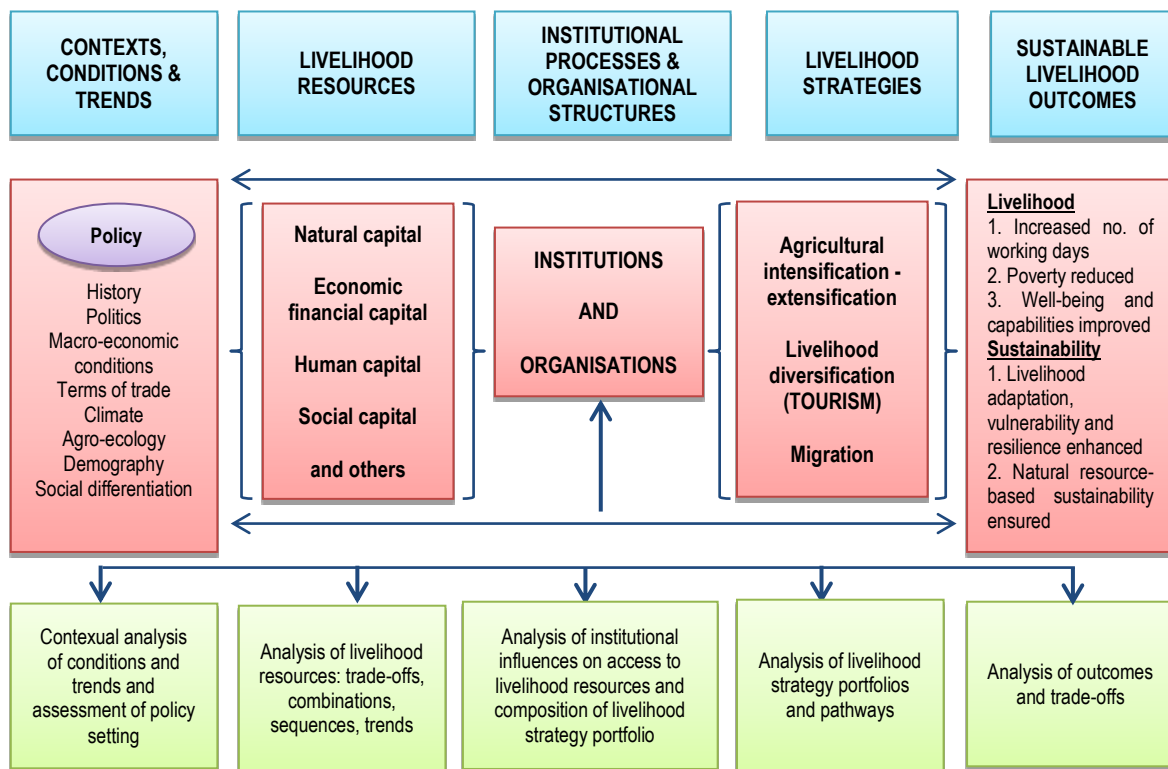


Figure 2-5: Sustainable rural livelihoods: a framework for analysis

Source: Scoones (1998:4)

The framework, in the context of tourism, basically demonstrates the following five stages of a sustainable livelihoods approach in that specific sequence:

- **Context conditions and trends**, that are driven by policy that is determined by history, politics, macroeconomic conditions, terms of trade, climate, agro-ecology, demography and social differentiation. This then translates in to a contextual analysis of conditions and trends and assessment of policy setting;
- **Livelihood resources**, which consist of Natural capital, Economic financial capital, Human capital, Social capital and others. This leads to an analysis of livelihood resources;
- **Institutional processes and organisational structures**, which are driven by institutions and organisations. This leads to an analysis of institutional influences on access to livelihood resources and composition of livelihood strategy portfolio;

- **Livelihood strategies**, which can be (a) an intensification and/or extensification of usual livelihoods such as agriculture; (b) livelihood diversification (in this case tourism) or (c) migration. This initiates an analysis of livelihood strategy portfolios and pathways; and
- **Sustainable livelihood outcomes**, which are evidenced by an enhanced livelihood and sustainability in the form adaptation of livelihood (it now being tourism) and natural resource sustainability.

Thus, the sustainable livelihood emphasis on the preservation of the very natural resources that enable the diversification to take place sets this approach apart from the Social Exchange Theory. While the Social Exchange Theory suggests that residents perceiving themselves to be benefiting from tourism are likely to view it positively, while those who are not, negatively, the sustainable livelihood approach sees tourism as a diversification of the already existing mix of livelihood strategies while at the same time placing emphasis on preservation and conservation of the resources.

2.5.3 Stakeholder Theory and tourism

The third theory that this study discusses, after the Social Exchange theory and the Sustainable Livelihoods Approach, is the Stakeholder Theory. According to Long and Kayat (2011:125) tourism studies utilize several different theoretical frameworks to explain residents' perceptions of tourism impacts and their support for tourism development. These studies include, but are not limited to, the "equity theory, growth machine theory, power theory, stakeholder theory, identity theory and Social Exchange Theory. Sharma and Gursoy (2015:1336), however, report that of these frameworks, Social Exchange Theory (already discussed earlier) and Stakeholder Theory received the most attention, hence the inclusion of Stakeholder Theory in the discussion.

Stakeholder Theory focuses on individual companies, situations or policies, and aims to tap the collective intelligence and capacity of "multi-stakeholder systems to evolve and transform for survival and success" (Svendsen & Laberge, 2005:103). Several tourism studies such as those of Bornhorst, Ritchie and Sheehan (2010); Selin and Myers (1998); Sheehan and Ritchie (2005); Getz and Timur (2005); Timur and Getz (2002) have applied Stakeholder Theory. In tourism studies, the theory's applicability has been discussed in the context of sustainable tourism (Getz & Timur, 2005) and sustainable urban tourism (Timur & Getz, 2002) respectively (Alonso, 2015:24).

This theory implies that individuals who believe that they will gain personal benefit from a particular activity such as tourism will have a more favourable attitude towards tourism compared to others who do not believe that they will gain much benefit from tourism activities. Hence perceptions of personal gains from tourism development are likely to play a critical role in

how host communities perceive tourism impacts and in their endorsement for future developments (Sharma & Gursoy, 2015:1336).

Unlike the Social Exchange Theory that focusses more on the individual, Jones and Wicks, as cited in Sharma and Gursoy (2015:1336) state that Stakeholder Theory assumes that identification of regional strengths and future directions, and collaboration between relevant institutions and community may lead to better outcomes. This synergic approach, therefore, is one distinguishing element of this framework. Consequently, the application of this theory in tourism helps to incorporate the interests of residents/local community members in tourism development endeavours. To this end, Bornhorst *et al.* (2010) and Palmer and Bejou (1995) contend that the involvement of stakeholders in the decision-making process or some kind of collaboration with stakeholders can make a significant difference in developing sustainable tourism and destination management.

In the final analysis, the theoretical framework of this study adopts elements from each of these three theories as follows: Firstly it incorporates elements of the Social Exchange Theory (SET) by recognising that while individuals recognise both the positive and negative consequences of and also appreciate the way how the community is enriched by tourism, they do not discount the negative consequences but rather seek to maximize their rewards and minimize their costs thus effectively managing tourism impacts. This is one of the pillars of sustainability.

Secondly, it incorporates elements of the Sustainable Livelihood Approach (SLA) by seeing tourism as a diversification of the already existing mix of livelihood strategies while at the same time placing emphasis on preservation and conservation of the resources.

Thirdly it incorporates elements of Stakeholder Theory by aiming for a synergic collaboration between relevant institutions and community for better outcomes, and for the incorporation of the interests of residents/local community members in tourism development endeavours.

2.6 STRATEGIES/APPROACHES FOR DEVELOPING COMMUNITY-BASED TOURISM

There are several strategies that have been advanced for the development of community tourism of which this chapter will discuss the ones that the researcher deems most suitable for the RBN context. The strategies proposed and discussed herein are neither prescriptive nor exhaustive but merely enumerate a range of options available in the development of community tourism in many developing countries.

2.6.1 Eco-tourism / Community Based Natural Resource Management

Chief among the strategies that can be employed for developing community tourism is the idea of ecotourism (or community-based ecotourism) which includes community-based natural

resource management (CBNRM). The concept of ecotourism revives the old age enquiry into the definition of ecotourism, of which, according to Jones (2005) the most accepted is by Ceballos-Lascurain (as cited in Fennell, 2001:404) who suggest that ecotourism involves

Traveling to relatively undisturbed or uncontaminated natural areas with the specific objective of studying, admiring, and enjoying the scenery and its wild plants and animals, as well as any existing cultural manifestations (both past and present) found in these areas

Wunder (2000), in the context of eco-tourism, argues that economic incentives for nature conservation are imperative, and without local communities' cooperation, conservation programmes cannot succeed. Thus, balancing the social, ecological and economic aspects of tourism is a prerequisite for sustainability. Campling and Rosalie (2006), however, contend that social aspects of tourism are given only secondary consideration (if any) while the focus of the contemporary development activities is on environmental and economic factors. Nevertheless, it is encouraging to note that scholars like Stronza (2007) and West (2006) have attempted a socio-ecological understanding of tourism from an anthropological perspective and favour ecotourism that provides a platform for local participation.

Ecotourism is therefore identified in this study as one of the strategies that can promote community-based tourism because of two prominent factors. Firstly, community involvement in ecotourism in developing countries can be very positive in terms of promoting development in economically marginalised regions, encouraging sustainable use of natural resources and enhancing control of local people in their surrounding area (Scheyvens, 2007:208). Secondly, communities have been happy with ecotourism development and have supported its conservation efforts not because they have earned cash from ecotourism, but because ecotourism has led to the improvement of roads and communication infrastructure in their area, to better access to markets or improved water and electricity supply, or has resulted in greater social responsibility by providing employment to young people who previously had to migrate out of the area to find work (Scheyvens, 2007:206).

2.6.2 Cultural and heritage tourism

A discussion of culture and heritage tourism as a likely strategy for developing community-based tourism is incomplete without first attempting to briefly define culture and cultural tourism itself. However, since interestingly none of the elements that describe "cultural tourism" differ significantly from the meaning of "heritage tourism" this study uses both terms interchangeably. Heritage tourism and cultural tourism are often used in the industry and in scholarly writing as two separate but closely related and overlapping phenomena (Timothy, 2011:4-5).

In its most basic form, cultural tourism is sometimes used to refer to people visiting or participating in living cultures, contemporary art and music or other elements of modern culture (Timothy, 2011:4). By contrast Bujdosó, Dávid, Tózsér, Kovács, Major-Kathi, Uakhitova, Katona, and Vasvári (2015:307-308) conclude that the term “culture” has no commonly accepted, universal definition. However the majority of different interpretations seem to highlight the same concept that culture is most often referred to as the relationship between the man-made world (including humans) and the world they live in. The interpretations maintain that beyond this, culture also means the totality of distinguishing features of nations and nationalities, including all their tangible and intangible values and assets. Hence culture – according to the scientific definition by cultural anthropology – is the totality of a society’s knowledge, ensuring the cohesion and survival of that human community. In a wider interpretation, culture includes elements of lifestyle such as customs, traditions, religion, gastronomy and creative industries including fashion, films, entertainment industry and design (World Tourism Organisation – European Travel Commission (WTO-ETC), 2005).

Therefore cultural tourism – by extension of the definition of “culture” – is understood by Rácz as quoted in Bujdosó *et al.* (2015:313) as representing an independent tourism product, that aims to raise awareness of how important it is to preserve the values of the past, and how cultural heritage, and respect towards built and natural environment can strengthen the identity. Michalkó, in Bujdosó *et al.* (2015:313) defines it as travelling with the motivation of getting to know about new cultures, participating in cultural and heritage events or visiting cultural attractions whereby the attraction represents the unique, special culture of the visited destination. The WTO-ETC (2005) along similar lines defines it as “the movement of persons to cultural attractions in cities in countries other than their normal place of residence, with the intention to gather new information and experiences to satisfy their cultural needs”.

The question may be asked, “Why use cultural and heritage tourism as a strategy of developing community-based tourism?” The answer strangely lies in the fact that today built and living culture is perhaps the most salient draw card for tourists worldwide. Different types of tourists inadvertently become culture and heritage consumers. Hence, on a global scale, far more than half of the journeys away from home have some connection to living and built culture or the arts (Timothy, 2011:xvii). Cultural and heritage tourism can also be an effective strategy for the development of community-based tourism because communities are in most cases the custodians and stewards of [culture, heritage] and tourism resources (Thetsane, 2010:115).

2.6.3 Rural tourism

Lane as cited in Jamal and Dredge (2015:190) describes rural tourism in broad terms as encompassing a wide range of activities such as farm tourism/agritourism, food and wine

tourism, adventure tourism cultural and heritage tourism, nature tourism and ecotourism. Amir *et al.* (2015:116-122) on the other hand state that rural tourism can be considered to be a potentially good product in promoting a country as well as getting the community involved in the travel industry. In fact Samsudin and Maliki (2015:433–441) maintain that the community-based tourism (CBT) concept was used a long time ago to boost rural development, both in developed countries such as Ireland and developing countries such as Brazil. Hence rural tourism has been seen to be a significant player in regeneration of rural areas that have seen out-migration due to the decline of agriculture, forestry, railroads and other core industries located in the rural sector (Jamal & Dredge, 2015:191). In line with this thought, studies conducted by scholars such as Briedenhann and Wickens (2004) and Mair (2006) have highlighted that many rural communities have diversified their local economy to in order to improve their livelihood (Prabhakaran, Nair & Ramachandran, 2014:290).

Following up on the fact that often community-based tourism takes place in rural locations, it becomes difficult to separate community based tourism and rural tourism. That is why the benefits that accrue from rural tourism are linked to the benefits of community-based tourism. Hence, in discussing rural tourism Manyara and Jones (2007:628-644) argue that the focal benefits of community tourism are the economic impact on communities, improvements of socioeconomic and a more sustainable lifestyle diversification, thus showing how rural tourism and community tourism are inextricably linked. It is because of this link that it becomes logical to look to rural tourism as one of the possible techniques to develop community based tourism.

Rural tourism is basically part of rural development or 'the livelihood of country people' which is not only important in stopping their migration to cities (Jaszczak & Žukovskis, 2010), but also important because it creates economic and social benefits for the countryside, as well as an effective means of saving nature, culture and tradition values. Hence Radac, Csösz, Iulianamerce, Matiaş and Dobra (2012:369-372) correctly argue that economic benefits from rural tourism can take such forms as employment, increased spending in the community, economic diversification, farmers markets, infrastructure. The multi-faceted nature of rural tourism impacts, is demonstrated in a study conducted by Snieška, Barkauskienė and Barkauskas (2014:280-285) in Lithuania, in which the result showed that rural tourism in that particular study was growing and also where 91% of the guests were Lithuanian. This again might indicate that rural tourism may be sustainable even without the expensive marketing techniques that target international tourists.

Rural tourism can be a particularly attractive strategy for community-based tourism development for Phokeng because firstly the RBN area is largely a rural area and hence is better placed to adopt rural tourism as a development strategy. Secondly, it is better placed to be a catalyst for the area's economic diversification and all its accompanying benefits because of documented

reports of how many rural communities have diversified their local economy in order to improve their livelihood (Prabhakaran *et al.*, 2014:290).

Despite the growing interest in rural tourism, it is worth noting that the role of (good) government is a critical success factor in stimulating rural tourism and poverty alleviation (Jamal & Dredge, 2015:190). Government's role as a key to successful community-based tourism management and the need for collaborative effort are therefore emphasised.

2.6.4 Event tourism

According to Elena and Tatiana (2015:184) the term 'event(s) tourism' was not widely used prior to 1987 when the New Zealand Tourist and Publicity Department reported that events studies had long existed within various disciplines such as geography, anthropology, history and political science. It was only in 2000 when the term "event studies" was introduced (Elena & Tatiana, 2015:184). Shortly after the turn of the century Hall and Rusher (2004:229) were of the opinion that there still remained relatively little analysis of the political context of events and the means by which events come to be developed and hosted within communities. Nevertheless, tourism and event management nowadays can be considered to be a fast growing professional field attracting more research attention and focus (Davidson, 2011).

In agreement with this view, Getz (2008:405) asserts that event tourism is currently an important and rapidly growing segment of international tourism. He further proposes that events can be classified as arts and entertainment events; business and trade events; cultural celebrations; educational and scientific events; political and state events; recreational events; sports and other competitive events; as well as private events (Getz, 2008:404).

The motives behind organising events are mixed and rarely serving one narrow purpose (Kuusik, Nilbe, Mehine & Ahas, 2014:263). For example, tourism events that targeted foreign tourists may simultaneously be attractive to profit-seeking entrepreneurs and to local people for entertainment purposes. Similarly, local community events may attract foreign tourists. Hence Getz and Page (2015) explain that events are both animators of destination attractiveness but more importantly they act as key marketing propositions in the promotion of places given the increasingly global competitiveness to attract visitor spending. Tourists are therefore a potential market for planned events and the tourism industry is a vital stakeholder in their success and attractiveness. Besides supporting the tourism industry, events have other important roles to play such as community-building, urban renewal, cultural development to fostering national identities (Getz, 2008:403). Nevertheless showcasing a region and attracting tourists remain some of the key functions of events although the meaning of events and the motives of organisers have become mixed (Kuusik *et al.*, 2014:263).

To conclude this section the following have been noted as valid reasons for using the above-mentioned strategies for developing community-based tourism in the Phokeng (RBN) area and in similar areas elsewhere:

For *ecotourism*: (a) community involvement in ecotourism can be very positive in terms of promoting development in economically marginalised regions, encouraging sustainable use of natural resources and enhancing control by local people in their surrounding area; (b) ecotourism has led to improvement of roads, communication infrastructure, water and electricity supply, better access to markets or improved and has resulted in greater social responsibility.

For *cultural and heritage tourism*: (a) at present built and living culture is the most salient drawcard for tourists worldwide as globally the majority of the journeys away from home have some connection to culture or the arts; (b) communities are the custodians and stewards of culture, heritage and tourism resources.

For *rural tourism*: (a) the Phokeng (RBN) area in particular is largely a rural area and hence is better placed to adopt rural tourism as a development strategy; (b) many rural communities have diversified their local economy in order to improve their livelihood.

For *event tourism*: (a) events are both animators of destination attractiveness and also act as key marketing propositions in the promotion of places, hence supporting the industry; (b) events have other important roles to play such as community-building, urban renewal, cultural development to fostering national identities.

2.7 COMMUNITY SUPPORT FOR TOURISM

The success of tourism in any community requires the support of that community's residents (Fallon & Kriwoken, 2003; Gursoy & Rutherford, 2004; Nicholas, Thapa & Ko, 2009). This is because such individuals are an integral part of the tourism product and the hospitality they extend or do not extend to visitors directly affects visitors' satisfaction, expenditure levels, and propensities to visit again and recommend the destination to others. Hence, support for tourism among members of host communities cannot, without consequences, be assumed or taken for granted (Spencer & Nsiah, 2013:221). Similarly Lee (2013:37) believes that the development of sustainable tourism is difficult without the support and participation of the community residents. Thus, the support of residents is a critical factor for ongoing community development.

Since attractions drive tourism to many destinations, community support for tourism must extend to existing or proposed attractions in these destinations (Spencer & Nsiah, 2013:221). Such support of tourist attractions often involves directly aiding their operations, and may be manifested as action(s) by (a) local individual citizen(s), (b) local advocacy organisation(s), (c) a

local Destination Management Organisation (DMO), and/or (d) the municipal government (Spencer & Nsiah, 2013:221).

Factors that influence local community support for sustainable tourism development include factors such as attitudes (Lai & Nepal, 2006; Lepp, 2008), community attachment (Nicholas *et al.*, 2009), and perceived benefits (Gursoy *et al.*, 2002; Nunkoo & Ramkissoon, 2011), perceived effects (Dyer, Gursoy, Sharma & Carter, 2007; Yoon, Gursoy & Chen, 2001). Lee (2013:38) similarly argues that community attachment, community involvement, perceived benefits and perceived costs correlate with residents' support for sustainable tourism development. This study examines such factors carefully so as to assess their effect on residents' support for sustainable tourism development.

2.7.1 Community attachment

Attachment reflects a psychological connection between people and meaningful or specific objects (Funk & James, 2006; Thomson, MacInnis & Park, 2005). By extension McCool and Martin, as cited in Lee (2013:38) state that attachment can be regarded as "an individual's social participation and integration into community life and reflects an affective bond or emotional link between an individual and a specific community".

A study by Lee (2013) based on research by Kyle, Mowen and Tarrant (2004), indicates that residents' attachment to their community is demonstrated through the concepts of community identity, community dependence, social bonding within a community, and affective responses to feelings regarding a community.

According to Lee (2013:38) various authors have provided diverse perspectives on the relationship between the community attachment of host residents and their support for tourism development (McCool & Martin, 1994; Pennington-Gray, 2005). While some authors have indicated that community attachment directly and significantly affects support for tourism development (Gursoy & Rutherford, 2004; Nicholas *et al.*, 2009), other authors have not found a significant link between community attachment and support for tourism development (Choi & Murray, 2010; Gursoy *et al.*, 2002).

Despite a lack consensus regarding the specific ways in which residents community attachment influences their support for tourism development, it is the view of the author of this study that community attachment can influence support for tourism development depending on the way how tourism is practiced and the *level of patriotism* of that community. Should tourism be presented in a favourable way, the community is likely to support its development. This view is supported by an indication that at least 51% of Bafokeng, who are a highly patriotic community, support and use the Royal Bafokeng Stadium (RBA, 2011c:10). The Stadium was presented

favourably during the FIFA 2010 World Cup. Residents' community attachment as an influence for their support for tourism development is, therefore, a subject worthy of further scientific investigation, especially within the Royal Bafokeng Nation.

2.7.2 Community involvement

Lee (2013:39) suggests that community involvement describes the extent to which residents are involved in sharing issues about their lives with their communities. Community involvement can be seen by many as a critical factor in the development of community-based tourism (Jones, 2005; Lepp, 2007). Curry cited in Thetsane (2010:105) also argues that the community must therefore be involved as active participants in all tourism-related activities. Arnstein's (1969) ladder of citizen participation which explains three levels of gradual evolution of community involvement, consisting of non-participation, degrees of tokenism, and degrees of citizen power, has been used by authors such as Okazaki (2008) and Selin and Chavez (1995) to assess various levels of community involvement and participation in community-based tourism.

Despite the recognised need for community involvement in tourism, Thetsane (2010:104) argues that in many developing countries tourism has been developed and controlled by large multinational companies that have little regard for local and social conditions. These large multinational companies would make decisions to be implemented by the community and yet the locals would not be involved in the initial planning of the project. This might cause the local community to harbour resentment for not being part of the process from the start. Hence Li (2006:132-143) argues that it is good management practice to obtain views of a community before development takes place.

Next to community involvement, Jamal and Getz, as cited in Lee (2013:39) contend that community participation plays a significant role in the sustainable development of community-based tourism because community participation can increase the value of a community by enhancing the positive effects of tourism and minimising its negative effects. Engaging the local community in management and decision-making, therefore, can convince the community of the need to integrate tourism into the local economy (Aas, Ladkin, & Fletcher, 2005). Hence it can be concluded from empirical evidence that community involvement directly and positively affects perceived benefits and indirectly and positively affects residents' support for sustainable tourism development (Lee, 2013:39).

2.7.3 Perceived benefits and perceived costs

This study understands the perceived benefits and perceived costs of tourism to constitute the perceived value of tourism. According to Prebensen, Woo, Chen and Uysal (2013:254), perceived value can be defined as "the process, by which a tourist receives, selects, organises,

and interprets information based on the various experiences at the destination, to create a meaningful picture of the value of destination experience”.

According to Lee (2013:38) many empirical studies have examined the precedents of support for tourism development including the perceived benefits and costs of tourism development (Dyer *et al.*, 2007; Gursoy, Chi & Dyer, 2009; Gursoy & Rutherford, 2004; Nunkoo & Ramkissoon, 2011; Vargas-Sánchez, Plaza-Mejía & Porras-Bueno, 2009). Such studies, which are based on the Social Exchange Theory, have found that the perceived benefits significantly and positively affect support for tourism development (Gursoy *et al.*, 2002; Gursoy & Kendall, 2006; Gursoy & Rutherford, 2004; Kaltenborn, Andersen, Nellemann, Bjerke & Thrane, 2008; Nicholas *et al.*, 2009), whereas the perceived costs significantly and negatively influence support for tourism development (Gursoy *et al.*, 2002; Gursoy & Kendall, 2006; Gursoy & Rutherford, 2004; Nicholas *et al.*, 2009; Nunkoo & Ramkissoon, 2011).

To support this view, ground-breaking research by Woo, Kim and Uysal (2015) examined and attempted to connect support for tourism and perceived value of development to the quality of life of stakeholders in a given destination, and established that the perceived value of tourism development affects the material and non-material life domain satisfaction which in turn contributes to overall quality of life and support for further tourism development. From these studies, it is clear that the perceived benefits and costs are the precedent variables of residents' support for tourism development. This therefore means that careful management of tourism impacts is linked to community support for tourism.

2.8 CONCLUSIONS

The purpose of this chapter was to analyse community-based tourism and the role of the community in sustainable tourism by means of a literature review. This objective (cf. 1.5.2) was fulfilled through a discussion of the tourism system, communities, community-based tourism, various tourism theories that affect communities, strategies for developing community-based tourism, as well as an analysis of community support for tourism.

During the literature search that sought to fulfil the first objective of the study it could, therefore, be concluded that community tourism is more than just tourism *in* communities, but also tourism *about* communities, tourism *for* communities as well as tourism *by* communities. This means that communities are not mere objects of tourism participants of tourism in the form of decision-makers, owners and employees.

For community tourism to be meaningful, their participation needs to be qualitative. This means that for them to appreciate tourism they must appreciate the positive benefits that tourism brings to them. This appreciation of the benefits of tourism that motivates meaningful participation is

also applied to Social Exchange Theory. Furthermore, in order for communities to participate meaningfully in tourism, they need to have community-based tourism initiatives which accrue benefits which among others include *economic benefits*, *environmental benefits*, as well as *socio-cultural benefits*. Tourism, therefore, can be used as a development tool by communities in as much as tourism activities rely heavily on communities.

The sustainable development of community-based tourism fits well into at least three tourism development theories. Firstly, if residents seek benefits of tourism in the exchange process for something they consider to be approximately equal to the benefits they received, then tourism can fit well into the Social Exchange Theory.

Secondly, if communities decide to incorporate tourism as one of their livelihood strategies in order to achieve sustainable livelihood, then tourism will be a form of livelihood diversification.

Thirdly, a synergistic collaboration between relevant institutions and the community for better outcomes, and the incorporation of the interests of residents/local community members in tourism development endeavours, as suggested by the stakeholder theory, can be one of the pathways to sustainability.

Alternative tourism approaches such as ecotourism, cultural and rural tourism and event and sports tourism are likely strategies that can provide a platform for local participation in tourism and sustainable management of tourism.

The success of tourism in any community requires the support of that community's residents because the support of residents is a critical factor for ongoing community development. Such community support is highly dependent on community attachment, perceived value of tourism development and community involvement, which are critical factors that affect the level of support for sustainable tourism development.

CHAPTER 3: TOURISM IMPACTS, SUSTAINABLE TOURISM AND THE COMMUNITY

3.1 INTRODUCTION

Following on the previous chapter's analysis of community-based tourism and the role of the community in sustainable tourism, the main purpose of this chapter is to analyse the social impacts of tourism, sustainable tourism development and other related aspects of tourism development by means of a comprehensive literature review. This objective is achieved firstly through a review of sustainable principles as part of management followed by a detailed discussion of the tourism impacts and the frameworks used for the measurements of the socio-cultural impacts of tourism. Thirdly, attention is given to the exploration of techniques used to achieve sustainable development. Fourthly, the key role-players in tourism management are analysed, and fifthly an examination of partnerships and collaborations in tourism management is done.

Finally, the chapter discusses sustainable destination/product development and destination management in the context of community-based tourism. Hence through the discussion of social impacts of tourism and related issues the chapter also endeavours to identify the elements, components and variables that could be used to construct a Sustainable Community-Based Tourism (SCBT) model. Figure 3.1 is a pictorial representation of the layout of chapter 3.

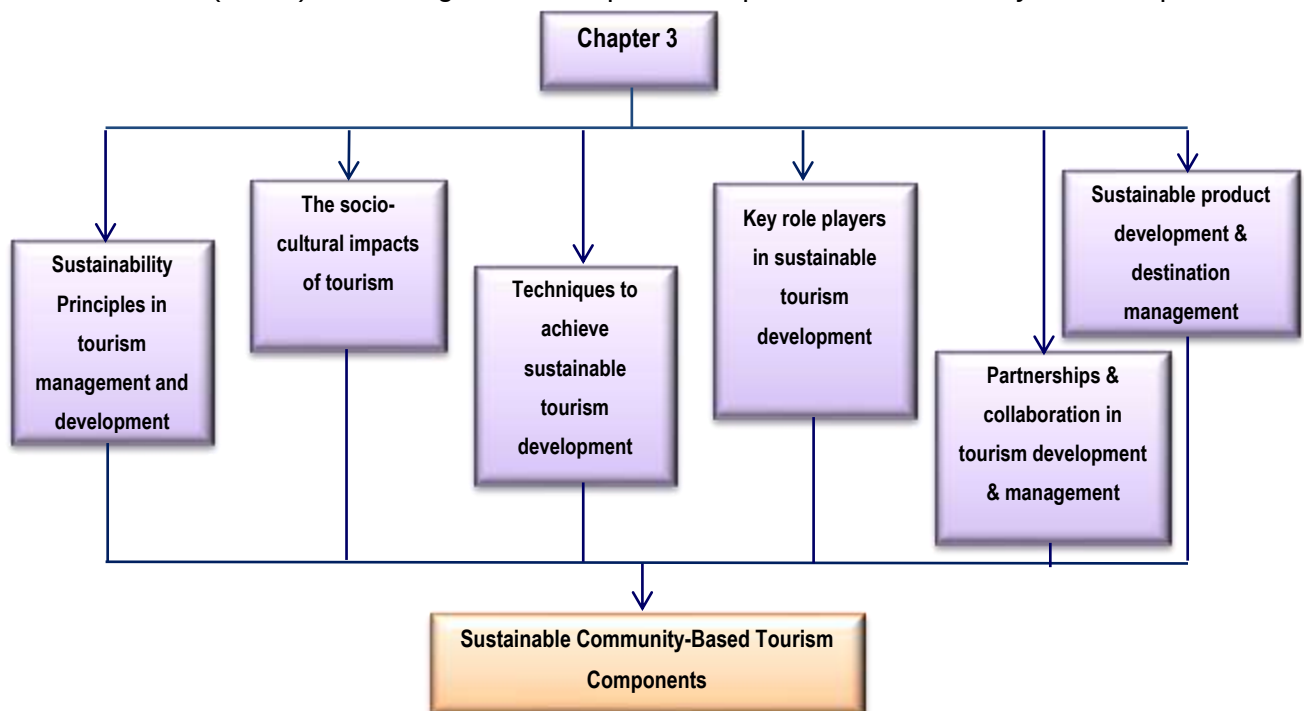


Figure 3-1: Chapter 3 layout

3.2 INCORPORATING SUSTAINABLE PRINCIPLES IN MANAGEMENT PRINCIPLES

In order to provide a sound background of incorporating sustainable principles in the development and management of tourism, it is important to give a review of the concept of sustainable tourism, its importance and the principles that govern it, as this will provide a direct link to the discussion of the socio-cultural impacts of tourism.

3.2.1 Sustainable tourism defined

The UNEP and UNWTO (2005) simply define sustainable tourism as: "Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities". This definition recognises the three pillars that underpin sustainable development, acknowledges the need to act responsibly as indicated in the 1987 Brundtland Report (World Commission on Environment and Development, 1987), and emphasises the concerned parties (the stakeholders) as critical in the implementation of sustainable tourism (Waligo, Clarke & Hawkins, 2013:342). It is clear that from this definition UNEP and UNWTO clarify the universal applicability of sustainable tourism by inferring that its development guidelines and management practices are applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. Hence sustainability principles refer to the environmental, economic, and socio-cultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability.

To this end Fennell, as cited in Mason (2008:109), reports that the goals of sustainable tourism that have been suggested as being: (a) to develop greater awareness and understanding of the significant contribution tourism can make to the environment and the economy; (b) to promote equity and development; (c) to improve the quality of life of the host community; to provide a high quality experience for the visitor and to maintain the environment. It is clear from the definitions that sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building. Still in many cases communities struggle to get this right and it seems that the application of sustainable tourism is very case sensitive.

3.2.2 Principles of sustainable tourism

The rapid growth of tourism globally has resulted in its integration into national and local development plans and policies. This is despite the fact that in some cases tourism may play a limited role in development; or may in other cases be the only realistic alternative as evidenced in developing countries (Brown as cited in Sharpley, 2009:14). Thus Sharpley (2009:14) argues that tourism is often perceived as a catalyst for development and economic growth, which is a

compelling reason for adopting it as a development strategy. However the quest for developing tourism in a sustainable way has necessitated the thought leaders to develop a set of five values-based principles that tourism students [and practitioners] should embody to become responsible leaders and stewards for destinations in which they work and or live. These value sets are: *ethics, knowledge, professionalism, mutuality* and *stewardship*. These values which are supported by a holistic and relational perspective are portrayed as interlocking value principles because of their interconnectedness and their permeability (Liburd & Edwards, 2010:8).

The supporting reasons for adopting tourism as a sustainable growth strategy are: (a) tourism is a growth industry, (b) tourism redistributes wealth, (c) tourism offers backward linkages, (d) tourism utilizes natural, 'free' infrastructure, and (e) there are no tourism trade barriers (Sharpley, 2009:14). Tourism as a sustainable growth strategy, however, is not limited to a particular form or type of tourism. The WTO (as cited in Goodwin, 2011:17) adopts an all-inclusive approach to other forms of tourism by emphasising that sustainable tourism guidelines and management practices are applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. Hence incorporating the key expectations that the WTO gives regarding what sustainable tourism should do as well as principles suggested by various authors such as Mowforth and Munt (2003:97-104) the suggested principles of sustainable tourism are that tourism should:

- Make optimal use of environmental resources that constitute a key element in tourism development while being cognisant of the need for conservation.
- Respect the socio-cultural authenticity of host communities and conserve their built and living cultural heritage and traditional values as well as contribute to inter-cultural understanding and tolerance.
- Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income earning opportunities to host communities, and thus helping to alleviate poverty.
- Require informed participation of all relevant stakeholders especially the local communities, as well as provide strong political leadership.
- Educate the local destination communities about tourists.
- Maintain a high level of tourist satisfaction and ensure a meaningful experience to the tourists.

To analyse how the current tourism practice is compatible with the general sustainable development principles Telfer and Sharpley (2008:36) juxtaposed “*sustainable development*” fundamental principles, development objective, sustainability objectives and requirements for sustainable development with their “*tourism compatibility*” (see Table 3.1). The outcomes expose some transgressions in current tourism practice and also give implicit pointers regarding areas where tourism practice can improve or be aligned to sustainability principles and objectives. For example the following weaknesses highlighted in Table 3.1 can be remedied by taking deliberate steps to attain sustainable tourism:

- Tourism has limited possibilities for a holistic approach, has a typical focus on short-term motives, and access to it as a social activity and an economic sector remains inequitable, thus exposing incompatibility with fundamental principles.
- Tourism will inevitably be a major contributor of greenhouse gases, and there is low compatibility between tourism and developmental goals.
- Limited opportunities for global alliances or global systems or equitable access to and distribution of tourism resources.

In view of these shortcomings, it is thus evident that to achieve sustainable tourism development and hence maximise tourism’s positive impacts and minimise its negative impacts, one needs to be guided by these sustainability principles and objectives. The principles can be divided into (a) fundamental principles, (b) development objectives, (c) sustainability objectives, and (d) requirements for sustainable development, as summarised in Table 3.1 and explained in greater below:

Fundamental principles address the cornerstones of tourism sustainability by asking and providing answers to the the following questions, (a) Does the developmennt of tourism have an all-encompassing approach? (b) Does it project a long-term continuity of the environment and well being of the community? (c) Does it ensure fairness in the access and use of the resources between members of the society as well as between the current generation and the future generations? On the other hand **development objectives** seek to align themselves with the millennium development goals, through the improvement of the quality of life of all people, the satisfaction of basic needs and not just monetary needs, self-reliance and self-determination that empower locals in have deision making powers, as well as endogenous development. **Sustainability objectives** deal with poverty reduction, sustainable population levels, minimal depletion of non-renewable resources; and **requirements for sustainable development**, address practicing of sustainablility in the consumption, production and distribution of resources, among others.

Table 3-1: Sustainable development and tourism: principles and objectives

	SUSTAINABLE DEVELOPMENT	TOURISM COMPATIBILITY
Fundamental Principles:	Holistic approach: development and environmental issues integrated within a global social, economic and ecological context Futurity: focus on long-term capacity for continuance of the global ecosystem, including the human sub-system. Equity: development that is fair and equitable and which provides opportunities for access to and use of resources for all members of all societies, both in the present and future	Tourism is a diverse, multi-sectoral and fragmented sector, comprising innumerable small businesses and organisations, Hence, limited possibilities for an holistic approach Tourism businesses typically focus on short-term profit motives Access to tourism as a social activity and an economic sector remain inequitable
Development objectives:	Millennium Development Goals such as: (a) <i>eradicate extreme poverty and hunger</i>, (b) <i>achieve universal primary education</i>, (c) <i>promote gender equality and empower women</i>, (d) <i>reduce child mortality</i>, (e) <i>improve maternal health</i>, (f) <i>Combat HIV/AIDS, malaria etc.</i>, (g) <i>ensure environmental sustainability</i>, and (h) <i>develop a global partnership for development</i>. Improvement of the quality of life for all people: education, life expectancy, opportunities to fulfil potential Satisfaction of basic needs; concentration on the nature of what is provided rather than income Self-reliance: political freedom and local decision-making for local needs Endogenous development	Tourism brings potential economic benefits; broader developmental benefits are not an inevitable outcome of tourism, and are dependent on local, socio-cultural and political-economic conditions. Ecotourism projects may contribute to basic needs and cultural sustainability Low compatibility between tourism and development goals
Sustainability objectives:	Poverty reduction Sustainable population levels Minimal depletion of non-renewable resources	Specific programmes (pro-poor tourism) may be targeted at specific groups

SUSTAINABLE DEVELOPMENT		TOURISM COMPATIBILITY
	Pollution emissions within the assimilative capacity of the environment	Local projects may minimise resource depletion and enhance environmental conservation Tourism (i.e. travel) will inevitably be a major contributor of greenhouse gases
Requirements for sustainable development	Sustainable consumption: adoption of a new social paradigm relevant to sustainable living Sustainable production: biodiversity conservation; technological systems that can search continuously for new solutions to environmental problems, Sustainable distribution: international and national political and economic systems dedicated to equitable development and resource use. Global alliance facilitating integrated development policies at local, national and international levels	Limited evidence of 'responsible' tourism consumption in practice. 'Tourists are consumers, not anthropologists' Some evidence of 'corporate social responsibility' and environmental programmes within some organisations: also benchmarking schemes Limited opportunities for global alliances or global systems equitable access to and distribution of tourism resources

Source: Adapted from Telfer and Sharpley (2008:36)

3.2.3 Limits and obstacles to achieving sustainable tourism

Inasmuch as sustainable tourism is talked much about, it is important to recognise that there are limits and obstacles to what industry in general, and individual enterprises in particular, can achieve in relation to sustainable tourism (Swarbrooke, 1999:109-110). The most prominent of these obstacles and limits can be classified as internal and external (see Figure 3.2) as discussed below:

Internal factors

There can be a lack of understanding of what sustainable tourism actually means in reality, which creates attitudes such as the belief that sustainable tourism is the concern of governments, not industry. The lack of in-house on relevant issues pertaining to sustainability further engenders a lack of interest amongst stakeholders such as investors, shareholders, staff and suppliers in issues of sustainability.

External factors

The private sector has issues beyond their control such as government policy, which can be a limiting factor in achieving sustainable tourism hence the need to involve and educate government officials and politicians on issues of sustainability. Furthermore the indifferent attitude and apparent lack of concern amongst tourists and their perceived unwillingness to pay more for their holiday create additional barriers.

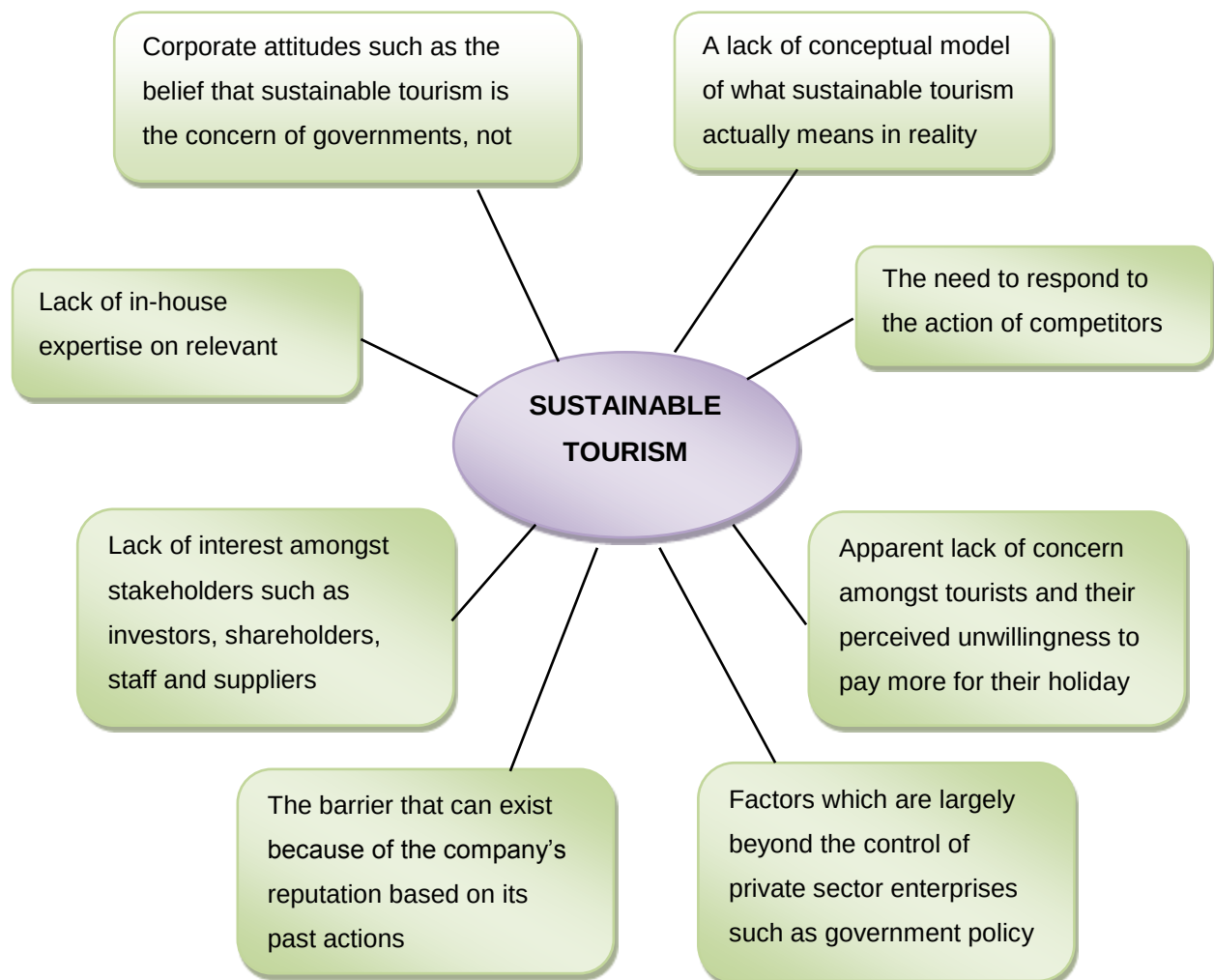


Figure 3-2: The limitations on tourism industry action in sustainable tourism

Source: Swarbrooke (1999)

In addition to these limitations on tourism industry action in sustainable tourism, the Editorial of the *Journal of Cleaner Production* (2015:4) highlights other challenges to achieving sustainable tourism such as: (a) the challenge of managing conflicting views and values amongst stakeholder groups, (b) the complexity of sustainability processes involving stakeholders, (c) the critical importance of communication and learning for effective stakeholder engagement, (d) issues of empowerment and governance, and most critically, (e) there is considerable confusion and conflict over what sustainability is or should be (Editorial, 2015:4). However, the successful implementation of sustainable tourism should be proactive in overcoming these limitations and challenges.

3.3 THE SOCIAL AND CULTURAL IMPACTS OF TOURISM ON COMMUNITIES

As Wall and Mathieson (2006:227) put it, the social impacts of tourism can be “considered to be the changes in the quality of life of residents of tourist destinations that are a consequence of tourism of any kind in that destination”. Whether these changes in the quality of life are positive or negative is the question that tourism academics have debated for a long time. One thing, however, that is certain is that although tourism brings economic and non-economic benefits and costs to host communities, there is no question that tourism also is not an unqualified blessing. Tourism delivers costs and benefits, yet they do not accrue equally (Goeldner & Ritchie, 2009:31).

In analysing tourism impacts, the Gawler Fact Sheet: Impacts of Tourism, correctly observes that many of the fears regarding tourism are closely associated with mass tourism growth that is uncontrolled and unsustainable. This indicates that tourism is not bad *per se*, but that the way it is run and the consequences that follow are the points that should receive particular focus and monitoring. Hence when viewed objectively, it can be said that “In the extremes, tourism has contributed to a wide range of issues – many of which seem insignificant but detract from the quality of life of local residents” (Gawler Fact Sheet: Impacts of Tourism). Thus the observation by Kreag (2001:8) that “the social and cultural ramifications of tourism warrant careful consideration, as impacts can either become assets or detriments to communities”. This argument is supported a decade later by Deery, Jago and Fredline (2012:64) who argue that “understanding the social impacts of tourism on communities is extremely important for government at all levels so that action can be taken to reduce the likelihood of a community backlash against tourists and tourism development”.

This is because the long-term sustainability of tourism depends to a large extent on governments, community leaders and tourism professionals to strive to maximise its benefits as well as to mitigate its costs. Therefore, an analysis of the impacts of tourism on communities should be cognisant of the fact that some tourism activities rely on the host communities while

others can survive without the communities support even though these activities have impacts on communities (WTO, 2009). Hence this section seeks to investigate what these impacts are on communities, their causes and how they can be ameliorated. However, it becomes imperative from the onset to clarify that *social impacts of tourism* will be regarded as synonymous with the *impacts of tourism on communities* since society and community virtually mean the same thing.

It is also worthy of mentioning that tourism impacts in real life are not stand-alone impacts that are exclusive, but on the contrary are interconnected, overlapping and intersecting as demonstrated in Figure 3.3. Hence instead of having three types of stand-alone impacts, these being socio-cultural, economic, and environmental impacts, there are in fact seven possible categories of impacts as follows:

- Socio-cultural dimension, resulting from tourism-induced cultural change
- Socio-economic impacts, resulting from tourism-induced changes to income distribution
- Economic dimensions, these being tourism-induced economic change
- Environmental economic impacts, these being changes in valuation of biodiversity
- Environmental and natural resource dimensions, these being tourism-induced climate change
- Socio-environmental impacts, which are landscape change, and
- Integrated approaches to impacts, which should be administrative and political changes

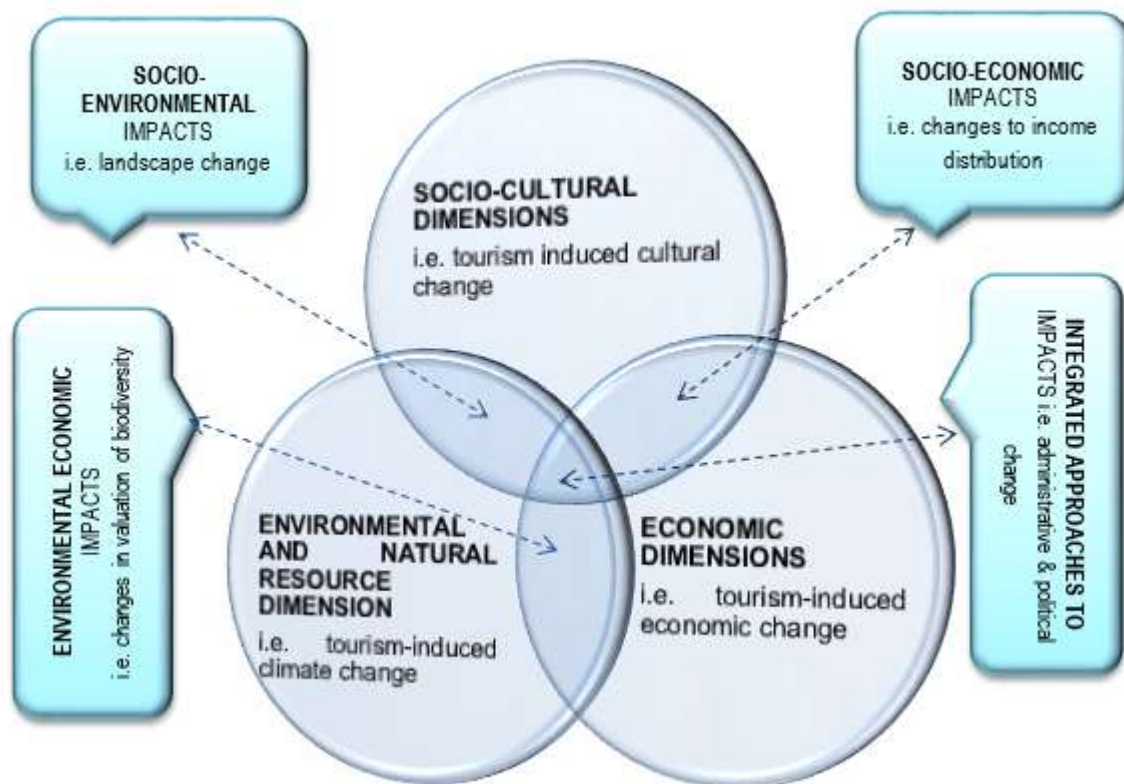


Figure 3-3: The interconnectedness of tourism impacts

Source: Hall (2008:28)

By contrast and narrowing down the study of impacts to a socio-cultural angle only, Affeld quoted in Wall and Mathieson (2006:220), proposes that research on social and cultural impacts of tourism falls into three categories, which are concerned mainly with:

- (1) *The host*, where focus is placed on the inhabitants of the destination area, the labour engaged in providing services and the local organisation of the tourist industry.
- (2) *Tourist–host interrelationships*, where the nature of the contact between hosts and guests, and where the consequences of these contacts and the attributes of the interacting parties are analysed.
- (3) *Tourists* – where the ramifications of demand for tourists' services and motivations are stressed and where focus is placed on tourist attitudes and expectations and their corresponding purchasing decisions.

In the light of the above classification of socio-cultural impacts of tourism, most of the discussions of the socio-cultural impacts that follow below focus on the impacts on the host – be they positive or negative – and little mention will be made of the social-cultural impacts focusing

on tourist-host interrelationships and the tourists themselves. Table 3.2 gives a comprehensive summary of residents' perceptions of tourism impacts, both positive and negative.

Table 3-2: Residents' attitudes towards the socio-cultural impacts of tourism

POSITIVE SOCIO-CULTURAL IMPACTS OF TOURISM	
IMPACT	AUTHORS
Has positive influence on the services offered by the community	Andereck and Vogt (2000); Andereck <i>et al.</i> (2005).
Creates opportunities for leisure activities	Andereck and Nyaupane (2011); Andereck and Vogt (2000); Brunt and Courtney (1999); Bujosa and Rosselló (2007); Gursoy <i>et al.</i> (2002); Korca (1996); Liu <i>et al.</i> (1987); Perdue <i>et al.</i> (1990); Yoon <i>et al.</i> (2001)
Stimulates cultural activities	Andereck and Vogt (2000); Brunt and Courtney (1999); Chen (2000); Korca (1996); Liu and Var (1986); Liu <i>et al.</i> (1987); Var <i>et al.</i> (1985); Yoon <i>et al.</i> (2001);
Raises interest in maintaining and preserving historic buildings and archaeological sites	Akis <i>et al.</i> (1996); Andereck <i>et al.</i> (2005); Korca (1996); Liu <i>et al.</i> (1987); Oviedo, Castellanos and Martin (2008); Yoon <i>et al.</i> (2001)
Increases pride and cultural identity	Andereck <i>et al.</i> (2005); Besculides <i>et al.</i> (2002); Yoon <i>et al.</i> (2001)
Preserves cultural values	Andereck <i>et al.</i> (2005); Oviedo <i>et al.</i> (2008).
Improves the quality of life of the residents	King <i>et al.</i> (1993); Long, Perdue and Allen (1990); McGehee and Andereck (2004); Milman and Pizam (1988); Perdue, Long and Allen (1987).
Promotes exchange among local people and tourists	(Besculides <i>et al.</i> (2002); Dyer <i>et al.</i> (2007); Korca (1996); Yoon <i>et al.</i> (2001).
NEGATIVE SOCIO-CULTURAL IMPACTS OF TOURISM	
IMPACTS	AUTHORS
Traffic congestion	Andereck <i>et al.</i> (2005); Brunt and Courtney (1999); Bujosa and Rosselló (2007); Dyer <i>et al.</i> (2007); Johnson <i>et al.</i> (1994); King <i>et al.</i> (1993); Lindberg and Johnson (1997); Liu <i>et al.</i> (1987); Mason and Cheyne (2000); McGehee and Andereck (2004); Milman and Pizam (1988); Perdue <i>et al.</i> (1990); Ritchie (1988); Sheldon and Abenoja (2001); Sheldon and Var (1984); Snaith and Haley (1999)
Parking problems	Lindberg and Johnson (1997); Sheldon and Abenoja (2001).
Increases delinquency and	Haralambopoulos and Pizam (1996); Dogan (1989, cited in

POSITIVE SOCIO-CULTURAL IMPACTS OF TOURISM	
IMPACT	AUTHORS
vandalism	Andereck <i>et al.</i> (2005),
Increases serious crime	Andereck <i>et al.</i> (2005); Brunt and Courtney (1999); Diedrich and García (2009); Haralambopoulos and Pizam (1996); King <i>et al.</i> (1993); Lankford (1994); Lindberg and Johnson, (1997); Long <i>et al.</i> (1990); Milman and Pizam (1988)
Increases theft	Belisle and Hoy (1980).
Causes increased drug use	Belisle and Hoy (1980); Diedrich and García (2009); Haralambopoulos and Pizam (1996); King <i>et al.</i> (1993); Saveriades (2000),
Increases consumption of alcohol	King <i>et al.</i> (1993); Milman and Pizam (1988),
Can give rise to prostitution	Liu and Var (1986); Sheldon and Abenoja (2001).

Source: Adapted from García, Vázquez and Macías (2015:35)

3.3.1 A discussion of positive impacts of tourism on communities

The frequently mentioned positive impacts of tourism in communities discussed below that are found in tourism literature include among others, but are not limited to, (1) promotion of cross-cultural understanding and peace, (2) renewal of local and cultural pride/revival of cultural heritage, (3) improvement in standards of living and provision of shared infrastructure. Due to divergent and often overlapping views of what these impacts are, this discussion should be viewed as descriptive rather than definitive, rigid or prescriptive.

3.3.1.1 Cross-cultural understanding and peace

According to Inkson and Minnaert (2012:228) tourism has not only been claimed to encourage better understanding between cultures, it has also been described as a force of peace. The link between tourism and peace dates back to 1986 when the first global “Peace through Tourism” conference took place. Since then the belief that tourism promotes cross-cultural understanding has been widely accepted in tourism circles (Tomlejnovic & Faulkner, 2000; Cooper, Fletcher, Fyal, Gilbert & Wanhill, 2005; Goeldner & Ritchie, 2009 among others). More specifically, volunteer tourism, which ‘has been seen to provide a more reciprocally beneficial form of travel in which both the volunteer and the host communities are able to gain from the experience’ (Raymond & Hall, 2008) has been highlighted widely as a promoter of cross-cultural understanding and peace. In its essence, this type of tourism, is a combination of travel with voluntary work, which attracts individuals that ‘are seeking a tourist experience that is mutually beneficial, that will contribute not only to their personal development but also positively and

directly to the social, natural and/or economic environments in which they participate' (Wearing, 2001:1).

There have, however, been more and more voices that oppose this view, in recent literature particularly, literature relating to the UK gap year (Raymond & Hall, 2008). The voices of dissent suggest that tourism, with particular reference to international volunteering, may in fact reinforce existing stereotypes and deepen dichotomies of 'them and us' (Simpson, 2004; 2005b) and may even represent a form of neo-colonialism or imperialism (McBride, Brav, Menon & Sherraden, 2006; Roberts, 2004; Simpson, 2005b; Frean, 2006; Brodie & Griffiths, 2006; Barkham, 2006;). Hence in view of these growing opposing voices to the notion of the contribution of tourism towards cross-cultural understanding and peace, Raymond and Hall (2008) suggest that cross-cultural understanding should be seen as a goal to be reached rather a natural result of tourism.

In the final analysis, however, despite dissenting voices, the idea of tourism as an agent for cross cultural understanding and peace is a widely accepted and promoted ideal. To this end, the International Institute for Peace through Tourism (IIPT) was founded. This is an organisation that is dedicated to fostering and facilitating tourism initiatives which contribute to international understanding and cooperation, an improved quality of environment, the preservation of heritage, and through these initiatives, helping to bring about a peaceful and sustainable world. Therefore the primary goal of IIPT is to mobilize the travel and tourism industry as a leading force for poverty reduction.

3.3.1.2 Renewal, protection, preservation and pride in local cultural and heritage resources

The notion that the admiration of tourists for local culture, arts, traditions or customs can increase the cultural pride of the local community and revive aspects of this culture that might have been declining, is a well-documented belief from Inskeep (1991), Ivanovic *et al.* (2009), Inkson and Minnaert (2012), Diedrich and García-Buades (2008), Gursoy *et al.* (2002), Huh and Vogt (2008) and Wang *et al.* (2006) among others. However, Cooper *et al.* (2005:246) remind of a possible contention that may insist that if the skills or crafts that are thus resuscitated were past their sell by date and would have ceased to exist then this should be allowed to have a peaceful natural death and not to be preserved as something that is 'quaint' for the sake of tourism.

3.3.1.3 Improvement in standards of living and provision of shared infrastructure

Various authors, especially in the last decade have recognized that the level of development of tourist infrastructure, such as airports and leisure facilities, increased urban development is often attributed to tourists coming to regions and can be perceived as improving the quality of

life of residents and changing the character of the region (Ivanovic *et al*, 2009; Choi & Sirakaya, 2005; Easterling, 2005; Frauman & Banks, 2011; Jago, Fredline & Deery, 2006). In addition to that, the new employment opportunities for the local population that tourism development brings as well as the support it gives to the conservation and enhancement of the local environment also improve the quality of life of the local residents (Inkson & Minnaert, 2012:230).

3.3.2 A discussion of negative impacts of tourism on communities

Most tourism studies on the impact of tourism have been restricted to economic analysis and benefits occurring to the area. Recently many of the fears surrounding tourism are closely associated with uncontrolled, unsustainable and massed tourism growth, and serious concerns have been raised regarding the existence of negative impacts.

From a negative perspective, various studies have identified negative effects such as changing social and moral values due to contact with tourists (Fredline, 2002; Woosnam, Norman & Ying, 2009), such as increased prostitution (Park & Stokowski, 2009; Sharma, Dyer, Carter & Gursoy, 2008), gambling (Carmichael, 2000; Fredline, 2002; Hsu, 2000; Lee & Back, 2006; Lee, Kim & Kang, 2003), alcohol related behavioural problems and illegal drug use leading to increased crime and disturbances (Andereck *et al.*, 2005; Deery, Fredline & Jago, 2005; Fredline, 2002), rowdy behaviour (Andereck *et al.*, 2007; Fredline, 2002; Sharma *et al.*, 2008; Tovar & Lockwood, 2008; Williams and Lawson, 2001), and crime (Diedrich & Garcia-Buades, 2008; Haley, Snaith & Miller, 2005; Park & Stokowski, 2009; Yen & Kerstetter, 2009) among others.

3.3.2.1 Decadency as component of Tourism or as a consequence of Tourism

From a review of literature, it is clear that the association of decadency, debauchery or other unsavoury practices either as part of the tourism experience or as a consequence of the travel industry is not hard to find. For example Hesse and Tutenges (2011:869-874) reported that, "Young people change when they holiday at nightlife resorts abroad. Normal restraints are relaxed and risky behaviour increases. Surveys conducted at resorts in Spain (e.g. Bellis, Hughes, Bennett, & Thomson, 2003) and in the United States (e.g. Josiam, Hobson, Dietrich, & Smeaton, 1998), indicate a high degree of risky behaviour in young tourists including, increased unprotected sex, fighting, and substance use (Elliott, Morrison, Ditton, Farrall, Short & Cowan, 1998; Maticka-Tyndale, Herold, & Mewhinney, 1998; Tutenges & Hesse, 2008)."

In modern times, travel has always been associated with one form of hedonistic behaviour or another. Tribe as quoted in Goodwin (2011:179) paints a grim picture of the other side of tourism impacts:

Getting drunk and having sex are traditional holiday objectives of some tourists and with the advent of cheap flights, the trade moved abroad. Destinations can also be

portrayed as victims...Tourism in Faliraki and Newquay has morphed from sun, sand and sea to Sin, C and sound. Sin includes 'rowdy and noisy behaviour, litter, vandalism, swearing, urinating and defecating in public, vomiting and fighting... 'C' refers to drugs and alcohol and 'Sound' to music and clubs.

3.3.2.2 Sex tourism and prostitution and HIV

As noted by Archer as quoted by Wall and Mathieson (2006:242) one of the most significant and least desirable by-products of tourism is its effects on the moral standards of the host population. Hence the frequent mention of the growth of prostitution, crime and gambling as negative effects of tourism development. According to Groom and Nandwani (2006:364-367), one survey of patients attending a sexual health clinic found that, of the men who paid for sex (MWPS), around half had done so abroad, highlighting the relevance of research on the use of prostitution while visiting abroad.

Wall and Mathieson (2006:242) contend that although it is difficult to say how much tourism has been responsible for upsurges in prostitution in tourism locations such as Fiji, the Seychelles, Tonga and Thailand, it *was as much a part of ancient society as travel* and is most definitely closely associated with travel and tourism by many quarters today. Furthermore, tourism is, unfortunately, one of the markets for the illegal trade of trafficking of women and children into brothels for prostitution. Hence prostitution tends to increase along with the development of tourism in many parts of the world (Hall & Lew, 2009:128). For example, during the run up to the 2010 FIFA Soccer World Cup Tournament hosted in South Africa, it was anticipated that more tourists would utilise the services of prostitutes, hence the “proactive” move by some provincial governments and municipalities to propose the legalisation of prostitution during the duration of the Soccer games (Soccerlens, 2010).

Whether tourism is the cause of or simply an exacerbating factor in sexual misbehaviour during travels, one thing that can be ascertained is that such behaviour is very difficult to separate from many forms of tourism. For example, as Wright (2003:233-237) puts it, “Sex tourists may choose particular destinations because they cater to sexual tastes, whereas others may engage in particular behaviours because of the local norms operating in destinations where they seek sexual adventures”. With the aforementioned in mind, Wall and Mathieson (2006:242) assert that one can expect at least one of the following hypotheses to explain the increases in prostitution in tourism areas:

- The processes of tourism have created locations and environments which attract prostitutes and their clients.
- By its very nature, tourism means that people are away from the puritanical bonds of normal living, anonymity is assured away from home, and money is available to spend

hedonistically. These circumstances are conducive to the survival and expansion of prostitution in tourist destination regions.

- As tourism affords employment for women, it may upgrade their economic status. This in turn may lead to the liberalization and, eventually to the involvement in prostitution by the destination and hence the development of sex tourism.
- Tourism may be used as a scapegoat for a general loosening of morals within communities.
- The overt proponent of attractiveness of some destinations.

With tourism being one of the fastest growing industries and its inextricable link with sex and prostitution, there is reason to believe that sex while travelling and sex tourism are, and will continue to be, important vectors for HIV transmission among older adults. According to Wright (2003:15-17) this is because evidence suggests that older adults are more likely to pursue solitary leisure pursuits than are younger adults who tend to prefer more group-based and/or socially oriented activities (Wright, 2003:15–17). This pattern may affect HIV risk because research shows that single, unaccompanied travellers are more likely to have both a sexual relationship and more sexual encounters while travelling than are married or accompanied tourists.

3.3.2.3 Crime

Almost all scholarly discussions on tourism impacts mention crime. According to Botterill and Jones (2010:12), crime at its basic level is defined as an infraction of the criminal law. However, one of the major problems with analysing this impact in the context of tourism is the fact that “crime” is not a concrete or universal category because it has different meanings at different times and places. Behaviours that are acceptable in some cultures are deemed criminal in other. What is considered criminal also changes over time. For example, sexual union between people of different races was considered criminal during the height of apartheid in South Africa. Hence visiting mixed couples from other countries would be seen as promoting or glamorising ‘criminal’ behaviour. This is no longer the case. This research, however, will adopt the common definition proposed by the *Merriam-Webster’s Collegiate Dictionary* that defines crime as “an act or the commission of an act that is forbidden or the omission of a duty by a public law and that makes the offender liable to punishment by that law (*Merriam-Webster’s Collegiate Dictionary*, 1995:274).

According to George (2010:806-815), tourism-crime literature can be categorised into seven main themes, namely: (a) tourism impacting crime levels; (b) tourist locations with high crime

rates; (c) tourist-crime victimisation; (d) locals and tourists' perceptions of crime; (e) tourists as offenders of crime; (f) terrorism and tourism; and (g) tourism-crime preventative measures.

Although crime is frequently cited as a consequence of tourism in communities, yet it is often contested. This contestation is due to the fact that it is not very clear whether (a) tourism caused the crime or (b) that criminals took advantage of the tourism industry and used tourism settings as an opportunity to be involved in criminal behaviour (Mathieson, 2006:244). In support of the latter view, Pizam, Reichel, and Shieh (1982:7-10) much earlier on found that tourism expenditures had an insignificant effect on crime. They, however, suggested that tourism could be considered to be a potential determinant of crime, and hence negatively affecting the quality of the (tourists) environment. The strength of their argument therefore rests on the premise that the tourist industry cannot be held responsible for the occurrence of crime but that tourists are a potential target of crime (Goeldner & Ritchie, 2009:306).

On the other hand, according to George (2010:806-815), there is sufficient evidence and a general consensus in tourism-crime literature to suggest that acts of crime committed against tourists will have a negative impact on tourist arrivals (Alleyne & Boxill, 2003; Cavlek, 2002; Dimanche & Lepetic, 1999; Levantis & Gani, 2000; Pelfrey, 1998; Tarlow, 2000). The general consensus is that any threat to the safety of a tourist (i.e. criminal activities against tourists) as well as the associated media publicity is likely to negatively affect a specific location, be it a destination, region, country or neighbouring countries.

This view has been confirmed by a study by Moyo and Ziramba (2013:4-18) in which test results confirm the presence of a long-standing relationship between tourist inflows and crime, as well as other variables such as income, travel cost and lagged tourism. The results suggest that crime as a whole is not a significant determinant of inflows; however common South African crimes such as kidnappings, car hijackings, murder and sexual offences have a negative effect on tourist inflows to the country, both in the short and the long run. Elasticity results in this study further show that visits are more elastic to murder and sexual crimes but insensitive to transport costs and tourism prices (Moyo & Ziramba, 2013:14).

Perception and fear of crime may also have an impact on tourism inflows. According to South African Tourism Brand Tracker, in January 2005 (South Africa - DEAT, 2005:29), 22–25 million potential travellers across eight key markets (the United States of America, the United Kingdom, Germany, France, the Netherlands, Australia, India and China) did not consider South Africa as a travel destination over the past five years, because they were concerned about safety. This is further corroborated by findings of a survey conducted prior to the 2010 FIFA World Cup that indicated that foreign visitors to South Africa did have a negative perception about safety and security prior to their visit to the country (Donaldson & Ferreira, 2007:369).

These findings, therefore, call for the government and players in the tourism sector, as well as other crime prevention units in the country, to come up with strategies for dealing with crime in order to ensure a sustained inflow of tourists to the country.

3.3.2.4 Effects of gambling on host communities

Deery *et al.* (2012:69) see gambling as an activity, which for many tourists is undertaken whilst on holidays. Consequently, there is often an increase in gambling facilities available in destinations where there is tourism. This can pose social problems for the locals who subsequently visit such facilities (Carmichael, 2000; Fredline, 2002; Hsu, 2000; Lee & Back, 2006; Lee *et al.*, 2003). Gambling as part of tourism or casino tourism remains a much debated topic laden with continued moral ambiguity. The negative effects of gambling on residents discussed in various tourism literatures as summarised by Wall and Mathieson (2006:250) are as follows:

- Residents are often unprepared for the rapidity and magnitude of changes brought by casino tourism
- Gambling can lead to personal and family tragedies, ranging from compulsive or pathological gambling behaviours that are likely to grow as access to legalised gambling increases
- There have been political corruption and organised crime linked to casino gambling
- The inequitable distribution of benefits of casino tourism is a cause for concern.

3.3.2.5 Tourism, alcoholism and substance abuse

With regards to the link between tourism and alcoholism, Heine and Resande (2011:16-17) strongly contend that,

The link between tourism and alcohol is strong and clear... Alcohol seems to have penetrated the tourism industry to its very core and has become an integral part of a holiday... Alcohol seems to follow tourists from the very moment they set foot in the airport. Marketing strategies use holiday motifs in their alcohol promotion campaigns to create an image of relaxation and carefree fun.... Tourist brochures are full of advertisements for bars and nightclubs... with pictures of young girls and special offers of cheap alcohol and happy hours in agreement with this very strong opinion.

Moore (1995:301) adds that “alcohol consumption has long been a prominent feature of tourism”, adding that “most forms of contemporary tourism are inextricably linked to the consumption of alcohol, sometimes in prodigious amounts”. Hence this excessive alcohol consumption by tourists naturally escalated in the tourist environment and rubbed off the local population (Heine & Resande, 2011:16-17).

Excessive alcohol consumption and drug abuse as consequences of tourism within society cannot be separated from the newly-termed phenomenon in tourism called ***alcotourism*** which “refers to the practices of travelling to drink, drinking on holiday, drinking to travel and drinking while travelling” (Bell, 2008:291). Commenting on this inextricable link between alcohol and tourism Room, Jernigan, Carlini Marlatt, Gureje, OMa`Kela` & Marshall (2002:204) are of the view that what tourists are presumed to demand becomes a powerful argument to relax alcohol controls or lower alcohol. Hence the conclusion by Bellis, Hale, Bennett, Chaudry and Kilfoyle, (2000:235-244) that drinking patterns of tourists on holiday, for that matter, often differ considerably from their patterns at home; tourists are often living by “time-out” holiday norms. Due to this – in the context of tourism, young people in the host society become involved in performances for which the script comes primarily from the tourist imagination (Room, 2005:321–331).

According to the research by Singh (2013:2139-2948), alcoholism is one of the “social evils” specifically mentioned to have come out of tourism development. There is no doubt that a large share of holiday-related deaths and injuries (road accidents, drowning, physical and sexual assaults, etc.) can be blamed on alcohol and drugs. Alcohol is not only a health issue but also an obstacle to development and it causes loss of income, domestic violence, road accidents, exploitation of women and children, and it also contributes to a dilution and loosening of traditional and religious values. Tourists come and go, but the local populations have to live with what is left behind (Heine & Resande, 2011:16-17).

Despite the growing concerns about alcohol, its association with tourism and the resultant evils thereof, there are some opposing voices within academia (Nelson, 2010; Brown & Obenour, s.a.: 271-288) that appreciate the economic benefits that alcohol consumption brings to the industry. :

3.3.2.6 Negative impact of tourism on culture

Various negative impacts of tourism on culture can be named. Firstly there is ***acculturation***, which more often than not results in the convergence of two cultures usually with one culture dominating over the other. Convergence can assume four major types, namely *assimilation*, whereby one culture is assimilated and almost swallowed up by the other culture; *separation*, whereby cultures are separated and alienated from each other; *integration*, where there is a mutual benefitting fusion of cultures; and *marginalisation*, where one of the cultures (usually the host culture) is marginalised by the more powerful tourist culture (Ivanovic *et al.*, 2009:301).

Convergence subjects the subordinate society (usually the local community) to economic dependency and cultural hegemony, where local traditions and values will be replaced by the dominant culture, which in most cases is that of the visitors (Hall & Lew, 2009:154). According

to Mason (2003:44), this particular process of acculturation has been dubbed the 'McDonaldization' or 'Cocacolaization' of global cultures. One of the negative effects of this acculturation process is the reduction of the diversity of global cultures which, in effect is the spreading of western cultures and values, usually at the expense of local cultures (Inkson & Minnaert, 2012:236). This happens when there is a gradual homogenization of cultures in which local identity is being assimilated into a stronger visiting culture.

Closely related to acculturation is the concept of cultural drift, which is a fairly new approach to the study of the cultural effects of tourism. Collins as cited in Wall and Mathieson (2006:266) in reference to his concept had said:

Cultural drift in this sense states that the role of guests differs from that of hosts and that the temporary contact situation results in change of phenotypic behaviour in both the host and guest. The phenotypic change may be permanent in the host society/culture but temporary in the guest society/culture.

Hence the cultural changes, that come about through the process of acculturation are assumed to be a result of continuous, first-hand contact between locals and tourists even though such contacts are usually seasonal, intermittent and multiple-contact. These resultant changes have been called cultural drift (Wall & Mathieson, 2006:266).

Next there is **Commodification – Trinketisation** which is a two-pronged process of commodifying cultural aspects, thereby causing changes and mutations that lead to staged authenticity and eventually trivialisation or trinketisation of culture (Inkson & Minnaert, 2012:236-7). An example of such a process is where sacred dances or certain rituals that are performed during special holidays are modified and performed not in their due season in order to entertain the tourists. This way such performances will be "staged" as their performance would not be for their intended cultural purpose. This will eventually lead to their trivialisation or *trinketisation*.

3.3.2.7 Tourism and negative sentiments towards outsiders

Resentment by local people towards tourists is one of the often mentioned negative impacts of tourism. This is due to an outcome of lack of information, false impressions, misinformation, poor communication and poor knowledge (Gawler Fact Sheet: Impacts of Tourism). Negative perceptions and attitudes towards visitors and tourism can also affect tourism/communities. Gwaler contends that perhaps these communities that have negative sentiments towards outsiders are not ready for tourism, and that it is easy to blame tourism for any economic, social and environmental problems. Open communication channels, proper consultation, transparency and involvement at the community level at all stages of the planning process can aid in communities taking ownership of their tourism product (Australia, 2011).

3.3.3 Mixed impacts of tourism in communities

While most works identify two broad classifications of tourism impacts on communities, these being both positive and negative, this study adds a third dimension which highlights the mixed impacts of tourism. This is because one of the immediate consequences of tourism is that some impacts paradoxically may be perceived as both positive and negative and/or may be impacts that are not “stand-alone impacts” but are any combination of socio-cultural, environmental as well as economic impacts (Ivanovic *et al.*, 2009:302). For example, what may be perceived by some as acculturation, and thus negative, may be viewed by others as a form of cross-cultural exchange and thus positive. Hence according to Cooper and Hall (2008:168) even at the same destination, depending on the perspective of the viewer impacts may be viewed differently. This is because consequences of tourism are *contextual* and *situational*. This therefore highlights the importance of managing such consequences and knowing *how* and *why* they were identified as such.

In agreement with this view García *et al.* (2015) report that other studies, however, suggest that tourism development probably brings benefits to the host community, but also social costs (Gursoy *et al.*, 2002; Teye, Sönmez, & Sirakaya, 2002; Tosun, 2002), thus suggesting that there is no consensus on the socio-cultural impact of tourism. Hence depending on the context and circumstances in which tourism develops, so it will, to a greater or lesser extent, impact on the sociocultural aspect (García *et al.*, 2015:35).

3.3.4 Tourism impacts on tourists

On the other hand, tourism can have an effect on the tourists themselves. According to Mason (2008:62) these impacts may be noted in the behaviour of tourists whilst at the destinations or become apparent when the tourists have returned from their visit. Inkson and Minnaert (2012:240) elucidate that positive impacts on tourists have to do with the psychological and physical well-being of tourists, such as *rest and renewal*, *mental and physical health*, *social interaction*, *broadening experiences* and *developing independence*, while negative impacts on tourists have to do with feeling of anxiety and disturbance, such as *terrorism*, *crime against tourist scams*. For example, Krippendorf as cited in Mason (2008: 61) believes that contact with locals may reinforce prejudices and stereotypes (especially about host regions) and thus engender misunderstanding instead of understanding among peoples. This means that the negative impacts of tourism on the tourists can have significant and far-reaching consequences that may affect the destination area because of the fickle nature of tourism.

Paradoxically, the widely accepted belief that tourism promotes cross cultural understanding (Tomlejnovic & Faulkner, 2000; Cooper *et al.*, 2005; Goeldner & Ritchie, 2009), and encourages better understanding between cultures as well as a force of peace (Inkson & Minnaert,

2012:228) implies that the tourists are also impacted on positively by contact with locals, and that such contacts impacts and changes the tourists' perceptions of the locals, their cultures and their country. Furthermore, it has been noted that pro-poor and volunteer tourism programmes in particular can significantly alter tourists' perceptions toward poverty (Zarandian *et al.*, 2015). Therefore the impacts of tourism on the tourists can be a double-edged sword because of the different situations and contexts that tourism takes place.

From a planning and marketing point of view, it is clear that an awareness of tourism impacts on tourists and knowledge of how to manage them is paramount for destination areas. This is because positive impacts on tourists will encourage more visits and repeat visits and negative impacts on tourists may result in negative word-of-mouth publicity and adversely affect tourist volumes to destination areas.

3.3.5 Factors influencing the socio-cultural impacts of tourism

In order for mitigating steps against negative tourism impacts to bear fruit, the factors that influence the socio-cultural impact of tourism must be considered. Different authors have over the years suggested various factors, the most recurrent of which, among others, include types of tourism, community characteristics and the nature of host-guest interactions (Wall & Mathieson, 2006:65); socio-economic impacts that mainly depend on the magnitude of differences between the host and the tourists, which include: *basic value and logic systems, religious beliefs, traditions, customs, lifestyles, behavioural patterns, dress codes, sense of time and budgeting and attitude toward strangers* (Inskeep, 1991). Davidson (1996) suggested a range of similar influences but also included the importance of the *time* when tourism is occurring and the *location* of tourist activity. Over and above these, Faulkner and Tideswell (1997) suggested a range of characteristics of the host destination such as *the stage of development of the destination, the tourist type it attracts, the pace of development, the dominance of tourism, the relationship between hosts and guests, the ratio of tourists to residents, and the level of seasonality*.

Mason (2008:39) also enumerates the major influences on tourism impacts by posing questions such as the following that will probably lead to the “right” answer: “*Where is tourism taking place? What is the scale of tourism? Who are the tourists? In what type of activities do tourists engage? What infrastructure exists for tourism? How long has tourism been established? When is the tourist season?*”

Kreag (2001:13), however, had earlier gone a step further and divided these sources into two categories, these being; (a) tourist factors, which are factors influenced by the behaviour of tourists, and (b) destination factors, which are factors borne out of the situation at the destination (see Table 3.3). The tourist factors on one hand include but are not limited to:

number and type of visitors; length of stay; mass arrivals and departures; links to community residents; ethical/racial characteristics; economic characteristics; activities selected; ability to speak local language/accents; and demonstration effect of tourists. On the other hand the destination factors among others include local economic conditions; diversification of the economy; degree of involvement in tourism; attitudes of tourism leaders; spatial characteristics of tourism development; viability of the host culture; history of stability in the community; pace of tourism development; fragility of the environment used by tourists and public transportation option.

This classification helps to separate the sources logically and can therefore be particularly useful especially in the attempt to maximise the positive impacts and in the mitigation and amelioration of the negative impacts. The study of tourism's impacts on communities should therefore involve a critical examination of these factors so as to be better able to manage them sustainably.

Table 3-3: Factors influencing interactions between tourists, residents, host community, and environment

Factors influencing interactions between tourists, residents, host community, and environment			
Tourist Factors	• Number and type of visitors • Length of stay • Mass arrivals and departures • Links to community residents • Ethical/racial characteristics • Economic characteristics • Activities selected • Ability to speak local language/accents • Demonstration effect of tourists	Destination Factors	• Local economic condition • Diversification of the economy • Degree of involvement in tourism • Attitudes of tourism leaders • Spatial characteristics of tourism development • Viability of the host culture • History of stability in the community • Pace of tourism development • Fragility of the environment used by tourists • Public transportation option

Source: Kreag (2001)

3.3.6 Frameworks for the measurement of the socio-cultural impacts of tourism

In the light of the aforementioned facts regarding the impacts of tourism on communities, it can, therefore, be concluded that when tourism is not properly planned for, and/or not well executed and not meticulously monitored, it is inevitable that insurmountable and dire consequences will befall the communities in which tourism is taking place. Knowledge and employment of methods that measure such socio-cultural impacts are paramount. The following frameworks for the measurement of socio-cultural impacts of tourism have been discussed widely in tourism literature:

3.3.6.1 Doxey's Irritation Index

Doxey (1975) suggested a framework that describes the different community reactions to tourism. According to his findings, the existence of reciprocating impacts between outsiders and residents may be converted into varying degrees of irritation. As tourism develops and the industry becomes bigger, the attitude of the local population is expected to become more negative. These attitudes range from (1) the level of euphoria where there is enthusiasm and mutual satisfaction between host and visitor, (2) the level of apathy, where tourists are taken for granted and rapidly become a target for profit-making, (3) the level of irritation, where the industry is nearing saturation point or is allowed to pass a level where locals cannot handle tourists numbers without expanding facilities, (4) the level of antagonism where irritations

become more overt and where tourists are seen as harbingers of all evil, and (5) the final level where the landscape and ecosystem are changed and a new type of tourist is attracted.

In a critique of this framework, Inkson and Minnaert (2012:246) see Doxey's framework as applying mostly to destinations where impacts of tourism are not managed and pessimistic in its approach, because it seems to indicate that tourism development will necessarily lead to antagonism within the community. However, with careful planning and management of the destination, this does not have to be the case. They argue that it is possible to foster a positive relationship between hosts and visitors. Keyser (2002:348-349) also criticises this framework for being a simplification of complex relationships and sets of attitudes between tourists and host communities. The host communities' ability to accommodate and tolerate tourism, and the attitudes which are formed as a consequence differ from community to community.

3.3.6.2 Attitudinal framework

An attitudinal framework to analyse the processes which take place whenever two or more culture groups interact was suggested by Butler and further developed and popularised by Bjorklund and Philbrick (1975:68). This framework was believed to be applicable to the social relationships between tourists and their hosts, where attitudes and behaviour of groups may be positive or negative, active or passive (Butler, 1975b:89). Hence the resulting combinations of these reactions may take on any one of the four forms as depicted in Figure 3.4. Within any community, all four forms may exist at any given moment but the number of people in any one category need not remain constant.

On the active side, there can be two options that are favourable where, for example entrepreneurs who are financially involved in tourism are likely to be involved in aggressive promotion (thus being positive), while a highly vocal group, not involved in tourism, may lead aggressive opposition to tourism development and its resultant impacts (thus being negative). The majority of the population may either silently accept tourism and its impacts because of its benefits (thus being positive) or silently accept tourism and its impacts because they see no way of reversing the trend (Wall & Mathieson, 2006:228).

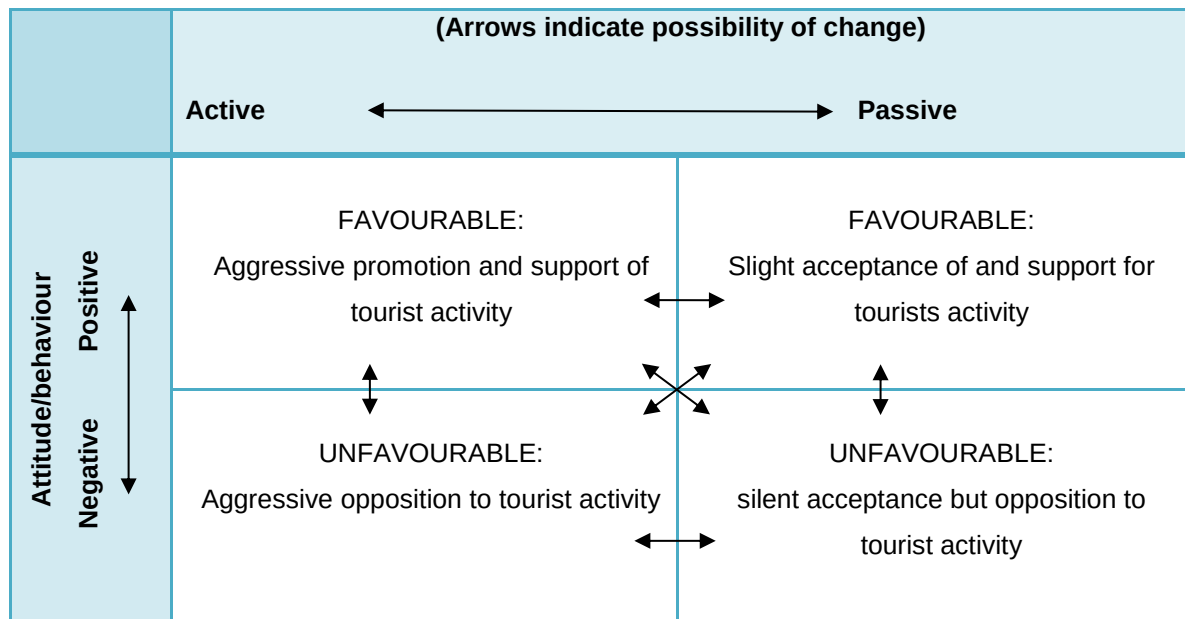


Figure 3-4: Host attitudinal/behavioural responses to tourist activity

Source: After Bjorklund and Philbrick (found in Butler, 1974:12)

3.3.6.3 Dogan's Behavioural responses

In another framework, Dogan (1989:225) identified and reviewed the major socio-cultural consequences of tourism and the behavioural responses adopted by the host community affected by these impacts. This was done at a micro-destination level (i.e. across whole communities) and five types of responses to tourism pressures that could exist, either individually or coexist in a destination were identified:

- (i) *Resistance*, where there were widespread hostility and aggression towards tourism and tourist facilities, especially in areas which experienced intense and extensive negative impacts of tourism;
- (ii) *Retreatism*, whereby community members consciously avoid contact with tourists and where residents take deliberate steps to revive old traditions, resulting in an increased cultural and ethnic self-realisation.
- (iii) *Boundary maintenance*, where physical and even social distance between tourists and local residents is established;
- (iv) *Revitalisation*, where tourism is a factor that stimulates host communities to take steps to preserve, showcase and promote their cultural and heritage resources to the visitors

- (v) *Adoption*, which was a deliberate replacement of traditional social structure of the host with the adoption of the culture of the tourists that is epitomized by the behaviour of the tourist.

3.3.6.4 Adaptations and adjustments of individual residents

In more recent times, Ap and Crompton (1993) as well as Brown and Giles (1994) have come up with other framework studies, although narrower in orientation, that focused on individual residents and how they adapted or adjusted to tourism. From these frameworks, especially in the former study, the following continuum of behavioural responses by residents was developed:

- (i) *Embracement*, or the euphoric acceptance and welcoming of tourists;
- (ii) *Tolerance*, where the residents are prepared to bear the inconveniences of tourism, cognizant of the benefits that the community will derive from it;
- (iii) *Adjustment*, whereby residents took calculated steps to adjust their former behaviours, rescheduling activities and/or using different facilities to avoid the presence of tourists and the inconveniences caused by visitors;
- (iv) *Withdrawal*, which involved the actual, physical withdrawal of residents or psychological withdrawal, whereby there was no involvement with the tourists.

In analysing the above frameworks, Wall and Mathieson (2006:230) identified similarities and differences. Their similarities are firstly found in their incorporation of a dynamic aggressive element, assuming that social impacts will change over time. Secondly, all frameworks also stress a further need to identify empirically the dimensions of resident responses over a behavioural continuum, the levels of resident response and threshold levels in proportion to the degree of tourist impact. On the other hand the frameworks differ firstly in their conceptions of the directions in which change may take place. Furthermore, the other difference is that the scale of the different frameworks is different.

To summarise this section on the socio-cultural impacts of tourism, it is clear that the negative impacts can be mitigated and even ameliorated by sound management practices and planning that is forward-thinking. To this end, Harrill (2004:18-25) suggests that policy makers should be able to answer these questions:

- Are local people involved in the tourism industry as employees?
- Are the local people involved in tourism decision making?

- Does the organisation cooperate with the local businesses?

Some socio-cultural impacts may be perceived as both positive and negative and may also not be mutually exclusive impacts but could be any combination of socio-cultural, environmental as well as economic impacts (Ivanovic *et al.*, 2009:302). Other studies reveal that tourism development brings benefits to the host community, but also social costs. Studies further reveal that there might also be no consensus on the nature of impacts, hence it will be the context and circumstances in which tourism develops that to a greater or lesser extent determine the impact on the sociocultural aspect (García *et al.*, 2015:35).

The impacts discussed above are directly applicable to communities and will form the basis of the questions used for constructing the community survey as well as for constructing the SCBT model. It is hoped that the SCBT model will show relationships that exist between the different social-cultural impacts of tourism and how these impacts can be managed for the benefit of the community and other stakeholders.

3.4 TECHNIQUES TO ACHIEVE SUSTAINABLE TOURISM DEVELOPMENT

Through a survey of various sources of literature on tourism sustainability, tourism development and related topics, four specific techniques have been identified as possible tools for achieving sustainable tourism development for communities. These are: community awareness, community participation, and local community empowerment, which are discussed sequentially in that order hereafter.

3.4.1 Community awareness

Community awareness in matters pertaining to tourism is important due to the fact that the communities are in most cases the custodians of the tourism resources. Hence the underlying principle of sustainability must be the keynote of any awareness and education programme for communities (Thetsane, 2010:115). Therefore community managers and planners need to provide educational information and programmes to residents, visitors and other stakeholders in order to raise public awareness and education of management and planning of community resources (Sirayaka *et al.*, 2002:57-67). To this end, the South African government (South Africa - DEAT, 2009) suggests the following awareness raising intervention for tourism development:

- Raising awareness about tourism benefits at a local level (e.g. SA Tourism Welcome Campaign).
- Local government can increase the awareness of tourism within the community through consultation and public participation.

- Community awareness of the economic benefits of tourism should be used by local governments as one of the identifying characteristics of the community attitudes to tourism.
- Building community awareness of the benefits of tourism as a tourism policy objective.

Regarding the *how* of raising awareness, Harrill (2004:25) maintains that it is not sufficient to organise once-off activities that do not have follow-up actions or that are not part of a broader programme, hence suggesting a process rather than an event. Hence Thetsane (2010:115) argues that information dissemination should be regarded as a continuing process and should be a responsibility of all stakeholders engaged with planning and management.

3.4.2 Community participation

Community participation has been a commendable area of tourism scholars' investigation for nearly 43 years (Prabhakaran, 2014:290-295). Tosun (2000:615) argues that community participation is a tool whose aim is to readjust the balance of power and to reassert local community views against those of the developers or the local authority. However, participation in tourism by different interest groups varies with differing groups' power, objectives, and expectations from community participation in tourism, and these shape their attitudes towards forms of community participation (Tosun, 2006:501).

Cole as cited in Prabhakaran *et al.* (2014:290-295) clarifies that participation, on the other hand, is also open to a variety of interpretations arising from the fact that a ladder encompassing different levels of participation exists which often range from "only being told of:" (passive community participation) to being able to influence or determine every aspect of the tourism development (active community participation). This is because while involvement and participation of communities in the tourism industry can be viewed mainly in the decision-making process and in the sharing of tourism benefits, it should be recognised that community participation through employment brings more economic benefits directly to the household level Prabhakaran *et al.* (2014:290-295).

In spite of the already stated economic benefits, it is difficult to achieve community participation in both developed and developing countries, albeit not for the same reasons. For developing countries Ivanovic *et al.* (2009:248-249) suggest that active community participation in tourism is limited by different reasons such as (a) the concept of tourism being usually new to the community, (b) decisions taken only by government officials, (c) planners' perception that local people are uneducated and too ignorant to be involved; (d) lack of interest, (e) lack of confidence by communities, and (f) lack of knowledge about tourism. Therefore addressing these obstacles to community participation in tourism should be a major priority for destinations and communities because 'community participation in planning and development of a certain

tourist destination is essential in order to achieve tourism development sustainability' (Dyer *et al.*, cited in Oviedo-Garcia, 2008:98).

With regards to *planning* for tourism, the overarching reason for promoting community participation is that the public needs to participate during the decision-making process for their personal interests as well as for that society more broadly since planning activities affect public lives (Slocum & Thomas-Slayter cited in Marzuki, 2008:227-241). In addition, several other arguments on the importance of participation process developed by the World Health Organisation (WHO, 2002) cited in Marzuki, (2008:227-241) are provided in Table 3.4.

Table3-4: The importance of the public participation process

WHY THE PARTICIPATION PROCESS IS IMPORTANT?	
Citizens' arguments	We have a right to say about decisions that affect our lives. We know more about where we live and what we want and what is best for us than people working for big organisations. We are fed up with politicians and civil servants asking us what we think and then not taking our views into account. We want to be actively involved and to have an influence. We all have something to contribute and our ideas and views are as valid as anyone else's.
Professionals' arguments	Community participation can help us target resources more effectively and efficiently. Involving people in planning and delivering services allows them to become more responsive to needs and therefore increase uptake. Community participation methods can help develop skills and build competency and capacities within communities. Involving communities in decision making will lead to better decisions being made, which in turn are more sustainable because they are owned by the people themselves. Community participation is a way of extending the democratic process, of opening up governance, and of redressing inequality in power. Community participation offers new opportunities for creative thinking and innovative planning and development.

Source: World Health Organisation (2002:11)

The citizens' arguments in favour of participation can be classified into four categories, namely: (a) their right to have a say in decisions affecting their lives, (b) wealth of information and ideas

that citizens possess and can contribute, (c) the desire for active involvement and exertion of influence, (d) disillusionment in the lack of implementation of the peoples' views by politicians and civil servants. The professionals' argument falls on four broad themes, namely: (a) community participation helps in the efficient and effective targeting of resources and allows them to be more responsive to needs; (b) it is a way of extending the democratic process, of opening up governance, and of redressing inequality in power thus leading to better decisions being made; (c) it can result in the development of skills and in building competency and capabilities within communities; and (d) it offers new opportunities by unlocking creative thinking, innovation and development.

3.4.3 Local community empowerment of communities

Ivanovic *et al.* (2009:246) define empowerment as the capacity of individuals or groups to determine their own affairs, by taking control of the factors that affect their lives, by being active agents of change, by having the ability to find solutions to their problems, by making decisions, and implementing and evaluating their solutions. Although 'empowerment' is not an easily defined concept, Petric (2007:431-443) maintains that it is a term that has been enthusiastically adopted by agencies with diverse political aims because it is both attractive and seen as politically correct. Despite its elusive definition, Ivanovic *et al.* (2009:246) further argue that empowerment must come before development whereby community members take advantage of opportunities provided by tourism through the opening of their own businesses and forming linkages with public providers of services. Only then can tourism create meaningful economic benefits for the community. To this end, Lunket (2004:3-12) suggested three ingredients that community empowerment should consist of:

- (i) *active citizens*, whereby motivated, skilled and confident people speak up for their communities and express what improvements are needed
- (ii) *strengthened communities*, whereby there are community groups that have the capacity and means to bring people together to work for shared solutions, and
- (iii) *partnership with public bodies*, which are public bodies willing and able to work as partners with local communities

According to Scheyvens (2002:51-62) a local community empowerment framework model can be four-dimensional, i.e. it can be in the form of economic empowerment, psychological empowerment, social empowerment and political empowerment. The brief sub-sections that follow and Table 3.5 discuss each dimension of community empowerment:

Table 3-5: Types of community empowerment

TYPE	SIGNS OF EMPOWERMENT	SIGNS OF DISEMPOWERMENT
Economic Empowerment	Tourism brings long-term financial benefits to a destination community. Money is spread throughout the community. There are notable improvements in local services and infrastructure	Tourism merely results in small spasmodic cash gains for a local community. Most profits go to local elites, outside operators, government and agencies. Only a few individuals or families gain direct financial benefits from tourism, while others cannot find a way to share in these economic benefits because they lack capital, experience and appropriate skills.
Psychological Empowerment	Self-esteem is enhanced because of outside recognition of the uniqueness and value of their culture, natural resources, and traditional knowledge. Increasing confidence in the community leads members to seek out further education and training opportunities. Access to jobs and cash leads to an increase in status for usually low-status residents such as women and youth.	Those who interact with tourists are left feeling that their culture and way of life are inferior. Many people do not share in the benefits of tourism and are thus confused, frustrated and uninterested.
Social Empowerment	Tourism maintains or enhances the local community's equilibrium. Community cohesion is improved as individuals and families cooperate to build a successful industry. Some funds are used for community development initiatives like education and roads.	Disharmony and social decay. Many in the community take on outside values and lose respect for traditional culture and for their elders. Disadvantaged groups such as women bear the brunt of problems associated with tourism initiatives and fail to share equitably in its benefits.

Political Empowerment	The community's political structure provides a representational forum through which people can raise questions and concerns pertaining to tourism initiatives. Agencies initiating or implementing the tourism ventures seek out the opinions of community groups and individual community members, and provide chances for them to be represented on decision-making bodies.	The community has an autocratic and self-interested leadership. Agencies initiating the tourism venture fail to involve the local community in decision-making so the majority of the community members feel they have little or no say over whether the tourism initiative operates or the way in which it operates.

Source: Scheyvens (2002:61)

3.4.3.1 Economic empowerment

Economic empowerment is attained when tourism creates sustainable jobs for the community members (Ivanovic *et al.*, 2009:246). Friedmann (cited in Sharpley and Telfer 2002:152) believe that economic empowerment is important because it allows residents and entire communities to benefit financially from tourism. Ramchander (2004:98) asserts that for a community to be economically empowered it will need to have access to productive resources in a tourism area, particularly in the case of common property resources. Sofield (as cited in Thetsane, 2010:113), however, points out that although economic gains from involvement in tourism ventures can be achieved by communities what is more important than the total amount of these economic benefits is the spread of the benefits.

3.4.3.2 Psychological empowerment

Singh *et al.* (2004:644-646) suggest that preservation of tradition is extremely important in terms of maintaining a group's sense of self-esteem and well-being. According to Ivanovic *et al.* (2009:246) psychological empowerment is achieved when community members have increased self-esteem and pride in their cultural traditions. Empowerment is also attained when the public acknowledges community tourism initiatives by giving awards. Besides the self-esteem that is born out of cultural self-appreciation, Singh *et al.* (2004:644-646) bring a different dimension into the equation by suggesting that psychological empowerment also involves capacity building, and reinforcement of the self-worth of the community members so that they can play an active role in decision-making or power-sharing processes with external stakeholders.

3.4.3.3 Social empowerment

Social empowerment occurs when community members are brought closer together through a tourism project as they need to cooperate to make the project a success (Ivanovic *et al.*, 2009:246). Hence a community's sense of cohesion and integrity will be confirmed or strengthened through involvement in tourism. By contrast, Sing *et al.* as cited in Thetsane (2010:114) attest that social empowerment results from tourism when profits are used to fund social development projects identified by the community, such as water supply systems or clinics in the local area. A socially empowered community may be observed by the existence of strong community groups, that among other include youth groups, savings groups, church groups and women's groups. Disempowerment, on the other hand may occur if tourism activities result in begging crime, cultural decay or prostitution (Scheyvens, 2002:61).

3.4.3.4 Political empowerment

Political empowerment gives the community the opportunity to choose and the ability to make decisions and to implement them. Hence political empowerment requires communities to accept the responsibility for these decisions (Ivanovic *et al.*, 2009:246). According to Sharpley and Telfer (2002:152) signs of political empowerment that have been identified include representational democracy, wherein residents can voice opinions or raise concern about tourism development initiatives. Once community members are politically empowered by involvement in tourism, their voices and concerns guide the development of any tourism initiative from the feasibility stage through to its implementation (Scheyvens, cited in Thatsane, 2010:114)

3.5 KEY ROLE PLAYERS IN TOURISM, DEVELOPMENT AND MANAGEMENT

The planning and management of sustainable tourism is not the sole responsibility of a single stakeholder or role-player but a joint responsibility. Hence due to its complexity the ideal management of sustainable tourism, can only occur when an inclusive and holistic management approach is adopted which calls for the active involvement of various stakeholders. However, Moscardo's (2011) review of tourism planning models found that while stakeholders are often mentioned as important, little detailed direction is provided on *how* to identify, engage and work with stakeholders (Editorial, 2015:4). Who then are these role-players or stakeholders? Mason (2008:113) in an attempt to answer this question identifies at least five (5) categories of stakeholders which are discussed in this chapter. These categories of stakeholders, although not prescriptive or exhaustive, but merely descriptive include among others:

- Public sector (government agencies) and other centres of authority

- Tourists
- Community
- Tourism industry
- Other players

3.5.1 The role of public sector (agencies) and other centres of authority

The UNWTO (2004) states that state tourism organisations are responsible for the management or marketing of tourism in their respective states, provinces or regions. Hence, governments across the world have the responsibility of creating an enabling government for the development of tourism because as major stakeholders, their roles centre on planning, developing and managing of the tourism industry. Although – according to Simpson (2008:6) – in developed and developing countries the majority of government agencies worldwide have historically, for the most part, taken a passive role in tourism development, and have been seemingly happy to allow the private sector to drive forward the industry in their countries and regions, governments are now more motivated to play an integral and collaborative role in tourism planning and management. Also the private sector now requires government assistance to ensure the sustainability of tourism. This is because the government has the ability to influence profoundly the positive and negative socio-economic and environmental effects of tourism (Simpson, 2008:6-7). Governments, therefore, can have a role in tourism management in areas such as:

- Land use planning and land management,
- labour and environmental regulations,
- skills training and capacity building,
- the provision of essential infrastructure and social and environmental services including health, safety, waste disposal, energy supply and water provision

Governments are also able to support tourism through marketing, information services, education, and advice (promotional, financial and operational) and through public–private collaborations (UNWTO, 1998 & 2005).

In the South African context the spheres of the public sector include the national, provincial and local government as well as other government agencies that have been tasked to fulfil specific roles (Gauteng Tourism Authority, 2006). Below is a sequential discussion of the understanding

of the Gauteng Provincial Government's understanding of roles of the national, provincial and local governments in South Africa.

3.5.1.1 The role of the national and provincial government

The role of the National Government in tourism management in South Africa is:

- **Facilitation and implementation**, which can be done through: (a) the establishment of safety, stability, security and provision of incentives for investment; (b) setting up enabling legal and fiscal frameworks while facilitating an active labour-market policy, (c) allocation of finances for tourism promotion and development, and (d) creation of investment opportunities for local and foreign investors.
- **Co-ordination**, which is done through: (a) working with international organisations as well as regional and provincial government representatives to promote tourism development; and (b) creating and maintaining strong ties with NGOs, labour and community organisations, training institutions, universities and other bodies (Gauteng Tourism Authority, 2006)..
- **Planning and policy making**, which entails: (a) formulation, monitoring and evaluation of a national tourism policy and strategy; and (b) working with provincial, regional and local authorities to develop an integrated national tourism plan (Gauteng Tourism Authority, 2006).
- **Regulation and monitoring**, which should be implemented through: (a) application of environmental-management principles in land-use development proposals to facilitate sustainable usage of resources; and (b) formulation of development guidelines and regulations to facilitate sustainable and responsible tourism development (Gauteng Tourism Authority, 2006).
- **Development promotion**, which can be done through: (a) ensuring that there is equitable development of destinations that have tourism potential; (b) promotion of strong community involvement in responsible tourism; and (c) supporting and developing major tourism projects with national and international significance by enacting enabling legislation that allows, for example, the creation of trans-frontier parks (Gauteng Tourism Authority, 2006).

3.5.1.2 The role of the local government

The role of the local government in South Africa is basically to implement the policies and legislation promulgated by the national and provincial government as well as maintaining the industry and its support services through:

- Responsible land-use planning and control of land allocation;
- Provision and maintenance of tourist services, sites and attractions;
- Marketing of specific local attractions;
- Control of public health and safety;
- Facilitation of local community participation in the tourism sector;
- Ownership and maintenance of infrastructural assets such as municipal harbours and airports;
- Development of an efficient public-transport service network;
- Implementing controls over the issuing of licenses to tourism operators in line with the national policy framework;
- Promoting and financially supporting local publicity associations (Gauteng Tourism Authority, 2006).

Table 3.6 below gives a summary of the government roles in tourism management in South Africa.

Table 3-6: A summary of government roles in tourism management in South Africa

SPHERE OF GOVERNMENT	FUNCTIONS
National government	Facilitation and implementation Co-ordination Planning and policy making Regulation and monitoring Development promotion
Provincial government	Planning and policy making Development promotion Tourism Development
Municipal / local government	Responsible land-use planning and control of land allocation; Provision and maintenance of tourist services, sites and attractions;

SPHERE OF GOVERNMENT	FUNCTIONS
	Marketing of specific local attractions; Control of public health and safety; Facilitation of local community participation in the tourism sector; Ownership and maintenance of infrastructural assets such a municipal harbours and airports; Development of an efficient public-transport service network; Implementing controls over the issuing of licences to tourism operators in line with the national policy framework; Promoting and financially supporting local publicity associations.
Source: The development and promotion of tourism in South Africa, White Paper, Government of South Africa, Department of Environmental Affairs and Tourism (1996) as adapted by the <i>Responsible Tourism Guide – Gauteng</i>	

It is worth noting that a study conducted by Wang and Xu (2014) in which the role of local government and the private sector in China's tourism industry was examined reveals that a need exists for a clear statement of responsibilities and rights of each stakeholder. This gap in lack of consensus in the delineation of roles could possibly delay the fulfilment of duties by some stakeholders and ultimately compromise the sustainable development of tourism globally.

3.5.2 The role of the tourists

Tourists are a critical component of the tourism industry because without them there is no tourism hence they are strategically placed to be a key player in tourism management. Mason (2008:114) has, however, correctly observed that tourists are often viewed as the major cause of the problems of tourism. Perhaps this view of tourists as a problem rather than a solution in the management of tourism is the one that gave rise to tourism literature being replete with suggestions on how to "manage" the visitors (Newsome *et al.*, 2002; Eagles, McCool, Haynes & Phillips, 2002; Mason, 2008), including the use of visitor management tools or frameworks, without actually addressing the particular roles and/or responsibility of the tourists themselves. A more sustainable view that could be emerging is the recognition and promotion of proactive roles of tourists in the management of tourism as suggested in Table 3.7.

Table 3-7: Responsibilities of tourists in tourism management

Responsibilities of tourists
• The responsibility for obeying local laws and regulations. • The responsibility for not taking part in activities which while not illegal, or where laws are not enforced by local authorities, are nevertheless, widely condemned by society, such as sex with children • The responsibility for not deliberately offending local religious beliefs or cultural norms or behaviour and to try to abide by all local religious beliefs and cultural values, even those with which the tourist personally disagrees • The responsibility for not deliberately harming the local physical environment • The responsibility to minimize the use of scarce local resources and to protect natural wildlife by not buying souvenirs made from living creatures, for example • The responsibility not to visit destinations which have a poor record on human rights as well to boycott local businesses which pay their staff poor wages, or provide bad working conditions for their employees) • The responsibility to find out about the destination before the holiday and try to learn a few words of the local language(s), as well as to try to meet local people, learn about their lifestyles and establish friendships • The responsibility to behave sensibly, so as not to spread disease • The responsibility to contribute as much as possible to the locally economy.

Source: Adapted from Swarbrooke as cited by Mason (2008:115)

Recognition of tourists as role players in the management of tourism should go beyond acknowledging that they too just like the host communities can be impacted by tourism (Ivanovic *et al.*, 2009), and hence they should become part of tourism management and the solution to the undesirable impacts of tourism.

3.5.3 The role of the community

According to Panyik, Costa, and Rätz (2011:1352) in the past two decades community involvement in local policymaking has gained increasing attention as an alternative approach to rural development in the European Union (EU) (Barke & Newton, 1997; Clark, Southern, &

Beer, 2007; Diaz-Puente, Yague & Afonso, 2008; High & Nemes, 2007; Osti, 2000; Ray, 2000; Saraceno, 1999; Scott, 2002; Storey, 1999; Valentinov, 2008) and worldwide (Belsky, 1999; Curtis & Lockwood, 2000; Fox, 1995; Francis & James, 2003; Rigg, 1991). This is indicative of the need to make community involvement a permanent feature of tourism planning and management.

However, the level of stakeholder involvement varies between communities according to the interests and empowerment of the stakeholder groups. This is because there is not a definable single generic interest for the host community (Byrd, 2007). Rather, according to Robson and Robson as cited in Panyik, Costa, and Rátz, (2011) interests vary between and within communities stemming from different social roles, missions and value platforms (Robson & Robson, 1996). While all stakeholders cannot be and need not to be included in the decision-making process equally, all interests should be identified and understood (Donaldson & Preston cited in: Byrd, 2007; Getz & Timur, 2005). However, adopting integrated approaches does not guarantee a win-win situation for all stakeholder groups, but, as stakeholder theory suggests, these strategies will distribute both harms and benefits in a way that ensures the long-term support of all stakeholders (Freeman & McVea as cited in Panyik, Costa, and Rátz, 2011).

Two critical questions, however, still remain: “Why should the community be a key role player in tourism planning and management”, and “What is the actual or specific role of the community in tourism planning and management”? Tourism literature that promotes community involvement in tourism planning and management generally does not offer unified justification for the community’s participation and inclusion. The problem is further compounded by the limited suggestions of “how” the community should be involved. Weaver and Oppermann (2000:46), however, suggest that the rationale for community involvement is that the community is part of the democratic process. Burns (2004:38) is in agreement with this view that the immediate community and agencies for the natural and cultural environments should be the principal stakeholders here, and maintains that it is the immediate community that has to bear the brunt of any impacts. Hence all members of the host communities are affected directly by the positive and negative impacts of tourism (Robinson, Lück & Smith, 2013:227).

A summation of various tourism literatures specifies the actual role of the community in tourism as:

- Being the voice of those directly affected by tourism (Weaver & Oppermann, 2000:46)
- Seeking partnership opportunities with the established tourism private sector, voluntary groups and NGOs (Thetsane, 2010:96)

- Being the rightful owners, stewards and sustainers of natural and cultural heritage resources that have become tourist attractions, and which are essential to their cultural survival and livelihood (Robinson, Lück & Smith, 2013:227), and
- Being the main providers of tourism services to tourists (Ivanovic *et al.*, 2009:240)
- Representing interests and contributing knowledge and ideas (Gauteng Tourism Authority, 2006:48).

The urgency of involving the community in tourism management and planning, however, is not limited to the developed countries only. In the South African context there is a clear legal basis for stakeholder participation that is provided within the constitution and other national policies. This is because the legal framework for public and stakeholder participation is enshrined and anchored on the constitutional principles of free speech and rights to a healthy environment and secure livelihoods. The constitution explicitly stipulates that one of the objectives of municipalities is “To encourage the involvement of communities and community organisations in the matters of local government” (Gauteng Tourism Authority, 2006).

In addition to the constitution the South African Government has put in place other policies related to tourism planning that address stakeholder participation, with specific reference to communities, which among others include Batho Pele, National Environmental Management Act, Promotion of Access to Information Act, White Paper on Local Government, White Paper on Tourism Development and Promotion, South African Tourism White Paper (1996).

3.5.4 The role of industry (private sector)

According to Weaver and Lawton (2010:136) the tourism industry includes businesses that provide goods and services wholly or mainly for tourist consumption. In geographic terms it consists of the tourist-generating region, the transit route region and the tourist destination region (Leiper, 2004). The major role of the tourism businesses that exist within these geographic regions is to attract customers with its capital and the quality of its tourism offering (Department of Tourism, 2010:9). They also provide a link between tourists and destinations (Richard, 2007). However, the satisfaction of the needs of tourists is not the only objective because within this objective is the need for *responsibility* which is inextricably linked to sustainability.

It is interesting to note that currently there seems to be a growing interest, understanding and appreciation within the industry of the importance of supporting communities, assisting in their development and maintaining their individuality, hence their inclusion of community priorities amongst their objectives (Simpson, 2008:9). In essence a combination of conscience, pressure

(from NGOs and industry bodies such as UNWTO), necessity and desire for capturing growing markets seem to have resulted in the private sector's attention focused on communities, their needs and the impacts of tourism on their livelihoods.

The potential roles available to the private sector and tourism industry in the delivery of benefits to communities are now also better known as depicted in Figure 3.5.

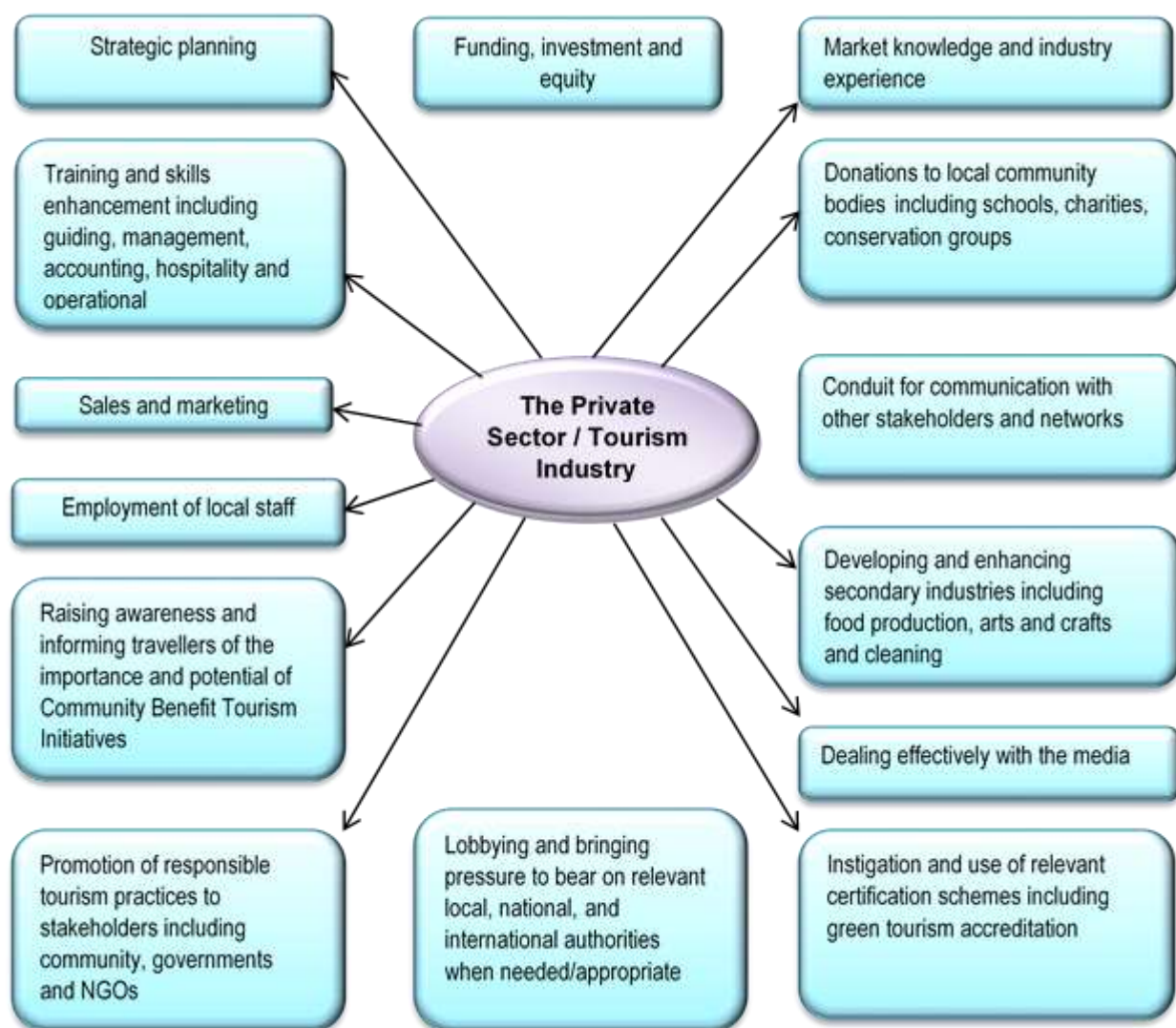


Figure 3-5: Potential roles of the private sector and the tourism industry in community benefit tourism initiatives

Source: Simpson (2008)

A summary of this figure reveals that the private sector roles include but are not limited to:

- Funding, investment and equity
- Training and skills enhancement including guiding, management, accounting, hospitality and operational
- Raising awareness and informing travellers of the importance and potential of Community Benefit Tourism Initiatives
- Promotion of responsible tourism practices to stakeholders including community, governments and NGOs
- Lobbying and bringing pressure to bear on relevant local, national, and international authorities when needed/appropriate
- Instigation and use of relevant certification schemes including green tourism accreditation
- Developing and enhancing secondary industries including food production, arts and crafts and cleaning
- Conduit for communication with other stakeholders and networks
- Donations to local community bodies including schools, charities, conservation groups
- Market knowledge and industry experience

Over and above the roles highlighted above, the private sector's primary role is to make profits and remain in business, in order for it to fulfil these others roles as they are normally not funded.

3.5.5 The role of other players

Besides the public sector, private sector (industry), community and tourists, there are other important role-players that often go unmentioned. These among others include regional and local tourism organisations, voluntary organisations, Non-Governmental Organisations (NGOs) and pressure groups, as well as the media. This list is, however, not exhaustive but merely descriptive.

3.5.5.1 National, regional and local tourism organisations

Among the voluntary organisations that play a significant role in the management of tourism in South Africa are national, regional and local tourism organisations. National tourism organisations or authorities are saddled with the responsibility of managing and marketing of

tourism, leisure and other recreational activities at a national level (UNWTO, 2004). Along similar lines, Regional Tourism Organisations (RTOs) can be referred to as organisations saddled with the promotion and marketing of a concentrated tourism destination (UNWTO, 2004; Wang, 2011); and creating awareness of the social and environmental issues associated with tourism (Ryan & Zahra, 2010). In South Africa, for example Regional Tourist Organisations (RTOs) that are membership-based organisations typically aligned with the district municipalities; aim to enhance tourism in their respective regions mainly through marketing initiatives. Some RTOs run visitor information centres. At the local level are also Local Tourism Organisations (LTOs) which basically do the same functions as the RTO, albeit at a local level. Most South African LTOs run local publicity associations.

3.5.5.2 Voluntary organisations

In South Africa there are also the following organisations among others which play an important role in tourism management:

- South African Tourism (SAT) whose main responsibility is Marketing SA internationally and domestically (Bouwer, 2015);
- South African National Parks (SANPARKS) which are tasked with managing national parks in SA and thus balancing access with conservation (Bouwer, 2015);
- Tourism Enterprise Partnership (TEP) which is a public-private partnership promoting the development and growth of tourism SMMEs (Bouwer, 2015);
- Southern Africa Tourism Services Association (SATSA) which is a member driven organisation representing the private sector of the incoming tourism industry (Bouwer, 2015);
- The Association of South African Travel Agents (ASATA) which is a non-profit association representing the interests of travel agents (Bouwer, 2015);
- Tourism Business Council of South Africa (TBCSA) which is a voice of the tourism business sector concerned with developing strategies that create an enabling environment for tourism development (Bouwer, 2015);
- Federated Hospitality Association of South Africa (FEDHASA) which is a member-driven organization representing the SA hospitality industry (Bouwer, 2015);
- Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA) which is concerned with skills development. Its main function is to contribute

to the raising of skills – to bring skills to the employed, or those wanting to be employed, in their sector (Bouwer, 2015);

3.5.5.3 Media

Mason (2008:132) maintains that the different media potentially have a key role in tourism planning and management. This is because much of the media deals directly or indirectly with tourism. In several countries it is becoming more and more common for television channels to show “travel shows”. For example in South Africa, there have been various lifestyle and or travel-related TV shows over the years that include programmes such as Shot left, Top Billing that have aired relatively uncritical shows that overtly or covertly promote travel and/or destinations. Several newspapers in each country also use a similar approach. There are also a significant number of travel-related magazines and radio programmes, and much travel information is now available on the World Wide Web. Presently there are many types of television programmes and several magazines that have an indirect travel component (Mason, 2008:132).

The significant role that the media can play in the management of tourism is recognised in the White Paper on Sustainable Tourism Development and Promotion in the Western Cape (2002:46-61), which summarises the roles as well as areas of cooperation with the media such as:

- Working with the SAPS and media to publicise successes in the fight against crime and lawlessness in a bid to increase tourism safety and security
- Working to develop media understanding of tourism matters, by encouraging the media to participate in addressing the equity gap in tourism, and to promote smaller and rural tourist ventures
- Providing sound, well-structured material to the media
- Building relationships between the tourism marketing agency and the local media
- Working with the media to project a positive self-image of the province and the people's will to succeed in the competitive environment of today's global tourism industry
- Providing tactical marketing opportunities for private businesses that could include attendance at exhibitions, and participation in journalist and media programmes.

3.5.5.4 Non-governmental organisations and pressure groups

Authors such as Jamal and Getz, as well as Murphy, as cited in Simpson (2008:7), contend that the inclusion of NGOs as one of many stakeholders in the processes and management of tourism initiatives can bring about more sustainable and prolonged benefits to communities. Hence NGOs have numerous positive roles to play in the delivery of benefits to communities through tourism initiatives that range from investment and equity holding in projects to capacity building, advocacy, campaigning and consultancy (Kalisch, 2001).

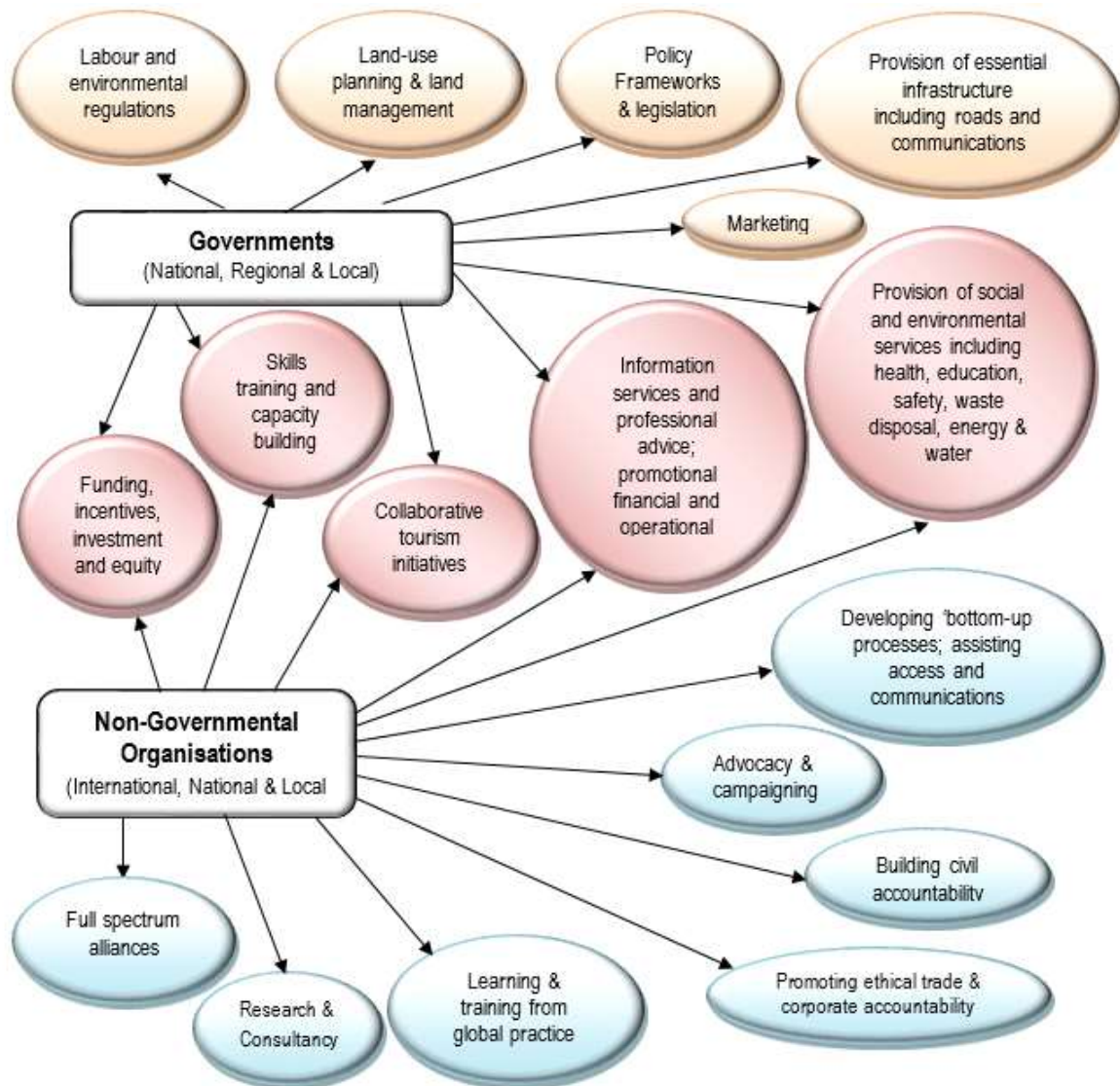


Figure 3-6: Potential roles of Government and NGOs in determining the type and levels of benefit derived by communities from tourism

Source: Simpson (2008)

NGOs also have a vital role to play in building civil accountability, consultancy, providing full-spectrum alliances through increasing networking, resource sharing and 'deep engagement'

(Jepson, 2005). They may also take responsibility for conducting important research, providing funds for consultants, taking up equity, building capacity within the community and triggering skills transfer opportunities (Simpson, 2008:7).

However, Simpson (2008:7) indicates that the roles of NGOs and governments in providing benefits for communities often overlap (see Figure 3.6). The specific areas where the roles of NGOs and government overlap, thus providing a reason for partnerships and collaboration are: funding, incentives, investment and equity; skills training and capacity building; collaborative tourism initiatives; information services and professional advice; promotional financial and operational; provision of social and environmental services including health, education, safety, waste disposal, energy and water.

At present there are a number of international initiatives and pressure groups that are helping to focus consumer and trade attention on “Responsible Tourism”. Some of these initiatives are listed in Table 3.8. The role of these organisations cannot be underestimated since the effective management of the tourism industry often depends on these initiatives. For example the WTO initiated Global Code for Ethic for Tourism has been instrumental in promoting responsible action with the industry, thus working for sustainability.

Table 3-8: Some International Initiatives related to responsible tourism

World Tourism Organisation (WTO) Global Code of Ethics for Tourism	Global Code of Ethics for Tourism (www.world-tourism.org)
United Nations Environment Programme (UNEP)	Principles for Implementation of Sustainable Tourism (www.unep.org)
International Hotels Environment Initiative	www.ihei.org
Overseas Development Institute, International Institute for Environmental Development and the International Centre for Responsible Tourism	Pro-poor Tourism (www.propoortourism.org.uk)
Tourism Concern	Corporate Social Responsibility Initiative (www.tourismconcern.org.uk)

Source: South Africa - DEAT (2002:10)

3.6 PARTNERSHIPS AND COLLABORATION IN SUSTAINABLE TOURISM MANAGEMENT

According to Murphy, (2001:81-111) the partnership and collaboration process for tourism planning and management has been advocated by many scholars. For example Li and Tian (2005:16-20) argue that sustainable tourism may be achieved through partnerships and collaboration of different stakeholders in tourism management. Bramwell and Lane (2000:230-232) also contend that partnerships and collaborative planning and management are mostly considered to involve dialogue among the participating stakeholders and thus has the potential to lead to negotiation, shared decision-making and consensus-building about planning goals and actions. In recent times Jamal and Dredge (2015:191) also contended that collaborative networks and linkages between SMEs and communities, as well as between key stakeholders, including policymakers and funding organisations, are considered to be vital to effective community-based tourism in rural areas. Hence tourism businesses are often engaged in relationships where both competitive and cooperative relationships co-exist (Komppula, 2014:363).

These partnerships are on-going arrangements between two or more parties and are based on satisfying mutually identified needs, hence the partnerships are characterised by durability over time, inclusiveness, cooperation and flexibility (Mason, 2008:189-207). Partnerships and collaboration in tourism have been advocated because of the perceived benefits they can bring. To this effect, Bramwell and Lane (2000:12-20) argue that there might be synergistic gains from sharing resources, risks, and rewards from the “prioritisation of collaborative advantage” rather than “individual competitive advantage”.

Bennett *et al.* (2005:334) believe that partnerships and collaboration may provide effective mechanisms for community involvement in tourism management that is done through a selection of key stakeholders to represent the various public interests. Therefore in order for the community to be competitive and part of the ever-changing tourism industry, there is a need for much greater collaboration and partnerships at the local level than what is currently the practice. However, in order to ensure that the partnerships do not fail, it is important to take into consideration the potential benefits of collaboration and partnerships (see Table 3.9) as well as the potential problems of collaboration and partnerships (see Table 3.10).

Table 3-9: Potential benefits of collaboration and partnerships

POTENTIAL BENEFITS OF COLLABORATION AND PARTNERSHIPS IN TOURISM PLANNING
• The involvement of several stakeholders may increase the social acceptance of policies, so that implementation and enforcement may be easier • More constructive and less adversarial attitudes might result as a consequence of working together • Parties who are directly affected by issues may bring their knowledge, attitudes and other capacities to the policy-making process • Creative synergy may result from working together, perhaps leading to greater innovation and effectiveness
• Partnerships can promote learning about work, skills and potential of the other partners, and also develop the group interaction and negotiating skills that help to make partnerships successful • Parties who are directly involved in policy-making may have a greater commitment to putting the resulting policies into practice • There may be greater consideration of the diverse economic, environmental and social issues that affect the sustainable development of resources • Non-tourism activities may be encouraged, leading to a broadening of the economic employment and societal base of a given community or region • Decision-making power and control may diffuse to the multiple stakeholders that are affected by the issues, which is favourable to democracy

Source: Bramwell and Lane (2000:9-19)

Table 3-10: Potential problems of collaboration and partnerships

POTENTIAL PROBLEMS OF COLLABORATION AND PARTNERSHIPS IN TOURISM PLANNING
• Those stakeholders with less power may be excluded from the process of collaborative working or may have less influence on the process • Power within collaborative arrangements could pass to groups or individuals with more effective political skills • Some key parties may be uninterested or inactive in working with others, sometime because they decide to rely on others to produce the benefits resulting from a partnership
• The involvement of democratically elected government in collaborative working and consensus building may compromise the ability to protect public interest • Collaboration may increase uncertainty about the future because the policies developed by multiple stakeholders are more difficult to predict than those developed by a central authority • The vested interests and established practices of the multiple-stakeholders involved in collaborative working may block innovation • The need to develop consensus, and the need to disclose new ideas in advance of their introduction, might discourage entrepreneurial development.

Source: Bramwell and Lane (2000:9-19)

The existence of some advantages of partnerships should not detract from the fact that they bring together different players in tourism for the idealised benefit of all. In light of this mutual benefiting, it can be concluded that involvement and participation of the local community, and its empowerment in all tourism related activities, development of community awareness and education, and partnerships and collaboration in tourism management must be key components of a sustainable tourism development process (Thetsane, 2010:118).

3.7 SUSTAINABLE DESTINATION/PRODUCT DEVELOPMENT AND DESTINATION MANAGEMENT

Sustainable management of tourism in communities must of necessity begin with destination or product development that is sustainable. This section therefore seeks to discuss destination and/or product development from a sustainable approach, which ultimately will lead to

sustainable tourism management. Hence, according to Pearce and Schänzel (2013:137), tourism development has been complemented by a growing body of research on destination management. Thus the former is linked to the latter.

3.7.1 Sustainable destination management

As with tourism, there are contesting views about the notion of destinations. While some define a destination as a place where visitors spend the night, tourists define the edges of destinations by the activities and facilities available within the perceived destination area and its topography (Robinson *et al.*, 2013:297).

Fletcher, Fyall, Gilbert and Wanhill (2013:118) coming from a different angle contend that “The destination is the core of a wider tourism system because it represents an amalgam of tourism products that collectively offer a destination ‘experience’ to visitors”. Hence for consumers of leisure tourism in particular, the destination forms a primary motivating factor behind the consumer’s decisions and expectation. Yet despite this there is still a disagreement among experts regarding the definition of destinations or what constitutes destination management (Pearce & Schänzel, 2013:137).

To arrive at an acceptable definition of a destination Fletcher *et al.* (2013:118) suggest that it requires the introduction of both supply-side definitions, which identify the destination as ‘a well-defined geographical area which is understood by its visitors as a unique entity with a political and legislative framework for tourism marketing and planning’ (Buhalis, 2000:98), as well as demand-side definitions which define destinations as ‘places towards which people travel and where they choose to stay for a while in order to experience certain features or characteristics (Leiper in Buhalis, 2000:98). This dual approach to defining destinations is unavoidable because destinations are complex and difficult to manage, even though their importance in the entire tourism system calls for efficient and effective management of destinations to be made a key priority for tourism professionals across the world. For this reason, it is imperative that a systematic interdisciplinary approach is adopted for analysis, planning, management and control of destination development (Manente & Minghetti, 2006:230).

To achieve this goal Pritchard *et al.* (2011) argue that the very future of destinations, particularly when the focus is on countries and major cities, depend on what might be termed “mindful development”. Morgan (2012:8) in agreement with this suggests that whilst destination management and marketing might be largely focused on enhancing how the outside world sees tourism destinations, their long-term success hinges on productive and ethical internal coalitions between civil society, government and the business sector. Hence, according to Pearce and Schänzel (2013:137), tourism development has been complemented by a growing body of

research on destination management. Accordingly they have identified the following three groups of researchers who focus on different areas of destination management:

- The first group emphasizes the need for destination management in order for destinations to be competitive and sustainable and discuss the activities that need to be undertaken to achieve these goals (Dwyer & Kim, 2003; Merinero Rodríguez, 2008; Presenza, Sheehan, & Ritchie, 2005).
- The second group examines the structures and processes that are required to manage destinations effectively (Bieger, Beritelli & Laesser, 2009; Bodega, Cioccarelli & Denicolai, 2004; Sainaghi, 2006).
- The third group focuses on the stakeholders that need to be considered when managing destinations (Bornhorst *et al.*, 2010; Fuchs & Weiermair, 2004; Wang, 2011; Zehrer *et al.*, 2005).

Destination management, therefore, can be a diverse and complex task. Table 3.11 details the different sustainable destination management functions that have been proposed by different authors over the years. These functions can be classified into the following broad categories: (a) planning and development, (b) marketing and branding, (c) visitor and tourism management, (d) research, information management and knowledge-building, and (e) Resource stewardship, environmental management. If these functions could be performed circumspectly, the destination management organisations can contribute meaningfully to the sustainability of a tourism product for the ultimate benefit of the community.

Table 3-11: Destination Management Functions

FUNCTIONS	AUTHORS
Destination marketing, branding and positioning	Aberg (2014); Anderson (2000); Crouch and Ritchie(1999); Laesser and Beritelli (2013); Longjit and Pearce (2013); Morrison (2013), Pearce and Schänzel (2013); Pearce (2014b); Pechlaner; Herntrei and Kofink (2009); Ryglová (2008) and WTO(2007)
Destination planning, monitoring and evaluation	Aberg (2014); Crouch and Ritchie (1999); Dwyer and Kim (2003); Fuchs and Weiermair (2004); Laesser and Beritelli (2013); Morrison (2013), Pearce (2014b); Ryglová (2008) and WTO (2007)
Product development	Ivanis (2011); Laesser and Beritelli (2013); Morrison (2013); Pearce (2014b); Pechlaner <i>et al.</i> (2009); Risteski, Kocovski and Arnaudove (2012); and WTO (2007)

FUNCTIONS	AUTHORS
Research, information management and knowledge-building	Anderson (2000); Crouch and Ritchie (1999), Morrison (2013); Pavlovich (2003); Pearce (2014b) and WTO (2007)
Resource stewardship, environmental management	Crouch and Ritchie (1999); Dwyer and Kim (2003); Fuchs and Weiermair (2004); Longjit and Pearce (2013); Pavlovich (2003); Risteski <i>et al.</i> (2012); and Ryglová (2008)
Visitor management, managing the visitor experience, adventure risk management, safety management	Anderson (2000); Crouch and Ritchie (1999); Longjit and Pearce (2013); Pavlovich (2003); Pearce and Schänzel (2013); and Risteski <i>et al.</i> (2012)
Relationship building	Crouch and Ritchie (1999); Dwyer and Kim (2003), Morrison (2013) and WTO (2007)
Human resource development, training	Dwyer and Kim (2003); Longjit and Pearce (2013); Pearce (2014b) and WTO (2007)
Organizational responsibility, leadership and partnership	Anderson (2000); Crouch and Ritchie (1999); Risteski <i>et al.</i> (2012)
Specific decisions and actions	Hawkins (2004); and Sainaghi (2006)
Lobbying	Laesser and Beritelli (2013)
Service coordination	Laesser and Beritelli (2013)
Information provision	Pearce and Schänzel (2013)
Regulating and channelling tourism pressure	Laws (1995)
Managing phases in the life cycle of a district (e.g. re-launch or start-up)	Sainaghi (2006)
Managing particular problems (e.g. carrying capacity)	Sainaghi (2006)
Business support	WTO (2007)

Source: Pearce (2015:2)

3.7.2 Sustainable destination/product development

Tourism destination development can be defined as the activities involved in developing an overall strategy for the destination that generates value for the individual actors (Haugland, Ness, Grønseth & Aarstad, 2011:270). However, development that is sustainable is a gradual and ethical process since it is guided by constant and conscious monitoring. In the absence of caution the outcome of development may be superficial at best, and calamitous at worse. Therefore the discernment of the purpose and limits of destination development are crucial for

its sustainability (Singh, 2008:1152). It is therefore clear that destinations and products that are developed with little consideration for resource sensitivity and market sensibility soon digress into unbecoming spatial developments that threaten their own economic and environmental viability. This therefore calls for destinations to choose their development paths carefully and to constantly monitor the stages of destination tourism development in order to ensure sustainability. This section considers destination/product development firstly from a *managerial* angle and then from a *developer* angle.

Destination/product development from a managerial angle

According to Weaver and Lawton (2010:267) the idea that destinations can experience a process analogous to birth, growth, maturation, decline and then perhaps death and rejuvenation is embodied in the concept of the destination cycle which was developed by Butler, drawing from earlier research. The S-shaped resort cycle or Butler sequence proposes that tourist destinations tend to experience five distinct stages of growth namely, exploration, involvement, development, consolidation, stagnation. The next stage after stagnation would depend on the response of destination managers where various scenarios would be possible including continued stagnation, decline and/or rejuvenation (Weaver & Lawton, 2010:267; Mason, 2008:29).

It is the view of this research that the achievement of a state of rejuvenation of tourism destinations, as opposed to stagnation or decline, can come about as a direct result of adopting sustainable development practices in the concerned destination. As demonstrated in Table 3.12 which depicts the changing characteristics of tourism within the Butler sequence as adapted from Weaver and Lawton, (2010:267), reveals that the more tourism development in a destination approaches the consolidation/stagnation stage, the more the welfare of the local community becomes worse off. The following few examples suffice to demonstrate this argument:

- Locals lose ownership of tourism operations to non-locals as tourism development moves closer to maturity, thus reducing the participation of locals;
- The more developed the area becomes the more seasonal it becomes, thus disadvantaging the locals with irregular employment;
- The briefer the stays of tourists as the area becomes more developed means the locals have less opportunity to have contact with the tourists or sell their goods to them;
- The higher the stage of tourism development, the less the multiplier effect, thus depriving the locals from receiving the economic trickledown effects;

- As the tourism development of area becomes more advanced, the economic leakage out of the region becomes more, thus depriving the local economy of the much needed revenue; and
- The locals become apathetic and even antagonistic towards tourists when tourism development is at an advanced stage, and probably when it is not planned for properly.

Hence policy-makers must study and take note of the characteristics of the consolidation stage in order to correct them and manage destination sustainably for the benefit of societies, industry government and all other stakeholders.

Table 3-12: Changing characteristics within the Butler sequence

VARIABLE	EXPLORATION	INVOLVEMENT	DEVELOPMENT	CONSOLIDATION / STAGNATION
Ownership of operations	Local	Local, some non-local	Mainly non-local	Non-local
Psychographics of market	Allocentric	Allocentric-midcentric	Mid-centric-psychocentric	Psychocentric
Seasonality	None	Emergent	Seasonal	High seasonal
Length of stay	Extended	Relatively long	Relatively short	Brief
Economic status of tourism	Insignificant	Minor, supplementary	Dominant	Overwhelming dependency
Tourism-derived revenue	Insignificant and stable	Small and growing	Large and growing	Large and stable
Multiplier effect	Extremely high	High	Declining	Low
Leakages	Local	Mainly local	Mainly non-local	Non-local
Irridex	Pre-euphoria	Euphoria	Apathy (early), annoyance (later)	Antagonism, then resignation

Source: Adapted from Weaver and Lawton (2010:269-270)

In addition to a careful analysis of the *stages* of tourism development, it must be borne in mind that destination development is an integrative, multilevel phenomenon that addresses the development of strategies spanning individual actor boundaries. Hence an integrative multi-level

perspective can contribute to developing a sound theoretical foundation for strategic development of tourism destinations” (Haugland *et al.*, 2011:282).

Destination/product development from a developer angle

Singh (2008:1152) argues that a closer look at tourism development practices reveals that related and/or unrelated developmental activities which accompany tourism growth tend to betray the very purpose of tourism. Consequently, it is recommended that interest groups focus their attention on the long-term viability of the core product to avoid unacceptable product innovation. However, Benur and Bramwell (2015:220) contend that the diversification, intensification and linkage of these products can be crucial for the competitiveness and sustainable development of destinations. This means that sustainable destination and product development hinges on the choice of whether or not to diversify, intensify and link the tourism product and the extent to which such actions should be carried through.

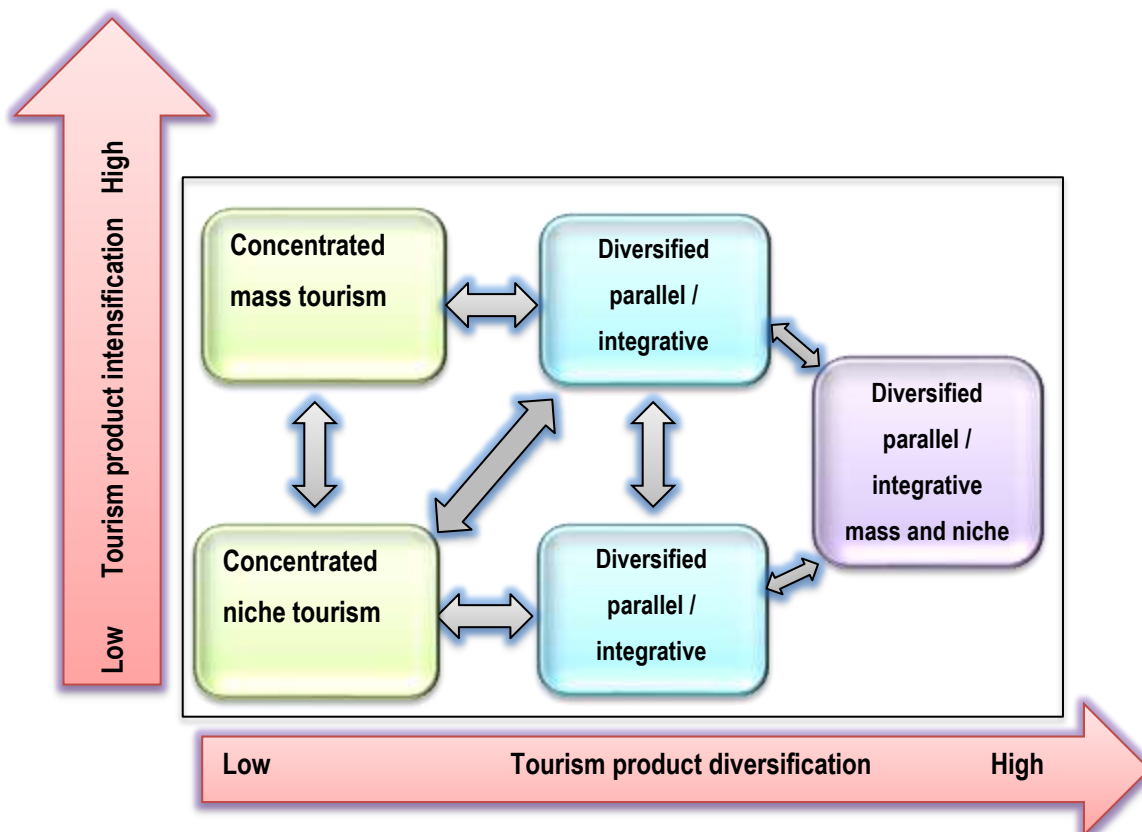


Figure 3-7: Framework of tourism product development options in destinations

Source: Benur and Bramwell (2015:220)

Benur and Bramwell (2015:220) suggested a framework that demonstrates the solution to this dilemma (see Figure 3.7) whereby developers can choose to pursue either (a) “low” or “high” *product intensification* representing niche tourism versus mass tourism or (b) “low” or “high” *product diversification* representing a low concentrated to highly diversified tourism product.

Concentrated mass tourism: this strategy involves tourists being attracted to the destination in large numbers based on a single or just a few primary tourism products which are intensively developed and used (Benur & Bramwell, 2015:221).

- **Concentrated niche tourism:** this option represents a destination with one or very few primary tourism products that attract a fairly small number of tourists (Benur & Bramwell, 2015:221). It may occur at an early stage of tourism development, when limited numbers of tourists discover a new destination and when a few local businesses recognize this activity as an economic opportunity (Godfrey & Clarke, 2000; Weaver, 2000).
- **Diversified parallel/integrative mass tourism:** With this strategy the destination products are largely based on intensively developed and used primary tourism products.
- **Diversified parallel/integrative niche tourism:** in this form of product diversification the primary tourism products in a destination are largely based on a number of niche market small-scale products.
- **Diversified parallel/integrative mass and niche tourism:** a destination combining both mass and niche tourism products (Benur & Bramwell, 2015:222).

In conclusion, it can be said that management of tourism destinations is crucial because destinations present complex challenges for management and development due to the fact that they serve a range of needs of tourists and tourism-related businesses as well as the resident community, local businesses and industries (Howie, 2003:73). Hence it can be argued that to achieve sustainable development in a destination area, destination management requires collaborations and partnerships of all stakeholders to manage the destination area (Thetsane, 2010:85).

3.8 CONCLUSIONS

The purpose of chapter 3 was to fulfil the second objective which was to analyse the social impacts of tourism, sustainable tourism development and other related aspects of tourism development by means of a comprehensive literature review. This objective was fulfilled by firstly laying a foundation through an investigation of sustainable tourism principles and sustainable tourism development. This was followed by a study of the nature of social impacts and factors influencing them as well as the techniques to achieve sustainable tourism development. An identification of tourism role-players and their roles in tourism management was also made. In order to learn more about sustainable management of impacts, a review of partnerships and collaboration in tourism development and management was done followed by

an analysis of sustainable product development and destination management in the context of managing the impacts of tourism.

After thus fulfilling the second objective of the study and in retrospect of its findings, it could be concluded that community tourism is more than just tourism *in* communities, but also tourism *about* communities, tourism *for* communities as well as tourism *by* communities. Therefore communities are not mere objects of tourism but should be participants of tourism in the form of decision makers, owners and employees. For tourism to be meaningful, the participation of the community and other role-players needs to be qualitative in order for them to appreciate tourism development and appreciate the positive benefits that tourism brings to them. Meaningful community participation in tourism also takes into cognisance the impacts of tourism both negative and positive, investigates their causes and seeks their mitigating factor as well as ways to ameliorate them.

It has been observed that tourism can be used as a development tool by communities in as much as tourism activities rely heavily on communities. However, in order for communities to participate meaningfully in tourism, they need to have community-based tourism initiatives which accrue benefits which among others include *economic benefits*, *environmental benefits*, as well as *socio cultural benefits*.

The long-term sustainability of tourism depends to a large degree on governments, community leaders and tourism professionals to strive to maximise its benefits as well as to mitigate its costs, hence participation of all stakeholders in tourism management is necessary. These stakeholders include governments, the community, the private sector, the tourists and other stakeholders such as NGOs, the media and voluntary organisations. The collaboration of all these stakeholders in the effective and sustainable management of tourism is also necessary.

With all the literature analysed it is still evident that a recipe for success in implementing tourism in communities is not yet evident which can be due to various factors; one being the significance of each destination and community, which requires more in-depth analysis of a case study such as in the case of Phokeng. The literature analysis of this chapter has also revealed six community components that will inform the construction of the qualitative in-depth interviews, and the quantitative community surveys as well as to form the basis for the Sustainable Community-Based Tourism (SCBT) model. These components are positive impacts, negative impacts, tourism awareness, the role of the government, the role of the private sector, and community participation. It is hoped that these components will show direct and indirect correlations to each other in managing the tourism industry. Chapter 5 therefore presents the results of the empirical study that seeks to investigate these relationships.

CHAPTER 4: RESEARCH METHODOLOGY

4.1 INTRODUCTION

While the previous two chapters presented an integrative literature review that dealt with the theoretical aspects of this study, the purpose of this chapter is to discuss the research methodology that has been used. Both the presentation and defence of the methodologies used are critical to the usefulness and trustworthiness of the results presented later in chapter 5. The description of the methodologies will also examine the reasons why particular methods were used as opposed to others, as well as highlight challenges experienced during the course of the research and the steps taken to overcome those challenges.

A three-pronged approach to research was used in this study, namely (i) a literature analysis which is divided into two comprehensive chapters, as well as a triangulation of (ii) qualitative and (iii) quantitative methods (mixed methodology) which will be discussed hereafter in that specific order.

4.2 LITERATURE ANALYSIS

In qualitative research, researchers use the literature in a manner consistent with the assumptions of learning from the participant, and not by prescribing the questions that need to be answered from the researcher's stand point (Creswell, 2014:29). A literature review that is conducted for research purposes is essentially a systematic, explicit and reproducible method for identifying, evaluating, and synthesizing the existing body of recorded work that is produced by researchers, scholars and practitioners. To achieve this, Fink (2014:3-4) suggests that seven tasks be performed, namely: selecting research questions; selecting bibliographic or article databases; choosing search terms; applying practical screening criteria; applying methodological screening criteria; doing the review; and synthesizing the results. Although there is no single way to conduct a literature review, many scholars proceed in a systematic fashion to capture, summarise and evaluate literature (Creswell, 2014:31).

There are, however, four valuable reasons associated with conducting a literature review that Neuman (2006:111) suggests, which this study was cognisant of, namely: to demonstrate familiarity with the body of knowledge; to show the path of a priori research; to integrate and summarise what is known; and to learn from others and to stimulate new ideas. Hence in the conduct of this study, types of literature review such as self-study reviews; context reviews; historical reviews; theoretical reviews; methodological reviews; and integrative reviews were also considered (Neuman as cited in Jennings, 2010:306). Finally, the type of review that was found to be best suited for this study was a theoretical review because it enabled the researcher

to compare and contrast different theoretical perspectives on the same study phenomenon. Figure 4.1 provides a diagrammatical overview of this process, which was a progression from collection of sources, classification and eventually analysis of the information gathered.

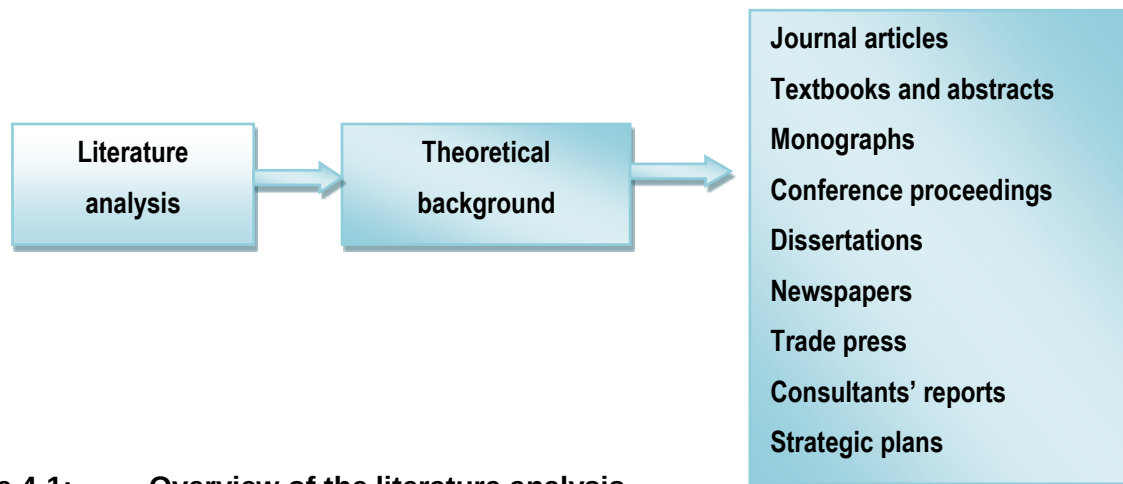


Figure 4-1: Overview of the literature analysis

The content of the literature reviewed in chapter 2 sought to investigate community tourism, community awareness of tourism, involvement and participation of the community in tourism management, various community tourism models while in chapter 3 it sought to investigate sustainable tourism and the role played by the government and the private sector in managing tourism destinations. In addition to the secondary sources, the online databases that were used included among other sources, Science Direct, EBSCO, ProQuest, Emerald, Springerlink, Sage, and JStar (Hospitality and Tourism Index). The next section reviews the importance of research ethics and how they were applied to this study.

4.3 RESEARCH ETHICS

A discussion of tourism research must address ethics because it is essential to ensure that the study subjects are not compromised by the research or made unwitting participants. Hence researchers are ethically required to seek permission from relevant gatekeepers such as human resources boards, national and local government etcetera., and to reveal their research aims to the communities they are studying (Adams, 2012:342).

Besides seeking permission, there is a requirement for researchers to follow ethical guidelines in the conduct of the research. According to Neuman (2006:141) most research ethics guidelines originate from the Nuremberg Code which was developed and used in the course of investigations and hearings dealing with Nazi war crimes and is associated directly with medical experiments. The Nuremberg Code, however, has been applied to a wider context of social research involving human participation. The two other codes that have influenced the research process are the 1948 Universal Declaration of Human Rights, which have been promulgated by

the United Nations; and the 1964 Declaration of Helsinki (Neuman, 2006:142). Multiple other codes are used internationally or in specific countries.

Institutional Review Board (IRB) committees also exist on campuses and they require researchers to assess the potential for risk to participants in a study (Creswell, 2014:95). Sarantakos (2013:16) agrees that despite their diversity, codes of ethics focus on the following issues: physical and mental harm to the respondents, covert or hidden research, and invasion of privacy, violation of anonymity and confidentiality, deception, coercion, plagiarism, and fabrication or concealment of findings. When conducting this research, in addition to considering the afore-mentioned issues, care was taken to abide by the following additional codes of ethics as expressed by Jennings (2010:99):

- Voluntary participation by the participants
- Informed consent given by the participant after being provided with oral and/or written information about the research
- The right of individuals to refuse to answer any question
- The right of participants to withdraw from the research at any time during its conduct, and
- The right of the participants to access the research findings.

4.3.1 Researcher's ethical responsibility to the scientific community

The ethical responsibilities of a tourism researcher to the scientific community encompass three areas, namely: the protection of the rights of the individual; the protection of the reputation of the scientific community; and the production of ethical research (Jennings, 2010:104). The researcher of this study being cognisant of the fact that he belongs not only to the tourism and hospitality research community but to a larger scientific community comprising all disciplinary areas, followed the applicable rules for the ethical conduct of research. Upon satisfactory answers to the research ethics questions asked, the Research and Knowledge Management Department of the Royal Bafokeng Administration gave the researcher permission to conduct research in the Royal Bafokeng Nation (see Appendix 1).

4.3.2 Researcher's ethical responsibility to research participants

The tourism researcher's responsibility to the participants is to ensure that they do not experience any harm during the course of the research project, where harm can be defined as physical harm, psychological harm, legal harm and other harm (Neuman, 2006:132-135). In this research no physical harm was inflicted on the participants as the research did not involve any

human experiments. The research did not cause participants to experience anxiety or embarrassment nor did it generate feelings of inferiority or stress, hence there was no psychological harm. Due to the confidentiality promised to the participants, there was no legal harm or any other harm to the participants.

4.3.3 Informed consent

Burns, as cited by Jennings (2010:109) explains that informed consent is the most fundamental ethical principle that is involved in research because participants must understand the nature and purpose of research and must participate without coercion. In light of this, care was taken to receive verbal consent for both the qualitative aspect of the study (cf. 4.4.1.2) and the quantitative part (cf. 4.4.2.2). Participants were either directed to the informed consent statement in the introductory part of the community surveys, or had it read and explained to them. The interviewees of the in-depth surveys were also informed of the intent and ramifications of the research before each interview. Anonymity and confidentiality were ensured in all cases.

4.4 EMPIRICAL ANALYSIS

A triangulation method that employed the use of both the qualitative and quantitative methods was used. Triangulation is a research methodology – part of mixed methods design – that involves combining several qualitative methods or combining quantitative and qualitative methods, where the combination of such methods allows for one method compensating for the weaknesses or blind spots of the other (Gray, 2014:196). However, such methods remain autonomous and operate side by side (Flick, 2009). The particular mixed methodology used started with qualitative followed by quantitative. In agreement with Gray (2014:200), this approach was used so that the results of the qualitative study could be used to inform the quantitative phase. Thus the qualitative stage in this research should be seen as having a developmental purpose. Figure 4.2 depicts the process of empirical research.

4.4.1 Qualitative methodology

According to Jennings (2010:166), in tourism research there are a number of theoretical positions that inform how a qualitative methodological framework in research design can be used. Notable among these theoretical positions are:

- *Symbolic interactionism*, which looks at how humans act in relation to events, objects and others based on a system of meaning associated with each, which are generated by social interaction such as group discussions and interviews in the research process (Patton, 2002:112);

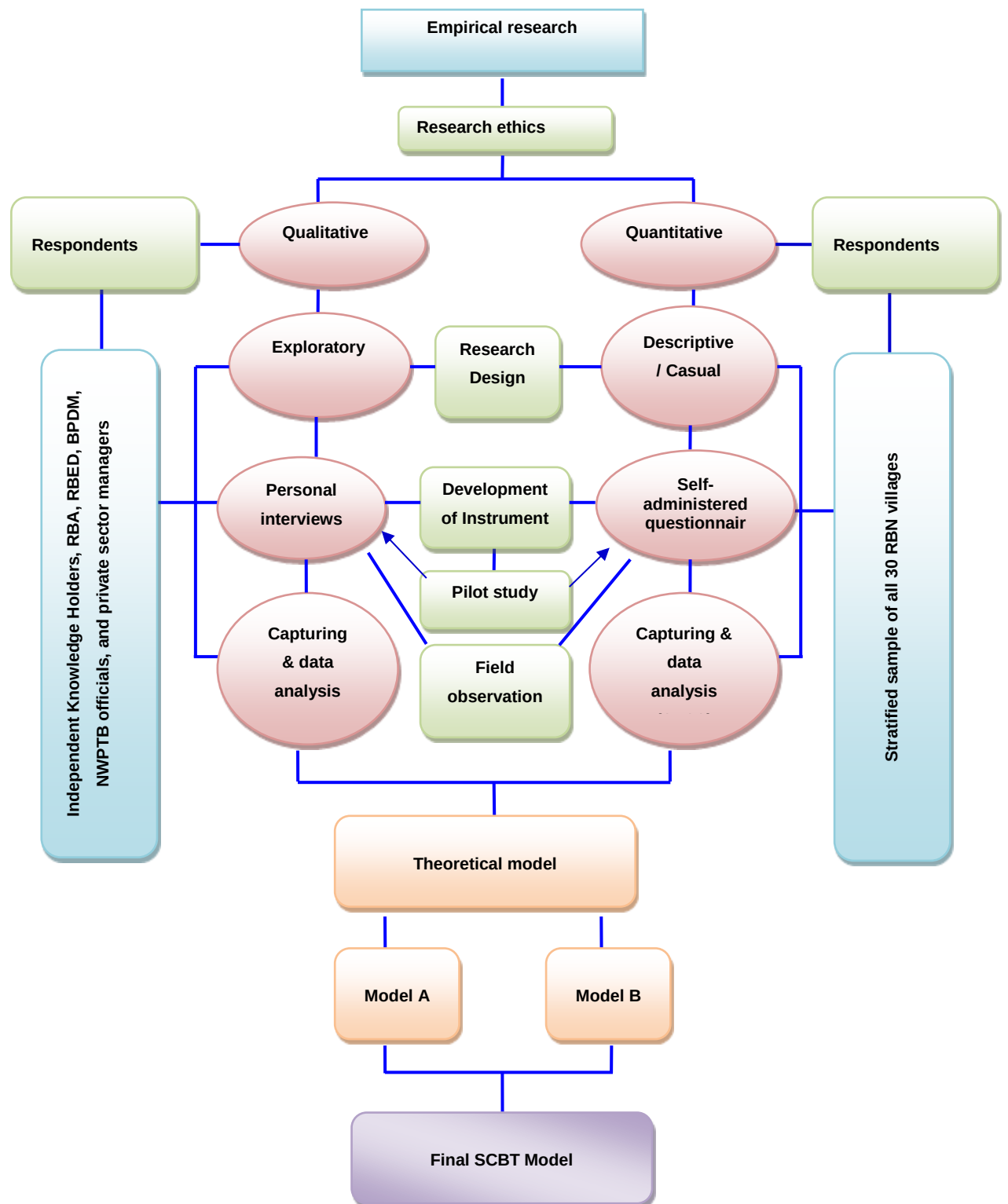


Figure 4-2: Empirical research

- *Phenomenology*, which “focuses on the way people interpret the actions of others, how they make sense of events and how, through communication, they build worlds of meaning” (Bouma, as cited by Jennings, 2010:167);
- *Ethnography*, which describes a group or culture and details the ethnographers’ “ethnographic presence” in order to indicate how close they were to the research subjects
- *Grounded theory*, which is “both a theoretical position as well as a method of interpreting/(re)constructing empirical materials and ‘realities’” (Jennings, 2010:168);
- *Ethnomethodology*, which “gets at the norms, understandings and assumptions that are taken for granted by people in a setting because they are so deeply understood that people do not even think about why they do what they do (Patton, 2002:111). Ethnomethodologists use in-depth interviews and participant observation as methods of research.

The theoretical position used in the qualitative part of this study is ethnomethodology and the methods used to collect qualitative data were the semi-structured in-depth personal interviews as the primary data-collection method, and participant observation which was not seen as a separate method but as a supplementary technique to add breadth and depth to the qualitative research and later to the quantitative research.

4.4.1.1 Sample framework and sampling methods – qualitative research

Sampling refers to the selection of units such as people, organisations, locations and events, for inclusion in a research project so that it can be studied (Phillips, 2014:541). Different sampling methods are used in qualitative research which is generally based on non-probability sampling (Nieuwenhuis, 2012:79). The following non-probability sampling methods are often used in research:

- **Stratified purposive sampling:** selects participants according to pre-selected criteria or defining characteristic relevant to a particular research question that also makes them holder of the data needed for the study
- **Criterion sampling method:** implies that the researcher decides at the design stage of the study the typical characteristics of the participants to be included as well as their number.
- **Snowball sampling (chain referral sampling) method:** is a method whereby participants with whom contact has been made are used to penetrate their social networks to refer the researcher to other participants who could contribute to the study.

- **Convenience sampling method:** is a haphazard, accidental sampling method that does not have a systematic selection process.
- **Expert sampling method:** is where people whom the researcher deems to be ‘experts’ and who have specialist knowledge with which to make informed opinions or comments are identified.
- **Quota sampling method:** involves the researcher calculating a set number of participants for inclusion in the sample based on some predetermined ‘variable’ inherent in the overall study population (Nieuwenhuis, 2007:79; Jennings, 2010: 139-140).

Non-probability sampling was particularly suitable for the qualitative aspect of this study because of the following advantages: firstly, it allowed the researcher to determine who best to study and increased the chance that researchers would gather deep, rich and meaningful data useful for the research. Probability sampling could easily miss the most critical persons for needed in the sample. Secondly, non-probability sampling allows the researcher to refine and adapt the sample as one enters the study, especially in a new location with a new organisation where the researcher does not know exactly who to ask to participate (Phillips, 2014:541-542). In line with these advantages, the application of the qualitative aspect of this research was as follows:

Population

According to Veal (2005:197) in tourism research a population comprises “all the study subjects, participants (tourists, visitors, hosts, family, friends, employees, managers) or study units (attractions, transport providers, accommodation facilities, pamphlets, news reports, multimedia sites) that are the focus of the project”. Hence the target population for the qualitative part of this study consists of knowledgeable and senior officials from the Royal Bafokeng Administration (RBA), Royal Bafokeng Enterprise Development (RBED), Bojanala Platinum District Municipality (BPDM), North West Parks and Tourism Board (NWPTB), independent knowledge holders as well as senior managers or product owners from the private sector.

Sampling technique

The sampling procedure that was followed for the qualitative part of this study was non-probability sampling. This is because with non-probability sampling (non-random sampling) each unit of the population being studied does not have an equal chance of being included in the study (Jennings, 2010:139). However, non-probability sampling employs a number of approaches which among others include techniques such as convenience sampling, purposive sampling, snowball sampling, expert sampling and quota sampling – already discussed above (Sarantakos, 2014; Neuman, 2014). For this study a purposive sampling procedure was

followed. Besides being suitable for saving time and money, this technique enables the researcher to use his knowledge and discretion to determine who or what study units are the most appropriate for inclusion in the study based on the knowledge of the units' knowledge base or closeness of fit to criteria associated with the study focus (Jennings, 2010:140).

It was of paramount importance for the researcher to only involve people whom he deemed to fit the required criteria, which in this case were people who had years of field experience in tourism management, because their collective opinions would "provide in-depth information about the central phenomenon or concept being explored in the study" (Creswell & Plano Clark, 2011:174), and would thus form the basis of the qualitative aspect of the study. Due to using the purposive sampling technique, the researcher had at one point to decide when enough participants had been sampled because a 'qualitative isomorph' had been reached (Jennings, 2010:149). This is when 'redundancy with respect to information' or 'theoretical saturation' occurs and no new insights are gained (Punch, 2005:214-15).

Sample size and procedure followed for qualitative aspect in this study

A sample size comprising fifteen respondents was finally reached for the qualitative part of this study as a result of the occurrence of a theoretical saturation or "redundancy with respect to information" due to the choice of a purposive technique (Jennings, 2010:148-149) as highlighted above. The sample was taken from all the study subjects, which in this case were taken from a database of all private sector managers and the tourism managers in the local and regional government. The sample size of fifteen individuals reached at the point of theoretical saturation was deemed more than adequate because it was taken from a target population of 25 prospective interviewees.

4.4.1.2 Respondents

The respondents were selected on the basis of their knowledge and experience in the development and management of tourism in South Africa in general and the North West Province in particular. The interviewees comprised the following groups of people:

- Three independent knowledge holders consisting of (a) an RBN Council member who is also a Heritage Committee Member and a specialist in matters pertaining to the Royal Bafokeng Nation; (b) a cultural activist within the Bafokeng nation who is an entrepreneur and a specialist in indigenous knowledge systems, and (c) an independent tourism consultant involved in tourism training and development initiatives provincially, nationally and in other African states.
- Four government and tribal administration officials comprising (a) a Senior Specialist in the Department of Research and Knowledge Management within the Royal Bafokeng

Administration (RBA), (b) the Acting Head of the Royal Bafokeng Enterprise Development (RBED) who also head of the Hospitality School at Direpotsane, (c) the Tourism Manager of the Bojanala Platinum District Municipality, and (d) the Tourism Development Manager at the North West Parks and Tourism Board.

- A total of eight private sector managers coming from a wide spectrum of tourism enterprises selected from these RBN-based enterprises: Kamogelo Guest House, Mathibe Transport, Royal Marang Hotel, Tlhago Nature Travellers cc., Phola Bed and Breakfast, Montsamaisa Bosigo Transport, Thoriso Bed and Breakfast, and GS and Y Bed and Breakfast.

4.4.1.3 Method of collecting data for qualitative research

Data collection methods are tools developed to gather empirical materials (Sarantakos, 2005:30). As Wolcott cited in Jennings (2010:168) suggests, due to the wide acceptance of these standard methods, researchers no longer need to defend them or to provide exhaustive review of literature about such procedures. The most common of these are: interviews, participant observation, focus groups, longitudinal studies, Delphi techniques, and action research. Interviews, particularly in-depth interviews, were used in this study primarily because it enabled the researcher to gather 'rich' empirical materials and detailed description of what is being investigated and secondarily because it helped establish a relationship, rapport and trust between the researcher and the participant, which increased the depth of discussion of the research topic (Jennings, 2010:173).

Two types of semi-structured in-depth personal interviews were conducted in the Phokeng area from January to March 2015 for the purpose of collecting data regarding issues relating to the management and development of tourism in the area. One type was targeted at the private sector and comprised product owners and/or managers of various tourism businesses and establishments in the study area, and the second type targeted knowledge holders, community leaders, Royal Bafokeng Administration officers as well as government officials at the Rustenburg Local Municipality, Bojanala Platinum District Municipality and North West Parks and Tourism Board.

The questions were informed by the literature study and focussed on tourism attractions, tourism impacts, community awareness and involvement in tourism as well as the roles of the community, the private sector and government in the development and management of tourism. The questionnaire for the knowledge holders, community leaders and various officials consisted of twenty-four (24) questions while the questionnaire for the private sector and product owners and/or managers was comprised of twenty-eight (28) questions. The full questionnaires for

knowledge holders, community leaders and various officials; and the questionnaire for the private sector managers are in Appendices 4 and 5 respectively.

4.4.1.4 Administration of the semi-structured in-depth personal interviews

An email detailing the intent of the research that solicited for an interview was sent three weeks before the interview followed by a telephone call to confirm the date of the interview for each interviewee.

Before each interview the interviewer explained the purpose and intent of the interview in detail to the interviewees and also assured them that the information obtained would be held in strict confidence and used for research purposes only. In this way a verbal informal informed consent was obtained from the interviewees. A documentation sheet (see Appendix 6) was also filled in by the interviewer in the presence of interviewee while explaining its purpose to them. The documentation sheet also served the purpose of gathering biographical information on the respondents that detailed their gender, profession, years in the profession and any special occurrence that took place during the interview. The information captured in the documentation sheet would also make it easier to analyse the data.

After permission had been obtained from the interviewee, each interview was recorded using an audio voice-recorder so that the interviews could be played back for clarity and subsequently transcribed. The interviewer also took handwritten notes during the personal in-depth interviews. The average time spent interviewing each respondent was approximately 45-60 minutes. The interviews were done at the respondents' businesses, offices or homes during various times of the day including after hours in some cases.

The personal in-depth interviews with the product owners and/or managers of various tourism businesses and establishments in the study area; as well as with knowledge holders, community leaders, RBA official / RBED head / Bojanala Platinum District Municipality and North West Parks and Tourism Board were conducted over a three-month period from January to March 2015. The data collected formed the basis of the qualitative information as well as insights into how tourism impacts in the study area were perceived as well as how the community, private sector and officials from various governmental and other institutions could be involved in the management of sustainable community tourism.

4.4.1.5 Field observation

The researcher employed the use of field observations in addition to the qualitative and quantitative research conducted. Thus there were field observations during the qualitative data-collection process which lasted ten weeks, and again during the course of the self-administered

interviews with the RBN communities, which lasted two and a half months. The purpose of incorporating field observations in this study was not to create a separate data set but to strengthen the qualitative and quantitative research by deepening and broadening its scope and thus complementing the holistic view of the research (Thetsane, 2010:18). Field observation involved listening to the respondents' and interviewees' comments – including those that seemed off-topic – and taking notes of their reactions and attitude towards the issues at hand and the role-players involved.

4.4.1.6 Interpretation of qualitative results

The responses of the in-depth interviews and outcome of the qualitative data research were analysed and interpreted to identify the six sustainable community-based tourism components that were used to construct the questionnaire for the Phokeng (RBN) community. The tourism components were: positive impacts, negative impacts, tourism awareness, the role of government, the role of the private sector, and community participation. Furthermore, these components were to be included in the Sustainable Community-Based Tourism (SCBT) model.

4.4.2 Quantitative methodology

The underlying philosophy and worldview of quantitative research is described as being “realist” or sometimes “positivist”. This worldview assumes that research uncovers an existing reality or “the truth that is out there”, and that it is the work of the researcher to uncover that truth and yet be detached from the research where possible by using methods that maximise objectivity and minimise the involvement of the researcher in the research (Muijs, 2011:3-4).

With that philosophical worldview in mind, it can be stated that a quantitative research method involves “Explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics)” (Guderson cited by Muijs, 2011:1). Therefore, it relies on numerical evidence to draw conclusions or to test hypotheses. However, to be sure of the reliability of results it is often necessary to study a relatively large number of people, organisations or subjects, and therefore use computers to analyse the data (Veal 2005:25-26). Hence, qualitative methodology abstracts data from the respondents and produces statistical representations rather than textual pictures of the phenomenon (Ramchander, 2004:107).

Due to this research process being objectively constructed, the findings are predicted to be representative of the population studied. Special care was taken to ensure that the entire research process of this study was objectively constructed and that the findings were representative of the population under investigation. Quantitative data was gathered from the residents of the Royal Bafokeng Nation area with the intention of testing the results of the

qualitative information obtained from the RBA, BPDM, NWPTB, RBED and RBN Councillors and other knowledge holders. The quantitative methodology was particularly chosen for this part of the study because of its ability to capture a large portion of the Royal Bafokeng Nation residents as well as for its strength in achieving precise and reliable information. It is because quantitative approaches to research can be very powerful and useful tools that provide researchers with the ability to systematically compare responses across many people in a relatively inexpensive, fast and consistent manner (Stoudt, 2014:670).

4.4.2.1 The study area

The RBN area (Phokeng) was chosen as a study area for this research due to several reasons. Firstly, the level of development in the area is relatively high, albeit from mineral royalties, when compared to other traditional areas. Therefore the capital and infrastructural “wealth” of the region can act as an enabling factor that could make economic diversification through sustainably community-based tourism possible. Secondly, the area is endowed with rich natural and cultural resources and attractions that have the potential to turn the region into a premier tourist destination as discussed in detail in Chapter 5 (cf. 5.3.1).

Thirdly, the RBN is also a gateway to Gauteng, and to major tourist attractions in the Province such as Sun City, Palace of the Lost City, Pilanesberg Nature Reserve, Hartebeespoort Dam among others. This means it would be easier to include it in the existing tourism routes.

Fourthly, the RBN area was chosen as a study area on the basis that the Bafokeng communities might be aware of tourism activities taking place in their area and thus may possess information about tourism and tourists due to their constant contact with them. This means that the Bafokeng, being familiar with tourists traversing their land, have a reasonable exposure to tourism, and are likely to be more aware of tourism development initiatives in their land, and thus can be a suitable target population for this type of research. Fifthly, despite the aforementioned favourable reasons, there is still a slow rate development of tourism in the RBN. Hence the researcher envisaged that the outcomes of this research will inspire formulation of strategies that would accelerate the development of tourism in the area. Other reasons for the suitability of the RBN area for this type of tourism research have been given in Chapter 1 (cf. 1.3)

4.4.2.2 Sampling framework and sampling methods – quantitative research

The description of the sampling framework and sampling methods for the quantitative part of this research and the justification thereof is discussed under the sub topics below:

Target population

The target population consists of units in the population that the researcher wishes to target for the study (Neuman, 2006:224). The target population for the quantitative part of the study consisted of all the residents of Phokeng (RBN). This was deemed appropriate because the area where the Royal Bafokeng Nation lies is a gateway to the major tourist centres and attractions in both the Gauteng and the North West Provinces. Examples, of such are Sandton, the OR Tambo international Airport, FNB Stadium in Gauteng, and Sun City, Pilanesburg National Park, Kgaswane Game Reserve in the North West, among others. Because of this strategic location, the residents of the RBN area are bound to be in contact with tourists, whether passively or actively, who traverse their land, and as a result they are aware of tourism developments in their respective areas.

Sample size

The research sample for the quantitative component of this study comprised 440 respondents representing 440 households, which is about 1% of the estimated 48 000 households within the RBN area (RBN, 2011a:4). These households were identified through stratified sampling approaches. However, in determining the sample size for the quantitative aspect of this study, the overall size of the population, the nature of the population (homogeneous or heterogeneous), and the accessibility of the population (easy or difficult to access) first had to be considered (Jennings, 2010:146). Settling for the number of 440 identified individuals was informed by a method developed by Krejcie and Morgan as used in Sarantakos (2005:173) which calculates sample sizes when the population number is known by the formula:

$$s = \frac{\chi^2 NP(1 - P)}{d^2(N - 1)} + \chi^2 P(1 - P)$$

Using this formula, an appropriate sample size would be 383 people. This is because 383 falls between 382 and 384 which are sample sizes of known populations of 75 000 and 1000 000 respectively. The total known population of this study is about 150 000 people (<http://www.bafokeng.com>).

Sampling method

Sampling is the means by which subjects or study units from the target population are included in the research project. Non-probability sampling is where each unit of the population being studied does not have an equal chance of being included in the study, whereas in random/probability samples, each unit of the population being studied has an equal chance of being included in the sample. There are various probability sampling approaches in use: simple random sampling, systematic sampling, stratified random sampling and multistage cluster sampling (Jennings, 2010:137-144).

The sampling method that was used for the quantitative part of this study was a combination of stratified (a probability sampling method) and convenience sampling (a non-probability sampling method). Firstly stratified random sampling was used to sub-divide the population into 30 existing strata (villages). Next convenience sampling was used to select the households from each representative (respondent). While the strata had an equal chance of being selected, the individuals within each stratum did not have an equal chance of being selected. The reason for selecting individuals within each stratum using convenience sampling was because it was less expensive, less time-consuming and fitted well within the time limits of conducting the research (Jennings, 2010:137-144).

4.4.2.3 Instrument used to collect quantitative data

There are several methods of collecting quantitative data, which among others include: mail surveys, telephone surveys, self-completion questionnaires, e-questionnaires, interviewer-completed questionnaires, on-site surveys, household surveys and omnibus surveys (Jennings, 2010:234). The majority of these methods were not suitable for this study due to a number of reasons such as the cost implications and the slow and often very minimal response rate (time limitations) (Jennings, 2010:238-242). For this study a combination of self-completion questionnaires (for literate respondents) and interviewer-completed questionnaires (for respondents who could not read or write) was used. Interviews for both methods were done on the same spot as the interviewer. This way a 100% response rate was also obtained. The other advantages of using the combinations of these two methods were that, (1) face to face interaction contributed to increased participation; (2) a higher response rate than other techniques could be experienced; (3) clarification could be sought by respondents; (4) probes could be used by the interviewers to get more information; (5) both open-ended and closed questions could be used; and (6) observation to be included in data collected could be made (Jennings, 2010:241-242)

4.4.2.4 Questionnaire development

Quantitative studies attempt to either accept (support, confirm) or reject (not support, not confirm the hypotheses) (Neuman, 2006:162). The method employed for gathering quantitative information was the use of a questionnaire. The development of the questionnaire was primarily informed by the results of the interviews held with the officials from the RBA, RBED, BPDM and NWPTB, the independent knowledge holders as well as the private sector managers. Secondary to that it was informed by a review of existing literature dealing with the impacts of tourism development such as: Fong, Lo, Songan Nair (2014:60-65); Meyer and Meyer (2015:197-214); Mensah (2012:274-287); García, Vázquez and Macías (2015:33-40).

The seven-page questionnaire was divided into six sections consisting of sections A to F. Section A consisted of demographic and general information, section B asked questions about tourism impacts, section C consisted of statements that measured tourism awareness among community members, section D consisted of statements that measured the community's perceptions regarding the role of government, section E sought to measure the communities views regarding the role of the private sector, and section F consisted of statements measuring community participation in tourism management. The questionnaire included some yes or no answers, 60 closed questions in a Likert-scale format and one open-ended question for the purpose of getting more in-depth information. The questionnaire was of medium length and took an average of 20-30 minutes to complete rather than a shorter time period due to the seriousness and magnitude of the research. Questions were answered anonymously and ethical considerations were addressed in the covering letter.

The questionnaire was first formulated in English which is one of the official languages of South Africa. Although English is understood to a certain extent by some people in the RBN area, it was prudent for the questionnaire to be translated into Setswana because about 75% of the people in the RBN (especially in rural areas) identify Setswana as their first language and the language they use at home. Providentially the researcher, who is a professionally accredited English-Setswana translator, engaged in this task himself.

4.4.2.5 Measurement instrument: Likert scale

The most commonly used response sets used for tourism and hospitality research are checklists, ranking scales, Likert scales, semantic differential scales, Thurstone and Guttman scales, scenarios and open-ended questions (Jennings, 2010:250). A 5-point Likert scale was used in all the 61 items relating to the six sustainable community-based tourism components. A score of 1 represented 'strongly agree' that expressed greater disfavour than just 'disagree'; and a score of 5 represented 'strongly agree' expressed greater favour than just 'agree'. A Likert scale was particularly used in this study because of its ability to measure attitudes and because of its unidimensionality and internal consistency (Sarantakos, 2005).

4.4.2.6 Pilot study

Before going to the field to gather the data, the researcher conducted a pilot study in order to check whether the tools as designed worked. This "dress rehearsal" is a launch study or pre-testing of the data collection process. Thus pilot studies enable the researcher to determine whether the categories provided for questions are valid and reliable measures, and whether the terms are understandable, the question order flows and how long the tool takes, as well as the suitability of the measure analysis (Jennings, 2010:253). Therefore, during the conduct of the pilot study for this research, care was taken to analyse the questionnaire wording, the question

sequencing, the questionnaire layout, estimated response rates, estimated interview time, as well as test analysis procedure. The researcher also used this time to gain familiarity with respondents, organise fieldwork arrangements, and train and test fieldworkers. Feedback was obtained from the respondents regarding the content validity and the difficulties experienced in answering the questionnaire, and the necessary adjustments were made to the questionnaire. This pilot study was done in a randomly selected sample of three villages, which is ten per cent of the 30 targeted villages in the research area. A sample population of 50 individuals were surveyed using a convenience sampling. The pilot questionnaires were completed within a reasonable time period (20-30 minutes).

4.4.2.7 Administration of semi-structured interviews

- Household surveys were conducted in the RBN area for the purposes of gathering data on the residents' perceptions of the socio-economic impacts of tourism as well as on issues relating to tourism management in their land. The surveys took place in the Phokeng area over a period of ten weeks between April and mid-June 2015. An Independent Researcher Application was made to the Royal Bafokeng Administration, Research & Knowledge Management Department and permission to conduct household surveys in the RBN territory was duly granted (see Appendix 1).
- The administration of the questionnaires used two methods whereby some respondents answered the questions by filling in the questionnaires on their own (self-completion questionnaire), and others answering the questions posed orally by the interviewer, who then wrote down the responses (interviewer-completed questionnaires). The use of these two methods was determined by the circumstances at hand. The less educated respondents were painstakingly slow in answering the questions and hence needed to answer orally while the more educated respondents worked faster when they filled in the questionnaire on their own, regardless of the language the questionnaire was in. Verbal informed consent was obtained from each respondent after they had read the purpose and intent of the research in the introduction letter or after it was read out to them.
- A team of six research assistants and the main researcher administered the questionnaires during the house to house community survey. All of the research assistants had post-Matric qualifications ranging from a diploma to a first degree obtained from various South African tertiary institutions. They also had a high level of proficiency in English as well as Setswana, which were the languages used during the survey, with Setswana naturally being the most prominently used. All the research assistants were Bafokeng who were born and bred in the area. Thus they knew the Phokeng (RBN) area very well, and were conversant with the local, social, developmental and political issues as well as the dynamics of the area. Before

the commencement of the surveys, the researcher gave the research assistants a comprehensive one-day training and orientation session, which included pre-survey trial which sought to test whether the team understood what was expected of them.

- Throughout the process of conducting the survey the researcher supervised and monitored the field workers during regular spot-checks. These were also used to find solutions for the problems experienced and for giving clarity to perplexing questions. Code switching between English and Setswana was experienced in at least 50% of the oral surveys, while the exclusive use of English and Setswana comprised 10% and 40% respectively of the oral responses. Clarification of both English and Setswana terms where needed, although rarely, was given by the researcher who providentially is also an accredited professional English-Setswana translator.

4.4.2.8 Quantitative data analysis

Before the quantitative data for this study could be examined to test the hypotheses, it first had to be put in a specific form through data coding. Data coding means systematically reorganising raw data into a format that is easy to analyse using statistics software. Next was the entering of the data. Among the four ways of entering raw quantitative data into a computer (code sheet, direct entry method, optical scan and bar code), the code-sheet method was the one used to enter data as it was the most suitable for this type of research. Cleaning of data was the next step taken in order to correct the errors made during the entering of the data (Neuman, 2014:393-394).

After the data coding, entering of data and cleaning of data, quantitative data was analysed in three stages (cf. 5.5). In the first stage, a descriptive analysis of the demographic profile of the respondents was conducted. In the second stage, factor analysis involving three steps was performed. These steps are:

- Step 1: a factor analysis with principal component using Kaiser-Meyer-Olkin measure of sampling adequacy, and Bartlett's Test of Sphericity were used to evaluate the stability and consistency of the measured items (cf.5.7 – 5.12);
- Step 2: an independent-samples *t*-test was conducted to compare sustainable community-based tourism (SCBT) factors between select variables (cf. 5.13); and
- Step 3: an analysis of Spearman rank order correlation between SCBT factors and select demographic variables, as well as a cross correlation between SCBT factors and all factors was made (5.14 – 5.18).

In the third and final stage the Structural Equation Model (SEM) was used to measure the relationships between positive social impacts, negative social impacts, tourism awareness, the role of government, the role of the private sector and community participation in order to construct and test the SCBT model (cf. 5.20).

4.4.2.9 Factor analysis

Factor analysis is a statistical technique that is used to identify a relatively small number of factors that underlie the relationships among a set of variables, and is useful for condensing a mass of correlations or summarising a large correlation matrix (Tredoux, Pretorius & Steele, 2006:248). In essence, it is a procedure that investigates the possibility that a large number of variables have a small number of factors in common that account for their inter-correlations (Miller & Salkind, 2002:404). Besides being able to identify which variables or items on a scale correlate with each other more than the other subsets, this method was also chosen because it identifies how many *dimensions* a scale contains and which items cluster on which dimensions (Rubin & Babbie, 2014:663). The computer software that was used for to perform the factor analysis in this study was the Statistical Package for Social Sciences (SPSS) with Analysis of Movement Structures (AMOS v 21.0.0).

Although factor analysis includes a fairly large variety of statistical techniques, there are basically three steps in factor analysis procedure:

- Preparation of correlation matrix
- Extraction of the initial factors-the exploration of possible data reduction, and
- Rotation to a terminal solution-the search for simple interpretable factors (Miller & Salkind, 2002:406).

The Kaiser-Meyer-Olkin (KMO) measure of sample adequacy and Bartlett's test of sphericity were applied in order to determine the appropriateness of factor analysis. The Kaiser-Meyer-Olkin measure of sampling adequacy indicates whether or not variables are able to be grouped together into a smaller set of underlying factors. Accordingly, the KMO statistic varies between 0 and 1, where a value of 0 indicates that the sum of the partial correlations is large relative to the sum of correlations, indicating diffusion in the pattern of correlations (thus implying factor analysis is likely to be inappropriate). High values that are closer to 1.0 indicate that patterns of correlations are relatively compact and so factor analysis should yield distinct and reliable factors. However, if the value is less than 0.5, this indicates that the factor analysis will not be useful (Field, 2013:864).

Bartlett's Test of Sphericity on the other hand gives insight and guidance on the suitability of data for factor analysis (Dion, 2008:356-368). It therefore seeks to reveal whether variables in questions constitute an identity matrix, whereby an identity matrix connotes that variables in questions are unrelated. This further means it indicates whether the correlation matrix is significantly different from an identity matrix. If it is significant, then it means the correlations between the variables are (overall) significant from zero). The significance levels provide an indication of the suitability or lack of suitability of data for factor analysis. The problem however is Bartlett's test will nearly always be significant even when the correlations between variables are very small indeed (Field, 2013:864). Hence, in this study the cut-off point that is used is that when Bartlett's Test of Sphericity equals a p -value that is less than 0.05 it signifies that the relationships among variables are significant, and when it is higher than 0.10 it implies that the data will not be suitable for factor analysis.

4.4.2.10 Structural Equation Model (SEM)

Saghaei and Ghasemi (2009:125) identify SEM as one of the most powerful methods of multivariate data analysis that is used to test the relationships proposed in a parsimonious model. Therefore it can estimate a series of separate, but interdependent, multiple regression equations simultaneously by specifying the structural model used by the statistical program (Tomarken & Waller, 2005:31-65; Snepenger, King, Marshall & Uysal, 2006:140-149). Structural Equation Modelling (SEM) has several advantages over other analytical methodologies for hypothesis testing. The most notable among these advantages are that SEM:

- has modelling flexibility,
- has an array of analytical capabilities (i.e., multi-group invariance testing),
- has the ability for measurement error,
- is a powerful tool for assessing construct validity of the measurement scale,
- has the ability to unveil complicated construct relationships and enables researchers to test all variables of a hypothesized model simultaneously,
- is a powerful analytical tool for evaluating the equivalence of measurement and structural model across population subgroups, and
- accounts more effectively for measurement error in the estimation process (Lee & Kyle, 2012:104-105).

However, according to Hair *et al.*, (2006:760) the three main characteristics of SEM are to:

- estimate multiple and interrelated dependence relationships simultaneously
- represent unobserved concepts in the relationships and correct the measurement error in the estimation process, and
- explain the covariance among the measured items

Social issues in tourism management are very complicated to the extent where one dependent variable may be an independent variable in other dependent relationships. Sometimes there may even be a correlation of a variety of factors in a single model (Thetsane, 2010:24). Due to these reasons and to the advantages already stated SEM was considered to be the best method that can simultaneously examine a number of dependence relationships and correlation relationships between several constructs.

There were five specific stages that were involved in order to perform SEM in this study, which are as follows:

Stage 1: Defining individual constructs

The initial stage in Structural Equation Modelling is the defining of the individual constructs which is done through an analysis of relevant theory on the subject of different variables and constructs as well as their interrelations. Insight into the different factors that need to be taken into consideration in managing tourism destinations is given in chapter three. Consequently a conceptual model in Figure 5.2 that depicts the interrelationships between the positive tourism impacts and negative tourism impacts on one hand and tourism awareness, government roles and duties, the private sector role, and community participation on the other hand was created. Hence on the basis of these theoretical relationships as well as the exploratory study, a number of relationships were hypothesized and tested as will be demonstrated in chapter five.

Stage 2: Designing a study to predict empirical results

This second stage entails both study design and knowledge of model estimation techniques which are key issues in the construction of SEM. During this stage four issues that influence the outcome of the SEM are discussed: the type of data analysed, sample size, model estimation as well as the computer software used in the current study (Hair *et al.*, 2006:742). The computer software that was used for this study was SPSS with Analysis of Movement Structures (AMOS v 21.0.0) which was selected from among a number of statistical packages that are available by which SEM can be performed. These include the Linear Structural Relations (LISREL), Equations (EQS) and several others.

Stage 3: Developing the models (A and B)

Although all the factors could be presented in the single model, the theoretical model was split into two models, Model A and Model B. While Model A focussed on *tourism awareness* (by the community) and *community participation* in relation to the impacts of tourism, Model B focussed on *government roles and duties* and the *private sector roles* in relation to the impacts of tourism. The initial theoretical model was split thus because the stake and role of the community on one hand are different from that of the government and private sector on the other hand. While the former are hosts, the latter are focussed on developing and managing tourism.

Thus the proposed Model A and Model B which indicate the SEM with latent variables and connection hypothesised lines which will measure the relationship between the first group of constructs were developed. This first model (A) depicts factors of *tourism awareness* by the community (in the form of community information, community involvement, and industry sustainability), and *community participation* and their relationship with the positive as well as the negative impacts of tourism.

Model B was also developed as a result of the split of the theoretical model into two models. It too indicates the SEM with latent variables and connection hypothesis lines which will measure the relationship between the second group of constructs. This second model depicts factors of *private sector involvement* (in the form of *development* and *management*) and *government roles and duties* in relation to the positive tourism impacts as well as the negative tourism impacts

Stage 4: Assessing measurement model validity (A and B)

In order to estimate the validity of the models, it was necessary to analyse various goodness-of-fit (GOF) indices that show that various measures fit which could be regarded as evidence of construct validity. Analysis of goodness-of-fit (GOF) thus involves interpreting model fit or comparing fit indices for alternative or tested models. There are a combination of criteria that may be used to check the various goodness-of-fit such as the chi-square test, the Comparative Fit Index (CFI), CMIN/DF (minimum value of discrepancy divided by value of freedom, the Expected Cross-Validation index (ECVI), the Incremental Index of Fit (IFI), the Normed Fit Index (NFI), the Relative Fit Index (RFI), the Root Mean Square of Approximation (RMSEA), the Relative Noncentrality Index (RNI), and the Tucker-Lewis Index (TLI) among others. To this end, GOF is calculated to determine the degree to which the data used in the study represents the theoretical foundation laid (Boomsma as quoted in Thetsane, 2010:184). In this study, the combination of criteria used to assess measurement model validity for Model A and Model B included:

- CMIN/DF (minimum value of discrepancy divided by value of freedom,

- The relative fit measure CFI (Component Fit Index), and
- The Root Mean Square of Approximation (RMSEA).

Step 5: Testing Structural Model Hypothesis (A and B)

In order to verify the validity of the models, the researcher examined the hypotheses that are supported by the Model A as well as those that are not. The results of SEM (Model A) show that four hypotheses were supported and four were rejected as discussed in greater detail in Chapter 5 (cf. 5.20.5). As with the Model A, the researcher examined the hypotheses that are supported by the Model B and the results of SEM (Model B) showed that three hypotheses were supported and three were rejected. A more detailed discussion of Testing Model B is done in Chapter 5 (cf. 5.20.8).

4.4.2.11 Interpretation of quantitative results

The results of the descriptive analysis of the demographic profile of respondents were used to give a view of the type of respondents that participated in the study (see Table 5.1), while the results of the factor analysis and SEM were used to develop Model A (see Figure 5.3) and finally to develop Model B (see Figure 5.4). The findings are presented thematically and graphically in the form of tables and figures. The overall conclusions of the quantitative results were drawn based on the findings (cf. 5.17). Arising from the conclusions of the qualitative and quantitative results were recommendations for future research (cf. 6.8.3).

4.5 CONCLUSION

In conclusion, it is clear that the research method and techniques employed in conducting this research in the Royal Bafokeng Nation (Phokeng) have been carefully selected and thorough in their implementation. Therefore it can be safely concluded, despite the problems experienced in the course of the research that its findings are accurate with an acceptable margin of error, and can therefore be declared to be reliable, and can be used to reach meaningful and correct conclusions. The analysis of the findings and the implication of the results of this research are discussed in detail in Chapter 5.

CHAPTER 5: EMPIRICAL ANALYSIS OF RESULTS

5.1 INTRODUCTION

The purpose of this chapter is to present the results of the empirical research done in the Royal Bafokeng Nation (RBN) area. The results presented form a basis for the formulation of the proposed Sustainable Community-Based Tourism Model (SCBT) for Phokeng that will be beneficial to and also used by developers, tourism destination managers, policy planners and other government agencies involved in the development of community tourism. The empirical research zeroed in on the relationship that exists between government, the Royal Bafokeng Administration (RBA), the private sector and the Bafokeng community in managing tourism, with special attention focused on the distinct role that each stakeholder plays in managing both the positive or negative impacts of tourism.

This research followed a mixed-method approach and therefore this chapter consists of two sections namely Section A which presents the results of the qualitative analysis and Section B the results of the quantitative analysis. The components of the Sustainable Community Tourism Model have been assessed using the qualitative (interviews) method and the quantitative (surveys) methods. The components included, positive impacts, negative impacts, community awareness, community participation, the role of government (and other authorities), the role of the private sector, the role of the community in the management of tourism in the RBN territory (see Figure 5.1).

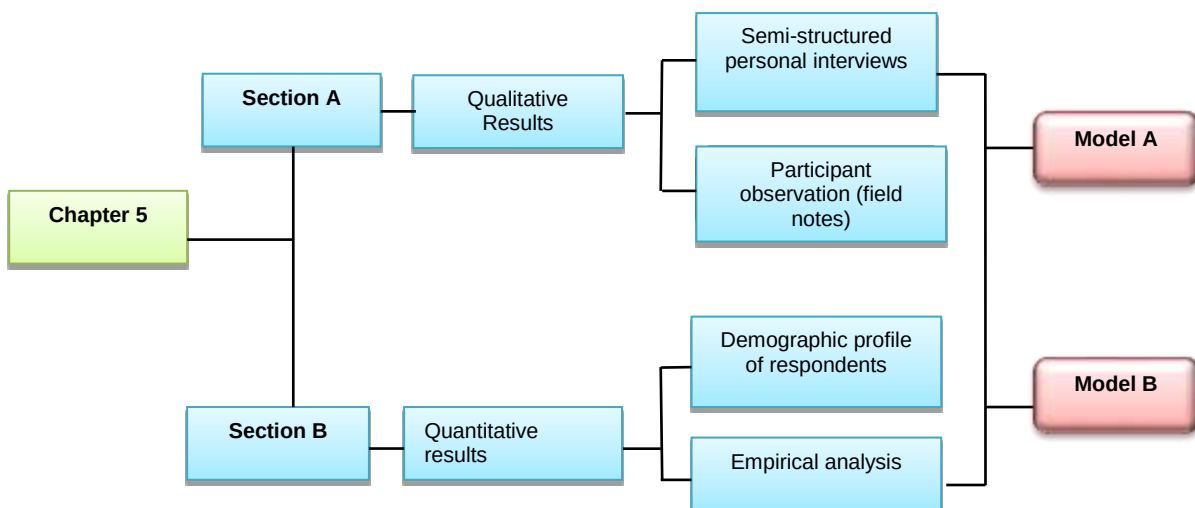


Figure 5-1: Chapter 5 layout

5.2 SECTION A: THE RESULTS OF THE QUALITATIVE RESEARCH

Fifteen managers and/or senior officials from Royal Bafokeng Administration (RBA), Royal Bafokeng Enterprise Development (RBED), Bojanala Platinum District Municipality (BPDM), the North West Parks and Tourism Board (NWPTB) and the private sector were interviewed using a structured questionnaire (see Appendix 2). This was done to capture more information on the required information and a documentation sheet was filled out for each interviewee (see Appendix 4).

The main aim of the qualitative interviews was to gather information regarding the various roles played by different stakeholders specifically in the RBN territory and generally in the greater Bojanala Platinum District Municipality areas that border on the Royal Bafokeng Nation territory. Hand-written notes were taken during the course of the interviews, which were also recorded on a voice recorder after being granted permission to do so by the interviewees. This was to ensure that all the relevant information was captured. The recorded interviews were transcribed at a later stage. The outcomes of both the qualitative (interviews) and quantitative (surveys) are compared in detail further on in the chapter.

The following results of the interviews with the respondents are arranged in this sequence: Firstly, interviews with the knowledge holders within the RBN are presented, and secondly interviews with senior RBA officials, BPDM, RBED, NWPTB and lastly interviews with private sector managers and/or owners of tourism establishments within the Royal Bafokeng Nation. The responses of each interviewee are recorded in detail below following a same sequence of questions and/or subheadings.

5.2.1 The results from semi-structured in-depth personal interviews with various knowledge holders within the Royal Bafokeng Nation territory

INTERVIEW 1

This interview was held with a knowledge holder and a RBN Council member who is also a Heritage Committee Member as well as a specialist of indigenous knowledge systems and matters of the Bafokeng Nation.

The main tourist attractions in the Royal Bafokeng Nation territory

According to the interviewee the main tourist attractions in the Royal Bafokeng Territory are:

- The Nape Hill (koppie), the Moremogolo monument, Ntswana-le-Metsing, Malejana, Mankekerene which are all monument hills that have cultural, heritage and historic significance in the area

- The culture, heritage and folklore of the Bafokeng people
- Man-made attractions such as:
 - Sports facilities including the Royal Bafokeng Sports palace that were well publicized during the 2010 FIFA World tournament. These have been responsible for bringing many sports tourists to the RBN territory.
 - Closer to the Bafokeng land there is also an aerodrome that is situated near Ramotshela that is used to transport guests to Pilanesberg and Mahikeng.
 - Closed mine shafts that can be used for conducting mining tours for mining enthusiasts
- Although not yet in existence, the area has potential for developing game farms that can attract eco-tourists and other tourists that are attracted by nature-based tourism products.

The positive impacts of tourism in the Bafokeng territory

Interviewee 1 specifically noted that the positive impacts of tourism in the area are employment in terms of job creation, increase in skills of locals, improvement of agriculture due to the interest in agricultural tourism. He suggested that these positive impacts can be maximised through educating the Bafokeng Nation through (1) the pursuit of an outcomes-based approach, (2) inventory count or analysis of the available supply, (3) developing strategies of how the RBN will get to their desired goals.

The negative impacts of tourism in the Bafokeng territory

The noted negative impacts of tourism in the Bafokeng territory have among others included social ills due to the influx of visitors. These included the use and abuse of drugs, contagious illnesses and damage to the environment. However, the interviewee also mentioned the steps that could be taken to mitigate or lessen these negative impacts. These steps are (1) proper planning of tourism for the area, (2) putting in place policies and regulatory bodies and to regulate all tourism matters in the RBN territory.

The role of various stakeholders in tourism management

Interviewee 1 responded on the different roles that various stakeholders have in the management of tourism in the Bafokeng territory and the surrounds. The role of the community is to have consultation fora that can be consulted for development related matters. The community also allows itself to participate in the economic sector. It should also be involved in decision-making. The roles of the Bafokeng Administration and/or the local government (Rustenburg Local Municipality (RLM)), and/or the Bojanala Platinum District Municipality (BPDM)) as well as the North West Provincial Government are to join forces and form a synergy

and a seamless continuity in the development plans of the greater region and province. For example, the RBN territory can benefit from the intent of Rustenburg of turning it into a metropolitan city. The other role of these structures is to manage the politics of the area.

On the other hand the private sector has also been identified as a major player whose role it is to forge private public partnerships (PPP) with government. The other role of the private sector is to finance programmes and other developments. The RBN territory has twinning agreements with Singapore and in China that will also help strengthen local tourism. The other identified stakeholder in tourism development is the **North West Tourism Council**, whose role it is to market and to look after the tourism product so as to sustain the entire North West province as a viable tourism destination.

The relationship among various stakeholders

Interviewee 1 indicated that the relationship between the community and the private sector is characterised by misunderstanding. This is due to the fact that the RBN is largely a rural community which does not fit into or understand the business world in which the private sector operates. The relationship between the private sector and government and other authorities is also characterised by misunderstanding. This is because the two parties do not sing from the same songbook. The private sector is not certain of policy and practice. This misunderstanding and lack of communication are indicative of lack of consultation and/or failure of the relevant information to reach the grassroots or its intended recipients. This might be remedied by deliberate awareness campaigns or similar information sharing endeavours.

Community awareness of tourism benefits, costs or impacts

The Bafokeng community is largely unaware of tourism, its benefits, costs or impacts. According to Interviewee 1, there are no tourism outreach programmes, or any endeavour to increase the awareness levels of the community. However, the following strategies for remedying this anomaly were identified. These are (1) proper consultation with the community on tourism matters, (2) sensitising the community, (3) tourism outreach programmes, (4) marketing on community radio stations such as Mafisa FM, North West FM as well as the SABC run Motsweding FM.

Community participation in tourism

Despite the dismal picture painted above, there is a level of involvement, however minimal, of the Bafokeng community in the planning of tourism in their land. This can be done through structures such as Heritage Lekgotla. Tourism in the area can also be marketed and promoted through Makgotla and the schooling system. Furthermore, an entrepreneurship among Bafokeng can be promoted through the implementation of Plan 35 (a strategy to the RBN Master Plan) through fora such as Makgotla and schools. To this end, the RBN has already

established The Royal Bafokeng Institute that offers tourism and hospitality studies. Furthermore, the Bafokeng nation needs to apply for Section 14 so as to control schools and to apply to Section 17 so as to be granted power to amend the curriculum to include tourism.

The future of tourism development in the Bafokeng territory

According to Interviewee 1, the RBN has potential to be leading the pack in cultural tourism. For this to be achieved and for the general development of tourism to be maximised, drawbacks and challenges faced by the Administration need to be taken care of. These are challenges on the political landscape that are delaying progress. At present there are challenges within the political system. This has necessitated the RBA to want to sign a political Memorandum of Understanding (MOU) with other affected parties.

Still on the quest for placing the RBN in a leading position of community tourism development, Interviewer 1 identified China as a possible benchmark for community tourism development, since the Chinese have a “China Town” in almost every city. The interviewee felt that the establishment of centres that showcase Bafokeng/Batswana culture would help develop community-based tourism in the Royal Bafokeng Nation territory.

INTERVIEW 2

This interview was held with a knowledge holder and a cultural activist within the Bafokeng Nation. In addition to being an entrepreneur, she also specializes in indigenous knowledge systems and is spearheading African renaissance issues within the nation. She was interviewed in her capacity as a knowledge holder.

The main tourist attractions in the Royal Bafokeng Nation territory

According to this interviewee the main tourist attractions in the Royal Bafokeng Territory are:

- The Stadium which has been responsible for bringing hundreds of tourists to Phokeng;
- The culture and history of the area, most especially white culture;
- The trails of Batswana that have been recently discovered by the Department of Arts and Culture have also been identified as a potential attraction to the area;

The positive impacts of tourism in the Bafokeng territory

Interviewee 2 identified job creation as a first positive tourism impact among the Bafokeng. Second to that creation of research ground was identified. The stimulation of the economy of the area through revitalisation of existing businesses and creation of new ones was another major impact highlighted. Interviewee 2 emphasized the following strategies that could be

adopted to maintain or even increase these positive impacts: (i) skills development, (ii) involvement of the youth especially in knowledge training, and (iii) passing on the legacy.

The negative impacts of tourism in the Bafokeng territory

Interviewee 2 saw an inherent problem in the term “Royal” as in the “Royal” Bafokeng Nation as she believes it scares away the ordinary people who do not see themselves as “royal”. Paradoxically, the researcher sees an opportunity to create new interest in the region for other visitors.

The role of various stakeholders in tourism management

Interviewee 2 responded about the different roles that various stakeholders have in the management of tourism in the Bafokeng territory and the surrounds. According to her the role of the community in tourism management is to preserve the culture of Phokeng, to preserve the artefacts of the area, to practice conservation using indigenous trees, to preserve the language through poetry and the arts.

On the other hand, the roles of the Royal Bafokeng Administration (RBA) as well as that of the different spheres of government such as the local government (Rustenburg Local Municipality), and/or the Bojanala Platinum District Municipality and the North West Provincial Government are firstly to train or to avail resources to train the community in tourism issues, and secondly to formulate clear strategies for tourism development. The interview highlighted that at present there is no strategy and there are poor policies in place. Thirdly the interviewee highlighted the availing of funding as another indispensable role of the mentioned authorities.

The roles of the private sector that have been highlighted during the interview are to develop attractions, to market and package the area as a viable tourism destination, enable other upcoming businesses, providing skills to the community and funding private individuals. Besides the tourism private sector, there were other stakeholders that interviewee 2 identified as potentially beneficial to the tourism industry. These are the mines in the area, farmers and businesspeople in the area. The roles of these stakeholders can be to enable the growth of tourism through funding of tourism initiatives supporting the creation of tourism attractions.

The relationship between various stakeholders

Interviewee 2 indicated that the relationship between the tourism private sector and the community is good because they do communicate. The private sector is fulfilling its social responsibility role and is ploughing back into the community. Similarly the relationship between the private sector and the different spheres of government is good. However there is a dire need to eradicate corruption.

Community awareness of tourism benefits, costs or impacts

According to Interviewee 2 the Bafokeng community is very much aware of tourism, its benefits, costs and impacts. This is largely through the initiatives of the RBED which interviews some members of the community. The strategies that can be employed to increase community awareness on tourism are bringing different structures together and brainstorming together. Secondly, the community can be informed about resources, programmes and opportunities that are available.

Community participation in tourism

Although the Bafokeng are aware of tourism they are not that involved in tourism. This tends to be the general trend in developmental issues in the region. An example of this lack of buy-in is evidenced in the drafting and selling of the Master Plan, which the community had little input in, hence the disinterest in its implementation. Another factor that exacerbates the issue is the fact that key positions in the RBA are held by whites. Interviewee 2, however, explained that community participation in tourism can be increased through the role of Dikgosana as facilitators

Tourism in the region can be marketed and promoted by working with the Local Economic Development (LED) tourism desk in Rustenburg as well as with other available government structures. At present the RBN seems to be operating in isolation from the government departments and operating like a republic within another republic.

Furthermore, Interviewee 2 suggested that tourism can be funded through solicitation of funds from the mines, through local, provincial and even national government funding as well as from the private sector.

To further enhance community participation, entrepreneurship can be promoted among the Bafokeng through the involvement of RBED, the local and provincial government, Small Enterprise Development Agency (SEDA) and other agencies.

Tourism education through the strategic actions of (a) teaching tourism as a subject in Bafokeng schools, and (b) providing workshops to local businesses, internships in RBA and RBED. At present there is lack of coordination in the offering of tourism education and training in the region.

The future of tourism development in the Bafokeng territory

Interviewee 2 was optimistic about the future of tourism development in Phokeng. She foresaw the Capital Village especially as a model village in tourism matters. To achieve this, the

interviewee suggested Phokeng to use the Sun City-Pilanesberg-Bakgatla tourism development enclave as a benchmark for future community tourism development.

However, the drawback that may stand in the way of realising this ideal is that the RBN seems to operate as a country within another country. This will retard progress.

INTERVIEW 3

The third Interviewee was a former entrepreneur and owner of a tour operating company who currently focuses on consultancy work in the field of tourism. He has been involved in many tourism training initiatives both in the province, nationally and in other African states.

The main tourist attractions in the Royal Bafokeng Nation territory

According to Interviewee 3, the main tourist attractions in the Royal Bafokeng Territory and surrounds and the greater Bojanala Platinum District Municipality are:

- the Paul Kruger Museum near Boshoeck that is housed by Kedar Lodge;
- the Paul Kruger statue next to the municipality building in Rustenburg;
- the Kgaswane Nature Reserve (formerly Rustenburg Nature Reserve);
- The stadium brings a significant number of visitors to the area;
- Also linked to the stadium is Platinum Stars, a football team that brings sports and recreation visitors to the region;
- Mzilikazi's son's grave at Nkolomane; and
- "Phatana ya ga Mmathete" which is a hill behind Lebone School and an ancient battle site during the war between the Bafokeng and the Bahurutshe.

In addition to these, the interviewee felt that there are other attractions that are not fully developed (or not developed at all) that have the potential to attract tourists to the area. These include:

- Closed mine shafts that could be used as heritage attractions that appeal to mining enthusiasts;
- Mantlhabane surgery (which is a former clinic of a white female healer who used western herbal medicine to heal the Bafokeng in yesteryear;
- Ntswana-le-metsing, which is an ancient prayer site for rain;

- The Memorial Battle Site at Tlhabane, Rustenburg, where the Bafokeng and the Matebele fought; and
- Three dams that are in Phokeng have the potential to attract recreational and outdoor tourists. At present not much tourist activity is taking place at these dams.

The positive impacts of tourism in the Bafokeng territory

According to Interviewee 3, there are notable positive impacts of tourism in the Bafokeng territory. These among others include revenue generation (especially by the taxi industry that ferries visitors to and from and within the area), rejuvenation of the local hospitality sector especially businesses near the stadium such as Karabos, Kwa Lucky, Kwa Markos among others. There are also jobs that are created, meeting new people and the resultant cultural exchange, increased pride in the region by the locals, an increase in the skills as well as the community benefiting from the improved infrastructure.

He, however, suggested ways of maintaining and maximising these impacts through involvement of the local community in tourism management and planning, especially the youth, through providing them with skills.

The negative impacts of tourism in the Bafokeng territory

The benefits of tourism in the area are accompanied by a number of negative impacts. There are often stampedes and congestion (especially after big events) that lead to road accidents. The interviewee emphasised that due to insufficient accommodation in the area, people are in a rush to go home hence the stampedes. This point is worth noting as it reveals a gap or shortage of accommodation, which if addressed can also alleviate the problem of congestion and accidents that occur after big events. Also in mention are other social ills such as drunkenness, crime, littering and departure from the traditional norms and values. According to interviewee 3, these negative impacts can and should be minimised or even reserved through the introduction of a park and ride transport system during peak season and big occasions to avoid traffic congestion. Other social ills can be minimised through educating the community and raising awareness about these impacts and how to avoid them through the use of various fora such as schools, churches, dikgotla meetings, and media.

The role of various stakeholders in tourism management

The Bafokeng as a community have a significant role to play in the development and management of tourism, by firstly being proactive in tourism. It was emphasized that in order for the Bafokeng to take ownership of tourism in their region they should not be passive participants but should be activists and a source of information regarding the culture and history of their area. This will be story-telling as part of cultural tourism. This means that for historical,

culture and heritage tourism to thrive in the area the community must do interpretation of the area. The interviewee further suggested that a royal palace which is a tourist attraction could be built which will be part of the Bafokeng as a living culture.

Besides the role of the community the RBA's role was especially emphasized. This includes:

- Developing attractions where there is potential;
- Empowering product owners by capacity building and destination marketing;
- Building internal capacity with the structures of the RBA itself so as to capacitate the members.

The role of the local or district municipality is to:

- Rezone the area so that there can be spatial planning that includes tourism development;
- Encourage, train and mentor product owners and expose them to opportunities;
- Develop tourism routes;

The role of the provincial government is to market the area as a tourist destination. The private sector also was identified as an important player in spearheading the marketing of the destination through associates. It should also forge a cordial relationship with the public sector.

Other government departments that are not directly linked to tourism have a role in the management of this sector. The traffic department, the police department, water, electricity and telephone service providers should provide an excellent service and to cooperate and work together with the industry.

The relationship between various stakeholders

Regarding the relationship between the various stakeholders it emerged that to some degree there is a non-existent relationship between the private sector and the community. This is because there are no activities or fora which can be used to nurture this relationship. This observation is worth noting because in order for the community to take ownership of tourism, they need to have constant discourse with the private sector. Perhaps addressing this gap can enhance community participation in the area.

However, regarding the relationship between the private sector and government, the interviewee sees fifty per cent collaboration. At present government is working hard to solidify this relationship.

Community awareness of tourism benefits, costs or impacts

The Bafokeng community are largely unaware of tourism, its benefits, costs and impacts. The interviewee felt that on a scale of one to ten, where “one” is not aware at all and “ten” is completely aware, the community lies at 2. To increase this low awareness level, it is suggested that fora should be created for raising awareness levels and products that involve the community developed. An example of such a product is the hosting of an annual event during which Bafokeng can come to celebrate and display their culture to the visitors. This means that by observing how tourism works and benefits the area the community will come to appreciate its existence.

Community participation in tourism

Not being aware of tourism benefits, costs and impacts translate into a lack of participation hence the Bafokeng are not involved in the planning and management of tourism in their area. According to Interviewee 3, this lack of involvement is because there are no concerted efforts to involve them and no concise programmes to involve them in what is happening. Nevertheless they are told what is happening. This observation indicates that the community is at a very basic stage of stakeholder participation (manipulative participation / non participation) where they are simply told what is happening and do not have any decision making power (cf. 2.4.3.3).

To remedy this lack of involvement Interviewee 3 emphasised the need to have strategies that harness the community to participate in the revival of culture and heritage, which in turn will lead to the growth of tourism and the greater involvement of Bafokeng in tourism. Furthermore, tourism entrepreneurship among Bafokeng should be promoted through workshops, training and study tours. As a way on enhancing participation, tourism education should also be implemented in the Bafokeng territory through cooperation with the Department of Education, and encouraging creativity through schools essay competition and radio programmes.

The future of tourism development in the Bafokeng territory

Regarding the prospects of a bright future for tourism, Interviewee 3 suggested the use of Curitiba in Brazil as a benchmark for community tourism development. However, the interviewee emphasized that the future of tourism development in Phokeng can be bleak if there is no effort from the RBA the Bafokeng nation and other stakeholders. However, if there is cooperation among these stakeholders tourism will develop and flourish. This indicates the need of a deliberate and concerted effort to bring together these stakeholders so as to achieve future growth.

The inherent weakness and drawback that might stand in the way of a bright future for tourism in the area is the current Administrative structure of the Bafokeng Administration which does not

have a dedicated office for tourism matter. The RBA should therefore recruit suitable professionals and build a specialised unit that will look at tourism matters.

5.2.2 The results from semi-structured in-depth personal interviews with Officials from RBA, RBED, BPDM, NWPTB

INTERVIEW 4

This interview was conducted with a PhD-holding senior specialist at the Royal Bafokeng Administration. Her office has been responsible for archiving the history and heritage sites of the Bafokeng nation among other things.

The main tourist attractions in the Royal Bafokeng Nation territory

The main attractions are:

- The Royal Marang Hotel
- The Bafokeng Sports Palace
- The Stadium
- PH Network
- Lucky's Pub

In addition to these existing attractions the following were identified as half-developed attractions and/or attractions that have the potential of being developed.

- About 90 Heritage Sites which among others include:
 - Tshufi Hill Phata ya Mathebe
 - Mzilikazi's Son's Grave - he was called Nkulumane and he died in 1883.
 - Stonewalled iron-age site, which is believed to have been inhabited by the ancestors of the present-day Batswana.
 - Old home of Kgosi Manotshe
 - Phatlogo [near royal family home] which was used as a prison during the era of Kgosi Mangope, the former President of Bophuthatswana.

The positive impacts of tourism in the Bafokeng territory

The positive sites that have been identified by Interviewee 4 are growing the local economy, effecting revenue generation which in turn creates jobs, advertising the area for possible investors and the opportunity for outsiders to know the story of Bafokeng.

These positive impacts can be maximised by representing the nation well, by telling the right story as an Administrative Body (RBA), by vetting the tour guides.

The negative impacts of tourism in the Bafokeng territory

The main and only negative impact of tourism that has been observed by Interviewee 4 is damage of heritage sites if there are no restrictions to the sites. Suggested ways of reversing or mitigating these negative impacts are educating people about the value of the protected environment, putting up restrictive signs and having legislation that protects the environment.

The role of various stakeholders in tourism management

Among the various stakeholders identified the role of community was specified to be that of the people being the owners of the land and the custodians of culture. Since culture as content is part of the package they should be available to present the content of Bafokeng tourism product as, (a) tour guides, (b) as support structure, and (c) as entrepreneurs within the industry.

The roles of the RBA and other spheres of government that were identified are:

- To capacitate local businesspeople so that they can represent the province well. To this end, the facilitators of tourism should put up structures that make it easy for locals to package them;
- Capacity-building by RBED; and
- To identify and grow potential for business owners within the tourism industry.

The private sector's role is to help develop some of the sites. The interviewee mentioned that most of the sites are not visitor-friendly. The private sector should also capacitate SMMEs that are related to tourism by mentoring them and helping them to draw business plans.

The other stakeholders that have been identified are external investors and sponsors, whose role is to inject money into the Bafokeng territory, to tell others about the area and to help market the area as a viable tourist destination and investment region.

Community awareness of tourism benefits, costs or impacts

With regards to the general awareness of tourism, the Bafokeng community are beginning to recognize the value of tourism although they are not yet maximising it at present. On a scale of

one to ten where one is not aware at all and ten is fully aware, Interviewee 4 believes the Bafokeng communities rank at six (6), which is above average. However, to increase this already moderate awareness level, the following strategies were suggested: (a) To launch community awareness campaigns with the aim of making locals aware of tourism, (b) to promote the local culture and how it can be used to promote tourism.

Community participation in tourism

Although they are generally aware about tourism, the Bafokeng communities do not have much say or participation in the planning of tourism in their area. Interviewee 4, however, believes that the strategies that can be used to increase participation in tourism in general are training, awareness campaigns and introducing tourism in schools.

Bafokeng participation in tourism through entrepreneurship can be promoted through education and exposure given to them. The key role-players identified as a possible funder for tourism development that will enhance community participation in tourism are sponsorships, and funding from mines. The mines can sponsor tourism development as a risk management measure against strikes by empowering locals.

The area can also be marketed by profiling and promoting the “best service rendered” to first-time tourism entrepreneurs and by aggressive use of the media such as radio and television.

With regards to promoting tourism education among the Bafokeng, Interviewee 4 believed that this could be done through schools.

The future of tourism development in the Bafokeng territory

Interview 4 believes that tourism development in Phokeng can go far if there can be proper planning. However, the challenges that need to be addressed in order to achieve this is to develop the identified [heritage] sites that have the potential of being major tourism attractions. Failure to do so will result in not much being achieved. The obstacle to be overcome is the excessive red tape that is present. Currently the traditional communities are run through Dikgosana (Chiefs / Headmen) and this presents challenges when planning.

INTERVIEW 5

The fifth interview was with the acting Head of the Royal Bafokeng Enterprise Development (REBD). He is also head of the Hospitality School at Direpotsane. He has been in the position of acting head of REBD for four years, and has spent at least two decades in the various professions within the tourism industry.

The main tourist attractions in the Royal Bafokeng Nation territory

The main tourism attractions in the Phokeng area and its environs are:

- The RBN Stadium and the events that take place there.
- Nature conservation in the form of:
 - The Pilanesberg National Park; and
 - Kgaswane Game reserve.

In addition to these are the following potential attractions:

- Currently working on the development of Bafokeng Cultural Tourism Route
- Rustenburg as a town has a very large contingent of business travellers; and
- There is room for the development of theatre and arts and other forms of night entertainment.

The positive impacts of tourism in the Bafokeng territory

The interviewee indicated that there is a steady flow of tourists bringing in revenue generation, leading to economic trickle-down effects that result in boosting the economy, creation of jobs regardless of whether they are temporary, permanent or seasonal.

The interviewee believed that much can be done to maximise these positive impacts. However, he believed that there was not much cooperation although there are task teams at the local municipal level, for example that have been set up to look at cooperation in growing tourism in general but also cultural tourism. He feels that there is not enough done to develop the small operators in the area. Unlike in the global arena, the small accommodation providers in the region make a very small contribution to the overall accommodation provision in the area.

The negative impacts of tourism in the Bafokeng territory

Interviewee 5 felt that the negative impacts of tourism in the area were not substantial due to the volume of tours. The positive impacts in the area outweigh the negative ones. He indicated that the South African culture is very diverse and hence there cannot be talk of cultural dilution, and that the volumes of tourists are not so great that they can “take over” from the local population. He, however, felt that there is some opportunistic pricing where the local entrepreneurs are pitching for the foreign tourists in particular. This makes some activities expensive for the local tourists.

The role of various stakeholders in tourism management

The Bafokeng community is noted for its friendly welcoming spirit. Hence their role can be to maintain the reputation of the area as a friendly destination. The other roles they can have are:

- Active participation in providing and maintaining the heritage sites;
- Civic pro-activity in tourism matters, where the community on its own initiates development and does not wait for government or RBA to start things. This level of civic proactivity is the last stage of citizen participation. The question is how shall the Phokeng community reach that level where they can be in total control? Could it be through education?

The **North West Provincial Government** is an absent promoter of tourism in the Phokeng area. He does not think they do enough work to support operators and SMMEs in getting graded and accredited and understanding the need to be accredited and graded. There are expectations of what the North West Provincial government could be doing but they are not yet doing.

The Rustenburg Local Municipality has a strong role to play and are to some extent fulfilling some aspects of that role. In their local development policies and plans, tourism plays a prominent role, but there is little execution of those plans.

Within the Royal Bafokeng Nation is the RBED which looks at the SMME development in general, and also SMMEs aligned with tourism. During the World Cup there was a department that looked particularly at tourism and tourism development. However in recent times there is no longer a sub-department that looks specifically at tourism development. This is because of capacity problems.

With regards to the role of the private sector in tourism development, Interviewee 5 felt that small entrepreneurs are active and creating capacity. These are increasing supply in the form of activities, accommodation and transport. This creates a bigger platform for marketing themselves and stimulating interest in the area. The other stakeholders in tourism in Phokeng and environs are the Hunters Association and/or Private Game Farms. Their roles are to augment what is already taking place in the tourism industry.

The relationship between various stakeholders

The relationship between the private sector and the government is characterised by the fact that government is sometimes absent. For example, there is not much marketing that is done for the soccer matches that take place in the area. However, there are notable developments by government that are noteworthy. The Rustenburg Rapid Transport (RRT) system is a government initiative that will help the movement of tourists within the region.

Community awareness of tourism benefits, costs or impacts

Interviewee 5 is of the belief that the community is strongly aware of tourism, its benefits, costs or impacts among the Bafokeng communities. In spite of this awareness, few SMMEs are

interested in supplying tourism-related products. To increase this level high level of tourism awareness among communities he proposed as key strategies (a) creation of tangible benefits that would motivate the communities to want to participate in this sector; (b) having businesses and destinations that could be made role models that are worthy of emulation. Tourism awareness could also be promoted through tourism education that could be implemented by teaching tourism as a subject in Grades 9 and 10.

Community participation in tourism

Although the communities participate in tourism, they have a limited say in the planning of tourism – at least in a structural way. The RBN, however, has a robust programme that tries to take the community on board and to involve them in participating in developmental issues in general, tourism included. These, among others, include (a) Dumela Phokeng, (b) Kgotha-kgothe meetings, (c) Cathseta. To further stimulate the community to participate in tourism, Interviewee 5 felt that strategies such as school trips, role models, marketing and deliberate dissemination of tourism information could be used.

He further believed that tourism in Phokeng could be marketed and promoted by packaging and selling the product of the region via Sun City and other associated iconic attractions that are in the proximity of and yet not part of the RBN.

Participation through entrepreneurship can be promoted through the already existing structures such as the REBD. The RBED currently supports 567 SMMEs and well over a thousand entrepreneurs. It does a lot of entrepreneurial training, in the form of supporting business start-up and business support as well as fund particular projects.

The future of tourism development in the Bafokeng territory

According to Interviewee 5, the future of tourism development in the Bafokeng Nation can be bright if room could be made for culture and tourism to grow. This could have a significant impact on this sector.

The major drawbacks for tourism growth in Phokeng are crime, lack of suitable information, ageing infrastructure, insufficient transport, and not much done to market the opportunities that are there. During the course of the interview, the interviewee brought up an interesting point that reveals that some tourism businesses in the area that sprung up as a result of the 2010 FIFA World Cup were not sustainable. The 2010 FIFA World Cup had a sudden direct impact. There was an increase in accommodation capacity. Some companies in the travel and tourism industry have survived the World Cup, while others blossomed for a while but have since gone under. As part of its role, the RBED worked very hard to develop accommodation, tour facilities, destination and information, but much of it was not sustainable beyond the World Cup. When

contemplating the future of tourism in the area it would be valuable to seek to understand why these businesses collapsed and what could be done to avoid such challenges in the future.

To further develop tourism in the area, the Interviewee identified God's Window and Pilgrim's Rest as a bench-mark for a successful community-based tourism development for the area. This area is, however, operating on a much smaller scale at present.

INTERVIEW 6

The sixth interview was with the Tourism Manager of the Bojanala Platinum District Municipality. He has been working in the tourism section of the municipality for the past seventeen years.

The main tourist attractions in the Royal Bafokeng Nation territory

The interviewee mentioned the following as the main attractions of tourism within the Bafokeng territory and the surrounds:

- Kgaswane Game Reserve
- Paul Kruger Museum Mzilikazi's Son's Grave
- The NG Kerk that was used as a hospital during the Anglo-Boer war
- The Bafokeng Sports Stadium
- Anglo-Boer War grave site
- Sun City,
- Hartebeespoort Dam
- Pilanesberg National Park
- Bakubung Lodge
- Rustenburg Kloof
- Madikwe

Additional potential attractions or attraction not yet prominent are:

- The concept of the Rustenburg International Convention Centre which has been in the pipeline has now been approved and construction can be expected in the not too distant future.

- Mining Visitor Centre in Rustenburg which is itself an old mining town
- Heritage sites in Madibeng, around Hartebeespoort
- Late Iron Age ruins in the Kgatleng area
- The Borehole of Chief Pilane

The positive impacts of tourism in the Bafokeng territory

The interviewee identified job creation as the sole positive impact of tourism in the area. He emphasised the fact that 4/7th of the provincial tourism income comes from Bojanala Platinum District Municipality in which the Royal Bafokeng Nation is located. He also stated that Rustenburg is strategically located and is a gateway between Botswana, Johannesburg, Mahikeng and Pretoria. This strategic location advantages it to be a tourism hub and to reap the desired economic benefits. He advocated the diversification of the tourism industry through events, sports and other activities as a means of maximising the positive impacts.

The negative impacts of tourism in the Bafokeng territory

The negative impacts of tourism, especially those that came about as a result of the World Cup are prostitution, crime, petty thieving and pilfering, pickpocketing, car smashing and house breakings. To arrest these negative impacts he suggested strong community policing, neighbourhood watches, and constant communication between the stakeholders.

The role of various stakeholders in tourism management

The role of the Bojanala Platinum District Municipality communities in general and the Bafokeng community in general in tourism development is to support what is happening by taking ownership of tourism and welcoming the tourists. The roles of the RBA and of various levels of government are to provide road accessibility, supporting the industry by facilities, and the businesses by booking them. He also mentioned that the main threat to tourism in the area is water and power crises.

He further explained that the role of the private sector in tourism development is basically the support that the big multinationals should give in the branding of the smaller businesses.

The relationship between various stakeholders

There is a good working relationship between the private sector and the community. The private sector offers internships, learnerships and training to community members. The community also supports the business of the private sector by giving their businesses referrals and intermittent bookings. This keeps the businesses going during the off-peak seasons. The relationship between the private sector and the government is also a very positive one. Government offers

training, business advice and business support to the tourism businesses as well as exposure by assisting them to attend tourism shows such as Indaba.

Community awareness of tourism benefits, costs or impacts

With regards to the Bafokeng people's awareness of tourism its benefits and its costs, the interviewee felt that the ordinary man in the street knows more than average and more than his counterpart from another part of the province outside of the Bojanala Platinum District Municipality and the RBN territory in particular. This awareness level is largely influenced by the 2010 FIFA World Cup that was co-hosted in the backyard of the Royal Bafokeng Nation. He also proposed that to increase the level of community awareness places of interest should be made easily accessible in terms of cost and also by improving the availability and variability of transport.

INTERVIEW 7

The 7th interview was with the Tourism Development Manager at the North West Parks and Tourism Board and has been working in this profession for at least thirteen years.

The main tourist attractions in the Royal Bafokeng Nation territory

According to Interviewee 7, the main tourism attractions in the RBN territory are:

- The Hartebeespoort Dam;
- Pilanesberg National Park;
- Sun City Resort (the Bojanala District is the only district in the North West Province that has 5-star hotels);
- Royal Marang Hotel;
- Sun City – Lost City Palace;
- The Cascades.

The other attractions that are either not fully developed and/or have the potential of becoming iconic are:

- Cheetah Breeding Centre
- Madibeng area
- Carousel Casino Resort (this is an events destination)

- Mabogo Ndebele Cultural Village
- The historical and heritage sites of the region such as:
 - Ga Molokoane Historical Site
 - Mzilikazi's Son's Grave
 - Moruleng Museum

The positive impacts of tourism in the Bafokeng territory

The positive impacts of tourism in the area that Interviewee 7 mentioned are: (a) Infrastructure development, e.g. the upgrading of the Pilanesberg airport; (b) the building of the “Western Bypass”; (c) Lebone College; (d) job creation; (e) the revitalisation of other industries and (f) the stimulation of entrepreneurship.

The negative impacts of tourism in the Bafokeng territory

The negative impacts mentioned include (a) environmental impact (eroded roads), especially in the Pilanesberg area due to the high volumes of tourist traffic; (b) crime and illegal activities such as selling of live reptiles and other protected exotic animals to unsuspecting tourists, (c) the closing of the Hartebeespoort Dam – thus impacting on the environment – with the aim of keeping the tourists happy with an abundance of water.

To minimise these negative impacts, Interviewee 7 suggested using two strategic actions, these being (a) educating the community about tourism and its impacts; and (b) regulating the tourism industry on the supply side as well as the demand side.

The role of various stakeholders in tourism management

The role of the communities of the RBN and greater Rustenburg Local Municipality as hosts is to (a) make the tourists feel welcome by providing tourist information, (b) provide tourism guiding services and interpretation at the site, and (c) to be ambassadors of their own heritage and culture.

With regards to the role in tourism development of the Rustenburg Local Municipality and/or Bojanala Platinum District Municipality, Interviewee 7 emphasised that it is, (a) to provide basic infrastructure to the supply side, (b) provide basic services like waste removal, and (c) provision of water, among other things. The provincial government's role has been identified as (a) promoting tourism investment, (b) providing basic infrastructure and facilities, and (c) supporting SMMEs.

The other role of the private sector is to provide quality services as custodians of service standards as well as ensuring diversity of product offering. In addition to the mentioned stakeholders, the interviewee identified other critical role-players in the development of tourism. These are institutions of higher learning and academics, whose role is to offer knowledge and advice and management training to the industry, and the media which need to focus more on post-development training rather than tourism development itself.

The relationship between various stakeholders

The relationship between the private sector and the community is supposed to be a critical one, although at present in the area concerned such a relationship is not yet at a desired level. There is no communication between the private sector and the community; however the community would like to see more of such interaction between them and the private sector. At present the community is simply observing the private sector as it goes about with its tourism businesses.

The relationship between the private sector and the government is a good one. The government at present is working very closely with the associations of tourism businesses. For example they work with the Rustenburg Adventure Tourism Accommodation (RATA), Rustenburg Buffelspoort Valley Tourism Association among others. Government has even signed MOUs with tourism associations. Hence those members of the private sector that are complaining about the absence of government simply do not know or have not researched enough. This could be a possible gap on information dissemination, hence there is a need to know what actions need to be taken to ensure that government assistance and programmes reach the intended recipients.

Community awareness of tourism benefits, costs or impacts

The communities of the Royal Bafokeng Nation are reported to be very aware of tourism benefits, costs and impacts when compared to the other regions. The interviewee ranked them 7 on a scale of 0-10 where 0 is not aware at all and 10 is fully aware. This is higher than the rating of 4 that the interviewee gave to the Bojanala district in general. The interviewee believed that the strategies that could be used to increase this awareness are through education and tourism awareness workshops for the community.

The interviewee indicated that tourism awareness could also be promoted through promoting tourism education at schools. To this end the North West Tourism Educators Forum was established three years ago and its purpose is to enhance tourism education in the province. The North West Province is the only province that has come up with such an initiative. Through this initiative, they have been organising tourism camps for Grade 11 tourism learners for the past three years and have taken the tourism teachers to the Indaba travel shows yearly and more recently to the World Travel Market (WTM) in London for two years in succession.

Community participation in tourism

According to the interviewee, the communities of the RBN and the immediate surrounds are involved in the planning of tourism in their area albeit at a consultation level and not yet at the desired level. The interviewee is of the opinion that community participation in tourism can be increased through education and training and deliberate programmes to raise awareness levels. Since entrepreneurship is a desired activity for community participation, the interviewee suggested the following strategy of promoting entrepreneurship in tourism through tourism exchange programmes with other countries, whereby the visiting entrepreneurs provide information, and share their knowledge and market information with the locals.

The future of tourism development in the Bafokeng territory

According to the interviewee, tourism development in the Bafokeng territory will experience a boom in the future as follow trends around the world. This is because Bojanala Platinum District Municipality (where the RBN is located) is a tourism hub of the province.

The marketing and promotion of tourism in this region should be through conventional methods. Tour operators should also take the lead in local areas. More local guides should also be trained.

With regards to the funding of tourism development, the interviewee suggested the creation of an integrated development fund where every sphere of government (national, provincial and local) contributes to it. The purpose of such a fund would be to fund businesses. The other suggested method of funding tourism is through the Social Responsibility Investment funding programmes which comes directly from national to the municipalities and is used to fund infrastructure.

The interviewee identified the KwaZulu Natal (KZN) and Namibia as destinations that could be used as bench-marks for community-based tourism development for the Royal Bafokeng Nation.

The interviewee highlighted that the challenges to this anticipated growth are due to the political instability in the area. He said that the changes of political leadership almost always takes the province or districts two steps back for every forward stride made.

5.2.3 The results from semi-structured in-depth personal interviews with managers from the private sector

INTERVIEW 8: KAMOGELO GUEST HOUSE

The eighth interview was conducted with a Phokeng-born entrepreneur and owner of Kamogelo Guest House situated at Mogwase. He had been working in this profession and in this capacity for fifteen years and four months at the time of the interview.

The main tourist attractions in the Royal Bafokeng Nation territory and surrounds

According to Interviewee 8, the main tourist attractions in the RBN territory and the environs, according to Interviewee 8 are as follows:

- Pilanesberg National Park;
- Sun City;
- Lion Park;
- Predator World;
- Bafokeng Sports Palace;
- Marang Hotel;
- Moruleng Stadium; and the
- Bafokeng Stadium.

New attractions or sites that have not yet been developed but that have the potential of becoming fully fledged attractions are:

- The newly opened cultural museum at Moruleng,
- Old disused mines have a potential to grow a huge niche market of mining tourism.

The role of various stakeholders in tourism management

Interviewee 8 understood the role of the Bafokeng communities in tourism development to be (a) to provide hospitality to the tourists especially in the form of B&Bs, (b) artefacts and souvenirs, (c) catering, (d) tour operations, (e) game, (f) hospitable nature of Batswana, (g) homestays provided by ordinary citizens. The role of the private sector on the other hand has been identified as to foster cooperation within the industry. The interviewee stressed the fact that outside tour operators support local businesses more than local ones.

The roles of the RBA and or Local, District, and Provincial tiers of government are to (a) market the RBN businesses, (b) to organise courses by the Tourism Enterprise Programme (TEP), (c) to refer guests to the local businesses, and (d) to organise exhibitions and shows where the tourism products of the Bojanala Platinum District Municipality in general and the Royal Bafokeng Nation in particular can be showcased.

The relationship between various stakeholders

The relationship between the private sector and the community is a very good one. The community supports the local businesses by booking their guests into the local establishment. These guests are mostly people who have come to attend life-cycle events such as weddings, funerals and other family oriented ceremonies.

The relationship between the private sector and the government is an amicable one. Government, however, makes the effort to expose the local SMMEs to businesses training environment. The interviewee made mention that there was no monetary support from the government.

Community awareness of tourism benefits, costs or impacts

Interviewee 8 concurred that the community was aware of tourism benefits, its cost and its impacts. On a scale of 0-10 where 0 is “not aware” and 10 is “fully aware”, he believed that the Bafokeng community ranked between 7 and 8. He suggested that this high level of awareness by the community could be increased through local exhibitions, teaching tourism in schools, launching awareness campaigns and hosting competitions.

Community participation in tourism

The Bafokeng communities are involved in the planning of tourism – however limited – through the provision made for communities to participate in the IDP, Kgotha-kgothe meetings and other fora where the community is invited to bring the suggestions for development in general, including tourism. Interviewee 8 maintained that the level of community participation in the area can be increased through education and awareness promotion, where the community is briefed about the importance of tourism, as well as through provision of financial support to the new businesses.

Funding

Funding, which seems to be a major obstacle to community participation in tourism, is the responsibility of the government. On this point, the interviewee especially noted that the local municipality is not doing its best in this regard.

Tourism entrepreneurship can be promoted – and thus increase community participation – if government takes a leading role to enhance those that are showing a passion for tourism to ensure their growth. Entrepreneurship can also be promoted by giving easy access to land, especially Blacks.

The future of tourism development in the Bafokeng territory

According to Interviewee 8 tourism development in the Bafokeng territory will grow provided there is a concerted effort in increasing tourism awareness among the ordinary citizenry as well as in the business sector, and if government supports new businesses. Further development of tourism can have a significant input in the economy if they are well planned and well administered.

Tourism in the Bafokeng territory can also be marketed and promoted through (a) being receptive and welcoming to the visitors as satisfied guests are a good way of promoting the facility and attractions in question, (b) improvement of signage [the interviewee said that the procedure for applying for signage was too cumbersome], (c) traditional marketing, (d) partnerships with traditional dancers that have a huge following. This strategy will bring guests who are followers of these groups to the region.

The interviewee also highlighted what he believed to be major challenges for the RBN territory becoming a tourist destination of choice. Firstly it is the rural nature of the area and secondly the fact that the villages are far apart and thus making connectivity and intra-village visitation by tourists difficult, time consuming and tedious.

About the business of Interviewee 8

- (1) The number of employees in Interviewee 8's business (Kamogelo Guest House) is three individuals, of which one is a Mofokeng.
- (2) The challenges of operating a tourism business that have been experienced thus far are (a) the vicious circle of finding funding, (b) the process of rezoning residential properties to be business properties is an expensive and tedious one, (c) acquisition of land for tourism development is also very difficult, and (d) being placed in a database of businesses is difficult.
- (3) The business uses traditional marketing techniques to market itself
- (4) About 20% of the visitors are international and 80% are domestic, whereby 50% of the domestic market is from Gauteng and the North West Provinces and the remaining 50 is from the rest of the country. The reasons for visiting the area are, attending conferences

that are hosted in the region, and work trips (especially hosted at Sun City). The average number of days spent by visitors three 3 days.

(5) The business of Interviewee 8 was completely self-funded.

INTERVIEW 9: MATHIBE TRANSPORT

This interview was with the owner of Mathibe Transport, which is an RBN-based transport company that services both tourists and the local market.

The main tourist attractions in the Royal Bafokeng Nation territory and surrounds

According to Interviewee 9 the main attractions in the Royal Bafokeng Nation territory and surrounds are:

- Ancient archaeological sites such as stone walled settlements;
- The dam situated in the RBN area;
- The site of huge footprints on molten rock situated at Maile/Kopman can be seen as a site for further tourism development in the RBN area.

By way of augmenting these attractions, the interviewee identified the beautiful roads and the friendly nation as the unique selling points of the area.

The role of various stakeholders in tourism management

The role of the Bafokeng communities is to develop old mines into tourist attractions. The role of the RBA and the various tiers of government is to develop accommodation facilities for the tourists. Similarly the role of the private sector is also to develop accommodation facilities, to develop transport, as well as to develop and maintain the attractions in the area.

The relationship between various stakeholders

The relationship between the private sector and the community is a good one in the sense that the community supports the tourism businesses in the area. About 70% of the clients are local and 30% outside business. Similarly, the relationship between the private sector and the government is also a very good one. The local tourism businesses with specific reference to the transport sector obtain their permits from the government.

Community awareness of tourism benefits, costs or impacts

According to the interviewee, the Bafokeng community is relatively aware of the tourism activities in this area as well as the accompanying benefits, costs or impacts. To increase this awareness he suggested a number of strategies that can be used, namely the use of Makgotla

and Dikgosana to conscientize the citizens about tourism, the radio, Segoagoe (a Bafokeng Newsletter), schools, and training workshops.

Community participation in tourism

Interviewee 9 felt that the Bafokeng community may be involved in the management of some of the tourism products; however he felt that they had passive involvement in planning. He also suggested provision of serious training to the community as a core strategy that can be used to increase community participation in tourism in general.

Funding

The interviewee also believed that government should be the one providing funding for the development of tourism. The provision of such funding would help increase community participation in tourism. Further strategies could be the use of advertisements, showcasing success stories of other attractions or countries with the intention of promoting entrepreneurship in the community

The future of tourism development in the Bafokeng territory

Interviewee 9 foresees positive future growth and development of tourism in the area that will bring jobs. He pointed out that such further developments will have a significant input in the economy resulting in the much needed economic boost. The future opportunity for tourism development that was also identified was the need to develop or revive airports in the area. He said that at present there is no airstrip or airport in the Phokeng area. However, the development of the revamping of the Pilanesberg airport in the neighbouring area can also benefit the Bafokeng territory.

The challenge that could, however, derail the RBN from becoming a thriving tourist destination in the future is crime, if it can be allowed to spin out of control. At the moment it is not that much of a threat. The other challenges include lack of transport as well as lack of accommodation.

About the business of Interviewee 9

- (1) Interviewee 9 has six employees (two from Giyani, one from Venda, one from Zeerust, one from Madikwe and one from Kanana). Of these only one is a Mofokeng.
- (2) The challenges that have been experienced thus far when operating a tourism business are the long periods of the low season where there are no customers, which sometimes can be as long as 3 – 4 months.
- (3) The sole strategy for marketing the business of Interviewee 9 is to brand the company vehicle. Apart from this, he has no other strategy that he uses.

- (4) Most clients of the business come from the RBN territory and the greater RLM area. They usually spend 2 – 3 nights (Friday to Sunday) and are drawn to the area by the attractions mentioned above as well as Sun City.
- (5) The funding for the business was obtained from the bank and was not funded by any contribution from private savings at all.

INTERVIEW 10: ROYAL MARANG HOTEL

This interview was held with the CEO of the Royal Marang Hotel, based in Phokeng, the capital village. He has been involved in the tourism industry for twenty-five years.

The main tourist attractions in the Royal Bafokeng Nation territory and surrounds

According to Interviewee 10, the following main attractions as the “hardware” of tourist attractions in the Royal Bafokeng Nation territory and its surrounds:

- Royal Marang Hotel;
- Inando Hotel;
- Sports Academy;
- Stadium; and
- Conference centres.

In addition to these attractions, the interviewee was of the opinion that the following were “ancillary” and would not be the sole reason for visiting the area even though they were an indispensable part of the product offering:

- The friendly and gentle nature of the Bafokeng people. This should continue as all interactions are positive
- The heritage and culture of the area that would follow the arts and culture route. At present there are 40-odd sites that have been established.
- The presence of B&Bs which are an ancillary element.

In addition to the “hardware” and “ancillary” attractions to the RBN, the interviewee identified the following as unique selling points for the region:

- A beautiful area

- Proximity to Johannesburg
- Infrastructure access such as freeways, strategic location between Sun City and Johannesburg.

The role of various stakeholders in tourism management

According to Interviewee 10 the role of the RBA and/or local district and provincial government is to (a) create an enabling environment for tourism to thrive; and (b) to assist in exposing businesses and sending them to Indaba and other local exhibitions. He was of the strong conviction that sending small businesses such as a B&B owner to the WTM was pointless and would not achieve much. He insisted rather on them being exposed to the Indaba show. The role of the private sector on the other hand is to develop, maintain and to package attractions.

The relationship between various stakeholders

Interviewee 10 strongly believes that the community itself is the private sector because the one feeds the other. Hence the relationship between the private sector and the community is very good. Turning to the relationship between the private sector and the government, he conceded that the relationship was satisfactory because the private sector can have their issues, such as getting licenses, solved, albeit at a slower pace than they would have liked.

Community awareness of tourism benefits, costs or impacts

With regards to the community's awareness of tourism, its benefits, costs or impacts, Interviewee 10 stated that because of the 2010 FIFA World Cup Soccer tournament that was hosted in Phokeng, the Bafokeng community is well aware of what tourism is and what it can be. To increase this awareness further, he suggested that the RBN should host functions that serve as advertising and information dissemination platforms so that the people can get used to the hype of such activities and what is happening.

Community participation in tourism

According to interviewee 10, the Bafokeng community is not involved directly at the decision-making level in the planning of tourism. They do, however, participate indirectly through their representatives via the supreme council, which is not a quick process. The people's representativeness is currently being formulated.

With regards to general participation in tourism, the interviewee was of the opinion that the community can increase its participation if there can be more activities that would arouse people to participate in tourism.

Entrepreneurship in tourism (as a form of participation) can be promoted through the assistance of the TEP and the RBED. Funding such entrepreneurial endeavours can be done through the

RBED programme that targets small enterprises that is very much similar to the TEP. He further stated that the RBN community has a double advantage when it comes to funding, because it can obtain funding through the RBED as well as through the government structures. To elucidate further on the issue of funding, the interviewee stated that the returns from tourism are not substantial enough to encourage external investors; nevertheless such investments will come with time.

The future of tourism development in the Bafokeng territory

According to the view of Interviewee 10, tourism development in the RBN will be viable; will be an employer of people and will be a self-perpetuating profit making activity.

About the business of Interviewee 10

- (1) The Royal Marang Hotel has 100 employees and about 95% of them are Bafokeng.
- (2) The challenges faced by this type of business arise from lack of knowledge and understanding all the different elements that need to work together.
- (3) The marketing strategies of Royal Marang Hotel are (a) the use of an online strategy which is a total interactive real-time portal (b) Collective Royal Bafokeng Portal, and (c) word of mouth. The bigger the event or activity that brings people to Royal Marang Hotel the bigger the word of mouth advertising.
- (4) The visitors to Royal Marang Hotel comprise business tourists that are linked to the mines, conference bookings (mostly from Johannesburg), and sports tourists. The international guests account for less than 10% of the guests. The guests to the Royal Marang Hotel are attracted to Phokeng by the tranquillity that the place offers, the proximity of the hotel to Rustenburg and the fact that it is the only 5-star hotel in the immediate area.
- (5) The Royal Marang Hotel is unique in that it was funded by the Royal Bafokeng Nation rather than through other means. The interviewee emphasised the fact that had this hotel not been self-funded it would have not been able to pay the loan repayment. This is because the hotel is operationally profitable but not capital profitable. However, the hotel is an asset because the area needed a catalyst

INTERVIEW 11: TLHAGO NATURE TRAVELLERS CC

This interview was held with an entrepreneur and owner of Tlhago Nature Travellers cc, which a tour operating company that deals mainly with airport transfers, education excursions, private tours, private hire and shuttle hire. He has been involved in this business and position for the past seven years.

The main tourist attractions in the Royal Bafokeng Nation territory and surrounds

According to Interviewee 11, the main tourist attractions in Phokeng are:

- RBA Offices;
- Stadium;
- Monument of Mzilikazi's Son's Grave; and
- Other heritage sites

The other sites that are being developed or that have the potential of being significant sites in the future are:

- A dam at Kanana. A camp site will be built there.
- History of the Lutheran Church

In addition to these existing and potential attractions, the interviewee was of the view that the unique selling points for Phokeng are the friendliness of the citizens of the RBN.

The role of various stakeholders in tourism management

The role of the Bafokeng community is to be a source of information regarding the history, heritage and culture of the area. The RBA, Local Government, District Government and Provincial Government's role is to conduct seminars and training for the community and the tourism business sector. To this end, competitions have been conducted and awards given to deserving businesses. The RBED, which is an agency of the RBA, conducts mentorship programmes. The private sector's role on the other hand is (a) marketing the attractions, and (b) developing packaging their product to a larger market.

The relationship between various stakeholders

The relationship between the private sector and the community is a cordial relationship. The community sees the value that the private sector adds into the area through the contribution it makes in job creation, hence they support the private sector. On the other hand the relationship between the private sector and government is a good one and has potential to grow. The challenge that is experienced in this relationship, however, is that the government knows what it is expected to implement yet it is not doing its best to develop tourism.

Community awareness of tourism benefits, costs or impacts

With regards to community awareness on tourism issues, Interviewee 11 believes that the community has some awareness of the benefits of tourism but only has a passive reaction to

some of the products. People will welcome busloads of tourists as a business opportunity. The interviewee believes that this level of tourism awareness can be increased through school events, during games, makgotla and similar structures that could be used to inform the community.

Community participation in tourism

With regards to community participation in tourism, Interviewee 11 explained that the community supports and participates in tourism activities, however minimal. However, with regards to planning, the RBA plays a significant role and the community a very minimal role. He believes that community participation can be increased through knowledge which is linked to income. He explained that people are keener to participate in tourism when there are rewards. Community participation through entrepreneurship can be promoted through tourism education given at an early age in the lower grades and progressing to the higher grades.

Funding

Funding for tourism can be obtained through the private sector, investors including government.

The future of tourism development in the Bafokeng territory

According to Interviewee 11, the future of tourism development in the Bafokeng territory can be bright, or conversely it can be dim unless the nation starts planning. He foresaw that future opportunities in tourism growth in the area lay in the growth of curio shops, the manufacturing of souvenirs and other tourist paraphernalia including Batswana traditional attire, which would increase revenue and grow the economy of the area.

Tourism in the Bafokeng territory can be promoted and marketed through conventional means, familiarisation tours for travel writers, business collaboration, and the general branding of the area.

The obstacle that can stand in the way of the RBN becoming a future tourism destination of choice that needs to be addressed urgently is the unique nature and concept of the “Royal Bafokeng Nation” that exhibits greater economic self-reliance as compared to other traditional communities. This autonomy can shut out opportunities and outside funds that could otherwise be received by the RBN nation for tourism development. Secondly, all the stakeholders within the tourism sector in RBN territory operates in silos. A typical example given by the interviewee is where the Department of Sports organises a major sporting event that has the potential of bringing lots of tourists, but does not involve the department of tourism in its activity.

To achieve this envisaged growth, Interviewee 11 believes that Masai Tourism in East Africa can be used as a bench-mark for community-based tourism development in the RBN.

About the business of Interviewee 11

- (1) Tlhago Nature Travellers cc has seven full-time employees all of which are Bafokeng. This number excludes five casual or part time employees, two of whom are foreigners and three from other Batswana ethnic groups.
- (2) The challenges of operating a business revolve primarily around the seasonal nature of the tourist business.
- (3) The marketing strategies employed by Interviewee 11's business are a mixture of magazine adverts, business magazines, websites fliers as well as networking.
- (4) Most of the clientele are local and regional. There are very few international visitors. On average the visitors spend three days. Most of these visitors are a spillover from Pilanesberg and Sun City, as well as some mining enthusiasts.
- (5) The funding of Tlhago Nature Travellers cc came mostly from commercial banks as well as independent investors / development funders.

INTERVIEW 12: PHOLA BED AND BREAKFAST

This interview was held with an entrepreneur and owner of Phola Bed and Breakfast situated at Maile. She had been in that kind of profession for the past five years.

The main tourist attractions in the Royal Bafokeng Nation territory and surrounds

- Interviewee 12 gave the following response with regard to the main tourist attractions in the Royal Bafokeng Nation territory and surrounds:
- Sun City;
- Pilanesberg National Park;
- Kgaswane Game Reserve;
- Mphe Bana Cultural Village; and
- Mine visits.

Besides these established attractions, the interviewee felt that historical and heritage sites scattered around the 30 Bafokeng Villages had a potential to be developed into major tourist attractions. She cited the Tombstone of the First King that has a lot of history surrounding it as a typical example of such sites. At present the historical and heritage sites have not yet been developed to their full potential.

In addition to the abovementioned developed and potential attractions, the interviewee emphasized the pleasant weather of the area as a unique selling point for tourism.

The role of various stakeholders in tourism management

The interviewee felt that all tourism stakeholders in the region had a significant role to play in the management and development of tourism. The community's role is to present their crafts to the tourism industry. She also felt that the RBA's role could be (a) offering assistance to people to obtain funding for tourism businesses, (b) researching the needs of people who to start tourism businesses. The Rustenburg Local Municipality could help with signage. The other tiers of government such as the Bojanala Platinum District Municipality and the Provincial Government could create a conducive environment for conducting tourism businesses, e.g. reliable water provision. This was mentioned especially due to frequent water shortages in the area which hurt the tourism business. The role of the tourism private sector is to mentor the upcoming smaller businesses.

The relationship between various stakeholders

Interviewee 12 sees the relationship between the private sector and the community as a balanced one, where it could be rated at 5 on a scale of 1-10 where 1 and 10 are least favourable and most favourable respectively. The relationship between the private sector and the government is also seen as average to cordial. Interviewee 12 highlighted that the government is a major role player even though it does not play a completely satisfactory role. The shortcoming of government is that it only gives funding when one has collateral.

Community awareness of tourism benefits, costs or impacts

The Bafokeng people are reported to be highly aware of tourism benefits, its costs and impacts. The interviewee believed that the level of awareness could be rated at 8 on a scale of 1-10 where 1 and 10 are least aware and completely aware respectively. This high level of awareness is due to the flow of tourists in the area who pass to Sun City, to the parks and game reserves or simply visitors to the Bafokeng villages.

To increase this high level of awareness a couple of strategies were suggested. These are talking constantly about tourism through the use of radio, the print media which could also be used to help advertise the existing establishments. The other strategies are offering tourism training as well as teaching tourism as a subject at schools.

Community participation in tourism

The Bafokeng communities are to some degree involved in tourism. This was especially so during the 2010 FIFA World Cup where homestays were encouraged and a platform was given to the community to participate in tourism. Interviewee 12 believes that this level of participation

could be increased through deliberate information provision to the public through pamphlets that the RBA could distribute.

Entrepreneurship as a strategy for community participation can be promoted among Bafokeng through educating clubs, NGOs and other civic organisation about the opportunities of tourism, targeting churches, community clubs et cetera and to tell them about the prospects of tourism businesses via Kgotha-Kgothe meetings and other fora.

Funding

Funding for tourism in the Bafokeng territory can be through government assistance; be it national, provincial, district or local. The interviewee stated that the banks cannot give one money unless they have money.

The future of tourism development in the Bafokeng territory

The interviewee foresees a certain future growth of tourism in the area. This growth, however, will be limited to the semi-urban / township-type areas of the Kingdom but not prevalent in the more rural areas of the Bafokeng villages. Further opportunities for tourism development are also dependent on the involvement of the local municipality, and training and education the community. She concurred that these and other initiatives for further development of tourism can have a significant input in the community as these will increase job creation.

She highlighted that the anticipated future growth of tourism in the Bafokeng territory and its dream of being a major destination of choice can be realised only if the challenges of funding current and future tourism business, and advertising of the same businesses can be overcome.

The interviewee chose SOWETO as a benchmark for community-based tourism development in RBN. She also emphasized that the marketing of the area could be done by word of mouth, the internet and newspapers.

About the business of Interviewee 12

- (1) The business of Interviewee 12, Phola Bed and Breakfast has no employees. It is a small family business that depends entirely on the labour of the owner and other family members. The owners of the business are Bafokeng.
- (2) The challenges of operating a tourism business that have been experienced thus far are difficulty in being known which is largely due to no or poor signage and marketing. The interviewee explained that the businesses were not allowed by the King to place signage for their businesses on his "land". According to the interviewee, currently there is no register of accommodation providers at RTC or even at RBA/RBED.

- (3) Phola Bed and Breakfast uses the social media such as LinkedIn for marketing itself. It is also affiliated to organisations such as SAFARI NOW (a tourist information centre) that helps market small businesses in the area.
- (4) *According to Interviewee 12, about 50% of people who visit the area local people from the North West and Gauteng Provinces who come because they are attending funerals/weddings or other life-cycle events. The other 50% are business people usually a spill-over from Sun City who are mostly conference attendees. These are from the rest of the country and outside the borders of RSA. The average length of stay in her establishment is 3 days per visitor.*
- (5) The funding of the business came from personal savings of the owner, from the RBA as well as from the RLM.

INTERVIEWEE 13: MONTSAMAIISA BOSIGO TRANSPORT

This interview was conducted with a tourism entrepreneur and owner of Montsamaisa Bosigo Transport which is a tour company based in the Rustenburg/Phokeng area. The interviewee has spent thirteen years in this profession and type of business.

The main tourist attractions in the Royal Bafokeng Nation territory and surrounds

According to interviewee 13, the main tourism attractions in the Royal Bafokeng Nation territory are:

- The Bafokeng Stadium;
- The Royal Marang Hotel;
- The grave of Mzilikazi's son;
- Phokeng, the capital village of Bafokeng;
- Sun City; and
- Pilanesberg National Park.

In addition to these attractions, the interviewee felt that the development of a "Platinum Reef City" which emulates the theme of the Gold Reef City can be a potential major attraction to the area.

The role of various stakeholders in tourism management

The role of the community is to take care of the environment as doing so beautifies the environment, as well as being a friendly and hospitable host community. The role of the RBA and various tiers of government (local, district and provincial governments) is to listen to the needs of the industry and to offer assistance where necessary. The role of the private sector on the other hand is to create jobs and to develop the industry.

The relationship between various stakeholders

The relationship between the private sector and the community is a cordial one where there is mutual respect for each other. Similarly, the relationship between the private sector and government is also a very good one. If ranked on a scale of 1-10 the relationship could be rated as more than 5. Government listens to the needs of the industry and offers assistance where necessary. This situation is suitable for further developments.

Community awareness of tourism benefits, costs or impacts

According to Interviewee 13, about 80% of the Bafokeng communities are not aware of tourism, its benefits, costs and impacts. He did, however, suggest that increasing awareness should begin by campaigns in schools, and include community awareness campaigns launched by the government. The tourism businesses can also develop awareness programmes and integrate them in their operations.

Community participation in tourism

The Bafokeng community is generally involved in the planning and management of tourism developments in their area, even though such involvement is limited and does not have much decision making powers. The community's participation in planning is through Kgothakgothe meetings, "Metse le metsana" meetings facilitated through Dikgosana, Dumela Phokeng which are fora comprised of about three to four villages per cluster which are established to solicit general development ideas from the community. The community can also participate through entrepreneurship in tourism which the interviewee believed could be promoted through organising entrepreneurship workshops for the community. The strategies that can be used to increase the community's participation in tourism are training and awareness.

Funding

Tourism in Phokeng can be funded through government assistance, donations and financial assistance/sponsorships from the neighbouring mines, specialized funding dedicated to the private sector.

The future of tourism development in the Bafokeng territory

Interviewee 13 was optimistic about the future of tourism development in Bafokeng territory and stated that he anticipated it taking off and growing rapidly five years from now. He believes that further opportunities for tourism development included the establishment of cultural tourism and cottage industry. He emphasized that these further developments will have a significant input in the economy in the form of (a) more tourist spending, (b) better products, and (c) rejuvenation of businesses.

Interviewee 13 was of the opinion that tourism in the region could be marketed through information centres, the internet, training in schools, travel magazines and adverts on television.

The interviewee felt that Swaziland was the ideal community-based tourism destination that could be used as a bench-mark for Phokeng.

The drawbacks that may retard progress in the tourism industry are lack of information among the community and by the industry as well as lack of funding for tourism businesses.

About the business of Interviewee 13

- (1) In addition to the family members Montsamaisa Bosigo Transport has a total of three employees of whom two are Bafokeng and one is from Gauteng.
- (2) The challenges of operating a tourism-related business that have been experienced until now is that they could not access the database of mines without the assistance of the RBED. It took a long time to know about the RBED. This challenge of little information regarding where to get help is present in the smaller villages.
- (3) Montsamaisa Bosigo Transport's marketing strategy depends on the use of word of mouth advertising, the database of the mines and the RBED website (SHADUKA-Black Umbrella)
- (4) Most of this business's clients come from around the Bojanala District and hence are part of domestic tourism. The visitors' average length of stay and or the peak period for business is two days (Fridays to Sundays). These are attracted mostly by the mines (business trips to the mines and mines' employees).
- (5) Interviewee 13 obtained funding through loans from commercial banks as well as through personal savings.

INTERVIEW 14: THORISO BED AND BREAKFAST

This interview was conducted with a Mofokeng entrepreneur who owns Thoriso Bed and Breakfast at Geelhoutpark in Rustenburg. The interviewee has five years' experience in this profession.

The main tourist attractions in the Royal Bafokeng Nation territory and surrounds

According to this interviewee, the main tourist attractions in the Royal Bafokeng Nation territory and the surrounds are:

- Sun City;
- Bafokeng Stadium; and
- Olympia Stadium.

The additional attractions that have not been fully developed but have the potential of being significant are:

- A cultural centre for further development of cultural attractions; and
- Kloof Resort which is near completion.

The unique selling points of Bafokeng that were identified are the pleasant all year round weather and the friendliness of the communities.

The role of various stakeholders in tourism management

The role of the community in tourism management and development is to participate in tourism and supporting the industry as well as being more welcoming to the guests to the region. Bafokeng are well known for their friendliness and warm hospitality.

The role of the RBA and the role of different tiers of government are

- To maintain and develop attractions;
- Build and create more attractions;
- Organise workshops;
- Interact more with the private sector; and
- Send local businesses to attend local tourism exhibitions and fairs such as Indaba.

The role of the private sector is to:

- Update themselves by attending workshops regularly;
- Upgrade their facilities; and
- Perform further training.

The relationship between various stakeholders

According to Interviewee 14 the relationship between private sector and the community is a good one. The community supports and brings business to the local tourism establishments. By contrast, the interviewee sees the relationship between the private sector and the government as a very strained one. This is because the middle layer of government between top government and the industry is not doing its job. This relationship can be fixed if middle management can take responsibility and be accountable in serving the needs of the industry expeditiously, effectively and efficiently.

Community awareness of tourism benefits, costs or impacts

Not many people in the community are that aware of tourism. The interviewee rated the awareness level at 4 in a scale of 1 – 10 where 1 is not aware at all and 10 is fully aware. They however emphasized the following strategies that should be employed to increase tourism awareness among Bafokeng:

- Use the platform of community meetings to make communities aware of tourism and all its ramifications
- Use the media (print, radio, television etc.) to educate the public
- Introduce tourism awareness in schools

Community participation in tourism

The interviewee felt that Bafokeng communities have varying levels of participation depending on where they come from. The Bafokeng who reside in the capital village, Phokeng, are to a greater degree involved in the management and development of tourism. However, such involvement does not have much decision-making powers. The interviewee also believed that the main strategy that can be used to increase participation is awareness creation. Further community participation in tourism in the form of tourism entrepreneurship can be promoted by offering the subjects of tourism and entrepreneurship at school level, and by taking existing businesses to workshops to be taught other tourism business avenues.

Funding

Tourism in Phokeng can be funded by the private sector, banks, savings from the would-be entrepreneurs, local government and provincial government funding.

The future of tourism development in the Bafokeng territory

The interviewee felt that the tourism industry in the Bafokeng territory had a bright future, on condition that (a) the existing industry is more enlightened, (b) the government equips the industry with the necessary resources and infrastructure, (c) the private sector develops and improves the existing attractions and facilities, and (d) the community supports the new development. Success depends on the future cooperation within the existing role-players. They also felt that the future held opportunities for further developments in the form of bigger malls, a convention centre and the hosting of events and sporting activities. Thus she affirmed that further tourism developments could have a significant input in the economy.

She believed that tourism in the region could be marketed and promoted through billboards and the use of technology.

The interviewee also felt that Durban is a destination that the RBN can use as a bench-mark for community based tourism.

The Challenges that Phokeng may face that can prevent it from being a major destination are that there are limited developed attractions in the area.

About the business of Interviewee 14

- (1) Besides its owner, the business has only one employee who is a Mofokeng resident in Rustenburg.
- (2) Challenges of operating a business that have been Interviewee 14 are (listen to tape):
- (3) Marketing strategies that are used by the business are the use of a website. About 25% of the clients to the business come through the internet. A further 50% of the business comes through being listed in the database of Bafokeng tourism businesses. A further 25% comes from word of mouth advertising.
- (4) Most clients of business (about 70%) come from the North West Province and the remaining 30% is split between other visitors from other provinces and foreign countries. On average guests spend about a week if it is a busy season and two days during a low season. The reasons for visiting range from attendance of weddings and funerals [life-cycle events], a spill over from functions held at Sun City and business visitors to the area.

- (5) The interviewee's business was funded through bank borrowings as well as through private savings of the owner.

INTERVIEW 15: GS AND Y BED & BREAKFAST

This interview was with the owner of GS and Y Bed & Breakfast in Phokeng. She had been in this profession for eight years at the time of the interview.

The main tourist attractions in the Royal Bafokeng Nation territory

The main tourist attractions in Bafokeng territory and the surrounds are:

- the stadium;
- the geology;
- mining;
- wild life near Ledig;
- the history of Bafokeng and Phokeng; and
- Sun City.

The other attractions that are not yet developed but have the potential to become fully fledged attractions are:

- The grave of Mzilikazi's son at Madubu;
- Lebone II – College of the Royal Bafokeng.

The unique selling points of tourism in Phokeng are events at the stadium, employment and interviews.

The role of various stakeholders in tourism management

With regards to the role of various stakeholders in tourism management, Interviewee 15 felt that at present the ordinary Mofokeng has no role. However, the opinion regarding government structures varied. The role of the Rustenburg local Municipality and that of the Bojanala Platinum District Municipality is to develop and manage transport. The North West Provincial Government's role is to build infrastructure such as roads and transport developments. The role of traditional structures in the form of the Royal Bafokeng Administration is to provide training at the hospitality school.

The identified role of the private sector is to develop attractions.

The relationship between various stakeholders

Interviewee 15 believes that there is little or no relationship between the private sector and the community due to a lack of awareness and exposure to tourism things on the part of the community. She, however, believes that in the future the relationship will improve as more and more Bafokeng become aware of tourism and how it works.

Community awareness of tourism benefits, costs or impacts

The awareness of Bafokeng of tourism benefits, costs or impacts is about 6 on a scale of 1 – 10 (where 1 is not aware at all, and 10 is fully aware). This is because the community is beginning to realise the contribution of tourism to the local economy. This awareness can be increased through the employment of strategies such as planning some events and inviting the Bafokeng, and launching awareness campaigns targeted at the general populace.

Community participation in tourism

The community participation in planning is minimal and it is through Kgotha-Kgothe meetings even though such meetings are not taken seriously. Because there is no follow-up on the suggestions or requests by the community, hence the community is generally apathetic about their involvement.

Interviewee 15 was of the opinion that general participation and involvement in the planning and management of tourism can be enhanced through the following strategies:

- Formulation of committees or work groups that can communicate the needs of the community;
- The utilisation of Dikgotla meetings;
- Utilisation of publicity associations for businesses;
- Fliers [prepared] by appointed stakeholders;
- Open days; and
- Workshops.

Community participation in tourism in the form of tourism entrepreneurship can be promoted by inviting youth to attend and asking them to mention projects that do so that they can be educated and trained on them.

Funding

The interviewee was of the opinion that funding for tourism development should be through

- The powers that be; and
- Businesses can formulate ways of funding tourism development.

The future of tourism development in the Bafokeng territory

The future of tourism in Bafokeng territory can be bright depending on the Bafokeng. If the Bafokeng copy the neighbouring areas tourism can grow. To this end of emulating other destinations, Interviewee 15 felt that the community-based tourism as practised by the communities surrounding Pilanesberg can be used as a bench-mark for community development in Phokeng.

The major challenges of Bafokeng territory becoming a tourism destination of choice are that most people do not know about the attractions, tour guides are not found everywhere in the Bafokeng land, and there is a general lack of interest in tourism by the local community.

The marketing and promotion of the region could be through fliers prepared by appointed stakeholders (the RBED can help), through open days and workshops.

Future opportunities for tourism development lie in the land that should be given to Bafokeng. Presently people lack space.

About the business of Interviewee 15

- (1) The business has two permanent employees and one part-time employee. Of the two permanent employees, one is a Mofokeng while the other is a Motswana from another region (Tlhabane).
- (2) The challenges of operating a tourism business in the Bafokeng territory: The challenges of operating a tourism business in Phokeng are that local people do not appreciate the tourism business as much as outsiders; hence they do not support the local tourism businesses that much.
- (3) The marketing strategies of this business are not very effective.
- (4) The majority of the visitors that utilise Interviewee 15's business are domestic tourists who come mostly from the Gauteng Province and their average length of stay is five days. The thing that attracts them mostly to Phokeng or the purpose of their visit is attendance of family life-cycle events such as weddings and/or funeral events or attending games.
- (5) The funding for Interviewee 15's tourism business came from their savings. They are convinced that their investments are yielding result.

5.3 INTERPRETATION OF REPORTED FINDINGS

The findings of the qualitative study discussed below are reported under the following headings: tourist attractions, positive tourism impacts and ways to maximise them, negative tourism impacts and ways to mitigate them, the roles of various stakeholders in tourism development and management, the relationship between various stakeholders, community awareness on tourism, its benefits, costs or impacts, community participation in tourism and the future of tourism development in the RBN territory.

5.3.1 Tourist attractions

Based on the information gathered from the preceding fifteen in-depth qualitative interviews, the following have been identified as the main tourist attractions in the RBN territory and its immediate surrounds:

- The attractions most mentioned as responsible for bringing tourists to the RBN area are **man-made** attractions found within the RBN. Also included in this list are man-made attractions outside of the RBN territory yet in the immediate surrounds and close enough to impact on what is happening in the RBN area. They include, among others, the Royal Marang Hotel, the Royal Bafokeng Stadium; the three dams found within the RBN area, the Sports Palace and other sports facilities in the area, and a collection of pubs and restaurants in the area.
- The next category of attractions that were most mentioned are the **natural** attractions with their different offerings. Most mentioned were the Kgaswane Game Reserve, the Pilanesberg National Park, the geology and landscape of the Bafokeng land. Some respondents also felt that the area has a potential to develop game farms and other natural attractions.
- The last category most mentioned were the **history, culture, heritage and archaeological sites** of Batswana in general and Bafokeng in particular that are scattered throughout the Bafokeng land. The Monument of Mzilikazi's Son's Grave was of particular interest since it involves the history of the Bafokeng and the Zimbabwean Ndebele, thus covering two countries. Intertwined with the Batswana culture is the culture of the white peoples such as the Paul Kruger Museum, the Anglo-Boer war sites and monuments. This last aspect is very important as it will serve to attract a wider target market of both races since it includes the heritage of both Blacks and Whites.

As far as could be gathered from the qualitative aspects of the study, the Phokeng area (RBN territory) already has various attractions (man-made, natural, and history/culture/heritage and

archaeology) to attract and to offer to tourists of which the most frequently mentioned are man-made attractions. Hence it is clear that the RBN territory has the potential to be a well-rounded tourist destination that is not limited to offering only one type of attraction. In addition to existing attractions (among each of the three broad classifications of attractions), the area also has potential attractions that could be developed further to supplement and augment the existing attractions. This can be done by identifying the gaps in each type of its product offering, by solidify its strengths (man-made attractions) and focus on improving the other type of attractions (natural and historical/cultural).

5.3.2 Positive tourism impacts and ways to maximise them

All the respondents were in agreement with regards to the positive impacts of tourism in the RBN area. All the positive impacts mentioned by all the respondents with no exception were of a socio-economic nature. Hence it was mentioned over again that tourism helps in the development of infrastructure, and grows the economy, especially through the rejuvenation of the hospitality sector, the revitalisation of existing businesses and creation of new ones thereby creating jobs and generating revenue. The social benefits of skills development, shared infrastructure, cultural exchange, and increased pride of the region by locals were often mentioned. It can be concluded that the RBN's community's participation in tourism is driven by the Social Exchange Theory which when applied to tourism postulates that "residents seek benefits of tourism in the exchange process for something they consider to be approximately equal to the benefits they received" (Ap, 1992b:21).

It is, however, worth noting that no positive environmental impacts were mentioned. This might be a focus area worth exploring in future studies in order to determine the environmental impacts of tourism in the RBN, whether positive or negative.

Strategies to maximise the enumerated positive impacts were also identical in almost all the interviews, namely skills development, involvement of youth especially in knowledge sharing, skills training and community involvement in tourism management and planning. These strategies seem to resonate well with the notion that identifies community participation as one of the cornerstone of sustainable tourism development (cf. 2.4.2).

Thus it was evident from the various interviews that the positive socio-cultural impacts were more frequently mentioned than the negative socio-cultural impacts. The positive environmental impacts were not mentioned at all. Suggested strategies for maximising the positive impacts all revolved around issues related to skills development, training and community involvement.

5.3.3 Negative tourism impacts and ways to mitigate them

While the respondents did not view tourism as a panacea of all the RBN's economic woes, they also recognised a train of ills that accompany it (cf. 3.3.2). The most recognised ills were mainly social impacts that include the use and abuse of drugs, contagious diseases, drunkenness, crime, littering and departure from traditional norms and values. The latter impact is, however, debatable as all society's problems cannot be blamed on tourism, since there are other factors that contribute to society's problems and development, such as globalisation and the influence of the mass media (Ivanovic *et al.*, 2009:296). However, an interesting impact that was observed involved the stampedes and congestions that lead to traffic jams and accidents especially after matches at the Royal Bafokeng Stadium. Some respondents felt that damage to the environment was substantial and posed a risk to the sustainable development of tourism.

There was general consensus among the respondents regarding the strategies that can be taken to reverse or mitigate these negative impacts. The strategies centred around (a) proper planning for the area, (b) educating the community, (c) raising awareness about these negative impacts, and (d) putting in place policies and regulatory bodies to regulate all tourism matters.

It is worth noting that the recommended strategies for maximising the positive tourism impacts mirror and resonate with those put forward for mitigating the negative impacts, i.e. skills development in the community vis à vis educating the community; knowledge sharing vis à vis raising awareness, and proper planning vis-à-vis community involvement in tourism management and planning.

A common thread that combines all the strategies for mitigating the negative impacts and ensuring a successful development of sustainable tourism have in common these factors: community involvement (i.e. through awareness, training, skilling, educating), planning, and conservation.

5.3.4 The roles of various stakeholders in tourism development and management

The respondents generally identified the role of the RBA with the role of government. Sometimes the roles given to the RBA overlapped with those assigned to government. This is indeed a unique situation because the RBA, an agency of traditional leadership and monarchy structures, is often perceived to be functioning with the level of efficiency that equals if not exceeds that of government. However, the roles that the respondents assigned to the RBA, local municipality, district municipality and provincial levels of government include: creating an enabling environment for tourism development, infrastructure development, and provision of funding, training and awareness, formulation of strategies for tourism development, development of products, marketing, capacitating and supporting tourism SMMEs.

A summary of the private sector's roles on the other hand includes but is not limited to forging private-public-partnerships (PPP), development and prudent management of attractions, provision of quality services as custodians of service standards and promotion and marketing of tourism.

5.3.5 Relationship between various stakeholders

The relationship between the community and the private sector is largely seen as an amicable and cordial one with varying levels of affinity depending on which location is referred to. Smaller villages that are more rural have no relationship with the private sector while the bigger and more urbanised villages that are closer to tourism icons or routes tend to understand and support the businesses of the private sector. Some respondents indicated that the community was willing to work more closely with the private sector. However, it was clear that there seemed to be a communication gap between the two role-players as more could be done toward the advancement of the industry if closer ties could be forged.

The overall relationship between the private sector and the government is average to good, yet it is characterised by dissatisfaction and mistrust of the perceived level of seriousness of government. Government is often seen as lax, slow, bureaucratic and not doing its best to meet the needs of the private sector. There was a general feeling among most of the respondents that these shortcomings can be overcome if the middle management in the public sector could be accountable in serving the needs of the industry expeditiously, effectively and efficiently.

5.3.6 Community awareness on tourism, its benefits, costs or impacts

The majority of the respondents believe that the RBN communities are aware of tourism, its benefits, costs or impacts. Their level of awareness which some believe is higher than that of an average person in other communities in the North West province, is attributed to the hype and publicity raised around the 2010 FIFA World Cup. The strategies to raise this awareness level even higher are, education, training, awareness campaigns, and organising and hosting tourism events that would make the community to witness and participate and experience tourism first hand. It was clear that there was no much variance with regard to the communities' awareness on tourism. However, the strategies proposed for raising their awareness were all identical and in agreement with what is proposed in various tourism literature.

5.3.7 Community participation in tourism

Despite a relatively high level of community awareness of tourism, it emerged that their level of participation in tourism management is low and even lower when it comes to tourism planning. Participation in tourism management could be enhanced through various strategies that include

raising awareness, education and training (including at school level) as well as through entrepreneurship promotion among the RBN communities. Community participation in tourism *planning* is understandably low because the community participates passively through representatives or through Kgotha-kgothe meetings where the community input is solicited and gathered. It was clear that the respondents were in agreement regarding how participation in tourism in general could be enhanced, however there was no agreement regarding how the community could participate in *planning*.

5.3.8 The future of tourism development in the RBN territory

All the interviewees of the qualitative survey reported that the future of tourism development in the RBN territory was bright and would yield desirable results. This optimism, however, was in every instance qualified by conditions that had to be met to attain this ideal. The conditions mentioned involved overcoming the obstacles that could prevent such an attainment. Such challenges include:

- levelling the political landscape;
- to stop the RBN from operating like a country within another country;
- change or improvement of the current administrative structure of RBA;
- lack of development of the currently identified heritage sites that have a potential of becoming major tourist attractions;
- crime, lack of suitable information, aging infrastructure;
- perceived self-autonomy of the RBN can shut out funds that could otherwise be received by the RBN for tourism development;
- funding challenges, advertising and marketing challenges;
- lack of information; and
- limited developed attractions in the area.

It was clear in all of these responses that the government and its planners are seen to be better placed to address the challenges that could stand in the way of developing successful community-based tourism.

5.4 RESULTS OF PARTICIPANT OBSERVATION – FIELD NOTES

The researcher made observations and took notes during the course of the in-depth interviews with the Knowledge Holders, officials from RBA, RBED, BPDM, NWPTB and the private sector managers/owners as well as during the self-administered interview with the Bafokeng Communities. The observations made and their implications are as follows:

Observation during interviews with officials from RBA, RBED, BPDM, NWPTB and the private sector managers/owners

The officials interviewed and the private sector managers/owners were generally positive and very optimistic about the prospects of tourism development in the RBN region. Some prospective interviewees, however, bluntly refused to participate due to personal aggrandizement and/or politically motivated reasons. It became very apparent at the beginning of the qualitative interviews that there was some tension between the RBN administrative bodies such as the RBA on one hand and the Rustenburg Local Municipality and/or the Bojanala Platinum District Municipality on the other hand. The general sentiment is that the RBN operates like a country within a country, does its own thing, is a no-go area even for local or district municipality officials that are supposed to oversee it. This tension and general mistrust almost to a point of animosity is inherited from the former Bophuthatswana days during which the then government wanted to take the mineral resources rights away from Bafokeng.

There also seems to be a communication breakdown between the private sector and the RBA and/or BPDM, NWPTB. The private sector in particular seems not to be aware of the government's programmes and initiatives. This is a major point that should be addressed in order to bridge the gap and solve the impasse that gives the impression that government is doing nothing for the industry.

Observation during the self-administered interviews with the Bafokeng communities

During the interview with the community the researcher together with the research assistants observed that the community is very patriotic about the RBN, and is an active citizenry that is passionate about development issues in its Kingdom. Perhaps this spirit of involvement is born out of the RBN's monarchy practice of informing and involving the communities in developmental matters. From the interviews, it was obvious that the community has a reasonably high understanding of tourism, its benefits, costs and impacts. This was due to the fact that large volumes of tourists that visited the Phokeng (Rustenburg) which was the host city during the 2010 FIFA World Cup. There were, however, some very negative individuals who believed that everything was doom and gloom.

The members of the community also lived up to their reputation of being extremely friendly and helpful, which is a good quality for community-based tourism. Their general off-the-record comments indicated that they were willing to participate in the development and promotion of tourism in their area. Their main concerns regarding tourism in their region centred around four main issues them being: (a) the need to inform and involve the community in the planning of tourism, (b) the need to raise community awareness on tourism, (c) to train and mentor existing and prospective tourism entrepreneurs, (d) to provide funding to small and new entrants into the tourism business, and (e) to develop attractions.

It was also observed that the respondents were confused about and could not delineate the roles of the government and those of the private sector. Often the private sector roles mentioned were in fact the roles of government and *vice versa*. Hence considerable time was spent by the research team explaining these two. A large section of the respondents confused tourism development with general developments in their area. The difference between the two was also clarified to the respondents.

Furthermore some of them could not distinguish between tourists and migrant labourers who had “visited” their area and consequently “overstayed their welcome”, because the Setswana terms for visitors (*baeti / baeng*) and tourists (*bajana*) are interchangeable and can be applied to both tourists and migrants regardless of the length of their stay. Hence the undesirable activities of these “outsiders” were often attributed to tourism. This confusion was picked up on the onset and care was taken to differentiate between the two.

5.5 SECTION B: RESULTS OF QUANTITATIVE RESEARCH

Quantitative data was collected and analysed so as to determine the components of the SCBT model. This was done by firstly analysing the demographic profile of the respondents. Secondly, the patterns emerging from the components of the sustainable community tourism model were investigated by means of factor analyses. Lastly, a Structural Equation Model (SEM) was created so as to construct and test the SCBT model for tourism planners, developers and managers.

5.5.1 Demographic profile of respondents

The research sample for the quantitative component of this study comprised 440 respondents who represented 440 households. This is a about 1% of the entire range of households in the RBN which are estimated to be 48 000 (RBN, 2011a:4). These were identified through stratified sampling approaches as discussed in greater detail in Chapter 4. Table 5.1 represents the demographic information regarding the respondents’ gender, age, length of residence, employment status and level of education. It was necessary to present the demographic profile

of the respondents as this would give a better understanding of the type of respondents surveyed.

Table 5-1: Respondents demographic information

VARIABLES	CATEGORY	FREQUENCY	PERCENTAGE
Gender	Males	208	47
	Females	232	53
Age	< 26	44	10
	26 – 35	218	49.5
	36 – 45	110	25
	46 – 55	39	8.9
	56 and above	29	6.6
How long they have lived in the area	< 16	22	5
	16 – 25	85	19.3
	26 – 35	216	49.1
	36 – 45	75	17.1
	46 – 55	23	5.2
	56 and above	19	4.3
Employment status	Employed	172	39
	Self Employed	59	13
	Student	52	12
	Unemployed	157	36
Level of Education	No formal Education	45	10.3
	Up to grade 12	199	45.3
	Post Matric Certificate	100	22.8
	Technical Diploma	53	12.1
	Degree	32	7.3
	Post Graduate Degree	10	2.3

Source: Own compilation

Table 5.1 illustrates an almost equal distribution of gender, where 47% males and 53% participated in the study. This is a near reflection of the national ratios whereby 48.8% are male

and 51.2% are female (STATSSA, mid-year population estimates, 2014). About 60% of the respondents were between the ages of 18⁴ and 35, followed by the respondents between the ages of 36 and 45 (25%), and those between 46 and 55 (8.9%) and the above 55 group being 6.6%. This seems to indicate that the majority of Bafokeng citizens are of a youthful age and this correlates with the national averages that show that the majority of South Africa's people are between the ages of 15 and 34.

The majority of the respondents have lived in their villages all their lives or most of their lives. This is reflected in the percentages that almost mirror that of their age distribution. About 68.4% of the respondents indicated that they had lived in their village between for a period between 16 and 35 years. This indicates that the Bafokeng people do not migrate to other parts of the country. It further indicates that the information derived from this study was obtained from people who know the area and its development very well, thus making it more reliable. The implication of the non-migratory nature of Bafokeng is important since it indicates that they would want employment and to live a good life which is possible through an effective sustainable industry.

A total of 52% of the respondents comprised the employed (39%), and self-employed (13%), while 12% were students and 36% were unemployed. This very high unemployment figure is reflective and consistent with an official national unemployment rate of 25% of and the expanded unemployment 35% (STATSSA, 2015:29-30). The level of unemployment in this study is comparable with the level of education of the respondents. A total of 10.3% of the respondents have no formal education while 45.3 % have been schooled up to Grade 12.

5.5.2 Employment status and attraction most visited

As a way of further analysis of the employment responses given, Table 5.2 illustrates whether the respondents worked in a tourism-related field and whether they owned a tourism-related business. Table 5.2 also gives a breakdown of the attractions that the respondents felt were most responsible for drawing tourists to the RBN land

Table 5-2: Tourism employment & most attractions

VARIABLES	CATEGORY	FREQUENCY	PERCENTAGE
Work in tourism related business	Yes	45	10
	No	395	90
Own tourism business	Yes	30	7

⁴ Only respondents aged 18 and above were interviewed.

VARIABLES	CATEGORY	FREQUENCY	PERCENTAGE
	No	410	93
Attractions that attract most visitors	Man-made	207	47
	Natural	51	11.6
	History & Culture	182	41.4

Source: Own compilation

The majority of the respondents (90%) indicated that they do not work in a tourism-related business and an even higher number (93%) indicated that they do not own a tourism business. This is consistent with the views of the private sector managers, the tourism knowledge holders and various government officials who are of the opinion that although the general Bafokeng population has a relatively good knowledge about tourism, its advantages, costs and impacts, their level of participation in the tourism industry is still low (cf. 5.3.7).

The respondents' responses regarding the attractions that drew most visitors to Phokeng show that 47% of the visitors are attracted by man-made attractions, 11.6% by natural attractions and 41.4% are attracted by the history and culture of the area. This might be an indication that man-made attractions and history and culture should be used as the draw cards for promoting the area. Inversely, it might also reflect that natural attractions are not fully developed, which is a gap that can be filled by future development.

5.5.3 Tourism Impacts

Most of the questions asked in this section relate to the socio-economic and socio-cultural impacts of tourism while only one question deals with the environmental impacts. The responses from RBN community in Table 5.3 indicate that the Bafokeng people generally perceive tourism to bring more positive impacts rather than negative ones. A breakdown of different impact per category is as follows:

Standard of living

About 65.2% ($M=3.4$, $SD=\pm 1.23$) agreed that tourism has improved the standard of living and 79.7% ($M=3.8$, $SD=\pm 1.07$) concur that tourism adds a lot of value in the area (cf. 3.3.1.3).

Local economy and job creation

The positive response regarding the standard of living goes hand in hand with respondents' acknowledgement of the positive economic impacts of tourism whereby 57.5% ($M=3.4$, $SD=\pm 1.20$) agree that money spent by tourists grows the local economy and 68.9% ($M=$) agreed that tourism provides job opportunities as supported in literature (cf. 3.3.1.3). On a similar vein, the negative economic impacts are acknowledged. About 47% ($M=3.22$, $SD=\pm 1.01$) reported

that tourism results in an increase in the cost of living, and 50.2% ($M=3.36$, $SD=\pm 1.07$) believed that only a few people benefited from tourism. This latter figure, however negates the outcome under community participation reported under 5.

Improvement of Infrastructure

About 68% of the respondents agree that tourism has led to the improvement of infrastructure in the area. This resonates with the responses given to similar related questions whereby 61.6% indicate that the facilities available to locals have improved due to tourism and the 69.4% that agreed that the maintenance of the area has improved due to tourism. This is in agreement with the conclusions of the findings of the theoretical chapter (cf. 3.3.1.3).

Pride in local cultural and heritage resources

The Bafokeng people exhibit pride in their local area and local cultural resources as evidenced in the 42.3% of the respondents who admitted that tourism enhances participation in cultural activities. An overwhelming 82% reported that they were proud to see people visiting the area and another 84.3% conceded that tourism provides an opportunity to meet new people. In spite of this apparent stage of “euphoria” in the community’s reaction to tourism (cf. 3.3.6.1) about 38.4% of the respondents disagreed with the notion that tourism causes a change of their traditional culture. This might indicate that tourism does not always impact adversely on the cultural lifestyle of the community as suggested by some literature (Ivanovic *et al.*, 2009; Hall & Lew, 2009; Inkson & Minnaert, 2012) (cf. 3.3.2.6).

Other negative impacts

The study interestingly shows that the community also disagrees with the negative impacts such as tourism contributing more litter to the area (59.8%), or leading to more crime (56.2%), or causing displacement of people (60.4%), or leading to the exploitation of their values (45.9%). This scenario paints a favourable picture in the quest for developing a sustainable and responsible community-based tourism for the RBN territory.

Table 5-3: Tourism impacts

STATEMENT CATEGORY: TOURISM IMPACTS		SCALE						
		Strongly disagree	Disagree	Neutral / Undecided	Agree	Strongly Agree	Mean Value	STD
1.	Tourism has improved the	11.8	14.3	8.6	51.8	13.4	3.407	± 1.23

STATEMENT CATEGORY: TOURISM IMPACTS	SCALE						
	Strongly disagree	Disagree	Neutral / Undecided	Agree	Strongly Agree	Mean Value	STD
standard of living of Phokeng residents							
2. Tourism results in more litter in the area	14.3	45.5	21.1	14.5	4.5	2.495	±1.05
3. Tourism led to the improvement of infrastructure in the Phokeng area	6.6	12.5	13.4	52.2	15.3	3.569	±1.10
4. The money spent by tourists grows the local economy	8.9	18.4	15.2	42.7	14.8	3.361	±1.20
5. The tourism industry provides job opportunities	6.8	12.3	12	52.3	16.6	3.595	±1.11
6. Tourism leads to more crime in the area	15.7	40.5	23.9	15.5	4.5	2.527	±1.07
7. Tourism enhances participation in cultural activities	2.5	22.5	32.7	33.0	9.3	3.241	±0.99
8. Tourism causes changes to my traditional culture	3.9	34.5	26.6	27.3	7.7	3.005	±1.04
9. Tourism results in an increase in the cost of living	3.4	24.5	25.5	39.3	7.3	3.225	±1.01
10. Tourism brings too many strange people to Phokeng	5.5	16.4	18.9	44.8	14.5	3.466	±1.09
11. Tourism provides opportunities to meet new people	2.3	3.9	9.5	61.1	23.2	3.991	±0.83
12. I am proud to see people visiting the area	2.1	5.2	10.7	56.0	26.0	3.986	±0.87
13. Tourism does not add value to the area	25.5	49.3	6.6	13.6	5.0	2.234	±1.12
14. Only a few people benefit from	4.8	18.2	26.8	36.8	13.4	3.359	±1.07

STATEMENT CATEGORY: TOURISM IMPACTS	SCALE						
	Strongly disagree	Disagree	Neutral / Undecided	Agree	Strongly Agree	Mean Value	STD
tourism							
15. The skill base of locals has improved due to tourism	10.5	23.0	26.2	30.3	10.0	3.064	±1.16
16. Tourism developments caused displacement of the community in the area	12.7	47.7	21.8	13.6	4.1	2.486	±1.01
17. The facilities available to locals have improved due to tourism	7.3	18.9	12.3	51.8	9.8	3.380	±1.12
18. Tourism leads to the exploitation of our values	9.5	36.4	30.0	18.4	5.7	2.743	±1.05
19. The maintenance of the area has improved due to tourism	6.6	14.3	9.8	58.0	11.4	3.532	±1.08
20. Tourism adds a lot of value to the area	4.5	13.2	2.5	57.7	22.0	3.795	±1.07

Source: Own compilation

5.5.4 Tourism awareness

The responses from the self-administered questionnaire show that the RBN community is largely unaware of tourism developments (46.1%) or community workshops about tourism (60.4%) in their area thus indicating that these may not be well publicised. This outcome by contrast is different from the views of the private qualitative interviews where they indicated that the RBN communities are aware of tourism its benefits and costs (cf. 5.3.6). Despite these seeming conflicting outcomes, community members, indicated show a great deal of interest in tourism being offered as a school subject (85%), in desiring to be involved in tourism in their area (78.2), and in assisting to promote tourism in Phokeng (79.3%). A good 39.3% indicated that they were aware of tourism opportunities in the area as opposed to 35.9% who were not. These outcomes indicate an awareness gap in the community, where it has desire to participate in tourism and partial knowledge about tourism on one hand and insufficient knowledge on tourism issues on the other hand. This can be remedied by informing them of the plans and

developments in their area, which is a suggestion repeated and highlighted in the personal in-depth interviews.

Table 5-4: Tourism awareness

STATEMENT CATEGORY: TOURISM AWARENESS	SCALE						
	Strongly disagree	Disagree	Neutral / Undecided	Agree	Strongly Agree	Mean Value	STD
1. I am informed about tourism developments in the area	18.4	27.7	16.8	30.7	6.4	2.789	±1.24
2. I am aware of community workshops about tourism	22.7	37.7	18.2	17.7	3.6	2.418	±1.13
3. Tourism should be offered as a school subject	1.8	3.9	9.3	48.9	36.1	4.136	±0.87
4. I would like to be more involved in tourism	2.7	8.0	9.5	50.9	28.9	3.952	±0.97
5. I would like to assist in promoting tourism in the Phokeng area	2.3	8.4	10.0	52.0	27.3	3.936	±0.95
6. I am aware of the tourism opportunities in the area	14.1	21.8	24.8	29.5	9.8	2.991	±1.21
7. The tourism developments launched in the Phokeng area are sustainable	5.2	17.7	31.8	37.0	8.2	3.252	±1.01
8. The tourism development launched by the private sector are successful	5.2	17.5	36.0	33.5	7.7	3.210	±0.99
9. Tourism can make a difference in Phokeng	2.3	5.0	7.0	46.4	39.3	4.155	±0.92
10. Tourism in Phokeng is well managed	18.2	20.0	27.7	26.6	7.5	2.852	±1.21

Source: Own compilation

5.5.5 The role of government

In agreement with the findings of knowledge holders, government officials and private sector managers (cf. 5.3.4), the respondents believe that the government's role is largely to create an

enabling environment for tourism development. This is evidenced in their responses as indicated as follows: (a) the government should formulate tourism policies, laws and regulations (79.3%); (b) should promote tourism (91.4%); (c) should develop infrastructure in the community (91.4%), as well as (d) facilitate tourism training and to create jobs (92.1%). The respondents also strongly believe that government should facilitate the community's participation in tourism, have more interactions with them, consult with them regarding tourism planning, and meet them regularly to keep them informed. This is similar to the roles that they assigned to the private sector (cf. 5.5.6).

Table 5-5: The role of government

STATEMENT CATEGORY: THE ROLE OF GOVERNMENT	SCALE						
	Strongly disagree	Disagree	Neutral / Undecided	Agree	Strongly Agree	Mean Value	STD
1. The government can be considered as a major role partner in tourism	1.6	4.8	9.8	48.6	35.2	4.111	±0.88
2. The government should formulate tourism policies, laws and regulations	2.7	5.0	13.0	53.4	25.9	3.948	±0.91
3. The government should develop tourism products	1.4	4.3	7.3	55.7	31.4	4.114	±0.82
4. The government should facilitate participation of local community members	0.5	5.5	13.2	51.8	29.1	4.036	±0.83
5. The government should restrict the number of tourists visiting the area	9.6	32.3	23.5	21.4	13.2	2.964	±1.20
6. The government should promote tourism	0.2	2.5	5.9	52.4	39.0	4.273	±0.70
7. The government should develop infrastructure in the community	0.5	1.8	6.4	46.4	45.0	4.336	±0.72
8. The government should consult with communities regarding tourism planning	0.5	2.7	5.0	53.2	38.6	4.268	±0.72
9. The government should look after resources and manage exploitation	1.4	3.6	10.	52.2	32.8	4.114	±0.83

STATEMENT CATEGORY: THE ROLE OF GOVERNMENT	SCALE						
	Strongly disagree	Disagree	Neutral / Undecided	Agree	Strongly Agree	Mean Value	STD
10. The government should regularly meet with the community to keep them informed	0.5	2.5	4.8	48.5	43.7	4.326	±0.72
11 It is the role of government to facilitate tourism training and to create jobs	0.5	1.1	6.4	40.7	51.4	4.414	±0.70

Source: Own compilation

5.5.6 The role of the private sector

From the responses below, it is clear that the community wants to work in partnership with the private sector for their mutual benefit. This is an indication of an area that can be worked on to ensure a sustainable development of community-based tourism. Besides an impressive percentage of 69.3% ($M=3.74$, $SD=\pm 0.99$) of the respondents affirming the major role that the private sector plays in tourism, the respondents also believe that (a) private organisations should facilitate participation of community members (56%), (b) private organisations should consult communities regarding tourism planning (81.5%), and (c) private organisations should meet and inform the community regularly (83.8%). It is also interesting to note that almost 70% ($M=3.7$, $SD=\pm 1.01$) of respondents believe that it is the role of the private sector to develop tourism products, and that an even higher percentage of 84.5% ($M=3.98$, $SD=\pm 0.88$) think the private sector should promote tourism. This is in agreement with the sentiments of the knowledge holders, government officials and private sector managers (cf. 5.3.4).

Table 5-6: The role of the private sector

STATEMENT CATEGORY: THE ROLE OF THE PRIVATE SECTOR	SCALE						
	Strongly disagree	Disagree	Neutral / Undecided	Agree	Strongly Agree	Mean Value	STD
1. Private organisations can be considered as a major role player in tourism	4.1	6.8	19.8	49.5	19.8	3.741	±0.99
2. Private organisations should formulate tourism policies, laws and regulations	12.1	29.6	19.8	28.0	10.5	2.952	±1.22
3. Private organisations should develop tourism products	3.2	13.2	14.1	52.3	17.3	3.673	±1.01
4. Private organisations should facilitate participation of community members	5.2	16.6	22.1	41.2	14.8	3.437	±1.09
5. Private organisations should restrict the number of tourists visiting the area	14.3	36.1	14.8	25.2	9.5	2.795	±1.24
6. Private organisations should promote tourism	3.0	4.8	7.7	60.9	23.6	3.975	±0.88
7. Private organisations should develop infrastructure in the community	3.2	14.5	10.2	50.2	21.8	3.730	±1.06
8. Private organisations should consult communities regarding tourism planning	2.1	5.0	11.4	58.3	23.2	3.957	±0.86
9. Private organisations should look after resources and manage exploitation	3.9	15.9	17.7	45.2	17.3	3.561	±1.07
10. Private organisations should meet & inform the community regularly	2.7	4.1	9.3	51.8	32.0	4.064	±0.91

Source: Own compilation

5.5.7 Community participation

About 42% of the interviewees disagreed with the notion that the community actively participates in tourism. Nevertheless careful analysis of the responses indicates that the community *does* participate in tourism to some extent; however, it does not attach much

importance to the *type of participation* they engage in. This is supported by the fact that 37.8% reported that the community interacts with tourists, 40.3% sell their goods to the tourists, 50.9% understand the importance of tourism development, and 46.6% even benefit from tourism, yet 46.4% deny that the community takes ownership of tourism. This apparent contradiction of views might be derived from the fact that the community does not believe that it is involved in the *planning* of tourism (49.1%). It seems that the community's mere interaction with tourist does not account to much until they transit from passive participation to total participation, which endows them with decision making powers that are evidenced and manifested in their inclusion in planning (cf. 2.4.3.1 – 2.4.3.3).

Table 5-7: Community participation

STATEMENT CATEGORY: COMMUNITY PARTICIPATION	SCALE						
	Strongly disagree	Disagree	Neutral / Undecided	Agree	Strongly Agree	Mean Value	STD
1. The community actively participates in tourism	12.3	29.3	23.0	28.9	6.6	2.882	±1.15
2. The community is aware of tourism development	12.3	21.9	23.9	34.4	7.5	3.030	±1.17
3. The community attends tourism meetings	13.2	32.5	29.3	20.2	4.8	2.709	±1.08
4. The community interacts with tourists	8.0	23.4	30.9	29.8	8.0	3.064	±1.08
5. The community is selling their goods to the tourists	8.4	24.1	27.1	30.3	10.0	3.093	±1.13
6. The community understands the importance of tourism development	6.8	20.7	21.6	41.1	9.8	3.264	±1.10
7. The community currently benefits from tourism	11.6	23.6	18.2	35.9	10.7	3.105	±1.22
8. The community is taking ownership of tourism	12.5	33.9	26.1	21.1	6.4	2.750	1.1157
9. The community is owning its own tourism attractions	8.9	19.8	24.8	39.3	7.3	3.164	±1.10

STATEMENT CATEGORY: COMMUNITY PARTICIPATION	SCALE						
	Strongly disagree	Disagree	Neutral / Undecided	Agree	Strongly Agree	Mean Value	STD
10. The community is involved in the planning of tourism	14.8	34.3	22.0	21.4	7.5	2.725	±1.17

Source: Own compilation

5.6 EMPIRICAL ANALYSIS

The results of the empirical analysis are presented in three steps namely: (a) identification of empirically reported SCBT model components, (b) factor analysis and (c) structural equation modelling (SEM). These steps are discussed briefly below:

5.6.1 Step one: Identification of empirically reported SCBT model components

Six empirically reported Sustainable Community-Based Tourism components revealed in literature and empirical research are positive social impacts, negative social impacts, tourism awareness, the role of government, the role of the private sector and community involvement. These components have been dealt with extensively in literature in chapters 2 and 3.

5.6.2 Step two: Factor analysis

Chapter 4 (cf. 4.4.2.9) discusses the second phase of the empirical study which consisted of an empirical analysis of the relationships among the six components that have been identified in 5.6.1. Factor analysis of each of the six components was carried out with the aim of reducing the number of variables used in SEM as well as detecting the structure in the relationship between variables (Thetsane, 2010:166).

5.6.3 Step three: Structural Equation Modelling (SEM)

The last phase in the analysis of the findings is Structural Equation Modelling. A detailed discussion of SEM as a technique for multivariate analysis and the steps that were followed when conducting the SEM is given in Chapter 4 (cf. 4.4.2.10). The purpose of using SEM in this study was to assess the hypothetical relationships in the conceptual model and to check the factor confirmatory analysis so as develop and test the SCBT model. Hence SEM is used here to test a newly-developed SCBT model so that the researcher can be able to evaluate how well the data supports it (Gursoy et al., 2002:79-105).

5.7 IN-DEPTH ANALYSIS OF POSITIVE TOURISM IMPACTS

The factor analysis for positive impacts resulted in retaining only one factor that accounted for 52% of the total variance and had eigenvalues greater than 1. A higher total variance percentage indicates that more data was used in the factors. The Kaiser-Meyer-Olkin measure of sampling adequacy for positive impacts measured 0.879 which implied that there was adequacy or enough data to continue with the analysis. Bartlett's test of sphericity was found to be significant with a p -value ≤ 0.00001 . The single factor was labelled *community improvement* (factor 1), as shown in **Table 5.8**.

Table 5-8: Factor loading for positive impacts

NUMBERING IN QNR	ITEMS	COMMUNITY IMPROVEMENT
B19	The maintenance of the area has improved due to tourism	0.820
B17	The facilities available to locals have improved due to tourism	0.810
B20	Tourism adds a lot of value in the area	0.804
B11	Tourism provides opportunities to meet new people	0.790
B1	Tourism has improved the standard of living of Phokeng Residents	0.781
B12	I am proud to see people visiting the area	0.778
B4	The money spent by tourists grows the local economy	0.647
B3	Tourism led to the improvement of infrastructure in the Phokeng area	0.629
B15	The skill base of locals has improved due to tourism	0.624
B7	Tourism enhances participation in cultural activities	0.474
B5	The tourism industry provides job opportunities	0.380
	Cronbach's reliability coefficient	0.854
	Inter-item correlations	0.340
	Mean value (standard deviation)	3.54 (± 0.68)

Source: Own compilation

As indicated in **Table 5.8**, Cronbach's alpha reliability coefficients for community improvement measure 0.854 which is a highly acceptable level (above 0.5). The factor loadings for nine of the eleven variables are above 0.5 which are fairly high and acceptable levels yet the only two variables that are below 0.5 are considered significant because they contributed to the overall outcome.

Community improvement: Eleven items loaded strongly on this single factor. Two variables loaded weaker at levels slightly below 0.5. This sole factor (community improvement) addresses positive economic and socio-cultural impacts, which among others include: maintenance of area, improved facilities available to locals, improved standard of living, tourist money growing the local economy, infrastructure improvement, improvement of local skills base, opportunities to meet new people and pride in the local area receiving visitors. The factor analysis for positive impacts reinforces previous findings of positive impacts of tourism (cf. 3.3.1). It was gathered during the in-depth interviews with the managers, owners and knowledge holders that tourism brought some infrastructural improvements to the RBN area such as building and maintenance of roads, expansion of the stadium, improved facilities available to locals and so forth as also concluded by various authors (Choi & Sirakaya, 2005; Easterling, 2005; Frauman & Banks, 2011). Community improvements that are experienced at an individual level such as increased individual participation in cultural activities and improvement of local people's skills base were also reported and they were in agreement with available tourism literature (Diedrich & Garcia-Buades, 2008; Inkson & Minnaert, 2012; Ivanovic *et al.*, 2009).

On the basis of these findings that are in agreement with available literature on tourism impacts, it can be concluded that in order for sustainable community-based tourism to be attained in the Phokeng (RBN) area, the stakeholders involved in the planning, development and maintenance of tourism in Phokeng should take deliberate and well calculated steps to increase the positive impacts and mitigate, and/or decrease the negative impacts that come with tourism.

The mean value for the single factor (i.e. community improvement) for positive impacts was 3.54 and a standard deviation of ± 0.68 . This is another confirmation that the respondents were inclined more towards *agreeing* with the positive impacts of the survey where 1 refers to 'strongly disagree' and 5 refers to 'strongly agree'. Notable among these items are the positive responses that respond to the suggestion that; (a) the maintenance of the area has improved due to tourism, (b) The facilities available to locals have improved due to tourism and (c) that tourism adds a lot of value in the area.

5.8 FACTOR ANALYSIS 2: NEGATIVE IMPACTS

The factor analysis for negative impacts resulted in retaining one factor that accounted for 53% of the total variance. A higher total variance percentage indicates that more data was used in

the factors. The Kaiser-Meyer-Olkin measure of sampling adequacy for positive impacts measured at 0.734 which implied that there were adequate responses or enough data to continue with the analysis. Bartlett's test of sphericity was found to be significant with a p -value ≤ 0.00001 . The sole factor was labelled *socio-economic and environmental costs* (factor 1), as shown in **Table 5.9**.

Table 5-9: Factor loading for negative impacts

NUMBERING IN QNR	ITEMS	SOCIO-ECONOMIC & ENVIRONMENTAL COSTS
B2	Tourism results in more litter in the area	0.780
B6	Tourism leads to more crime in the area	0.713
B9	Tourism results in an increase in the cost of living	0.696
B18	Tourism leads to exploitation of our values	0.605
B16	Tourism developments cause displacement of the community in the area	0.572
B8	Tourism brings changes to my traditional culture	0.451
B10	Tourism brings too many strange people to Phokeng	0.442
	Cronbach's reliability coefficient	0.662
	Inter-item correlations	0.22
	Mean value (standard deviation)	2.85 (± 0.60)

Source: Own compilation

As indicated in Table 5.9, Cronbach's alpha reliability coefficients for socio-economic and environmental costs show acceptable levels of acceptability which is above 0.5. The factor loadings for nine variables across this single factor are above 0.5 which are fairly high and acceptable levels. Low factor loadings items B13 (tourism does not add value to the area) and B14 (only a few people benefit from tourism) were excluded from the factor analysis. These items could be revisited in terms rephrasing their wording in future research.

Socio-economic and environmental costs: seven items load strongly on this sole factor. These variables address issues relating to the socio-economic as well as environmental consequences of tourism.

The mean value for the single factor (i.e. socio-economic and environmental costs) for negative impacts was 2.85 and a standard deviation of ± 0.60 . This is another confirmation that the respondents were inclined somewhat towards *agreeing* with the statements regarding the negative impacts of the survey.

With a mean value and standard deviation for the single factor (i.e. community improvement) for positive impacts being $3.54(\pm 0.68)$, and the mean value and standard deviation for the single factor (i.e. socio-economic and environmental costs) for negative impacts being $2.85(\pm 0.60)$, it can be clearly seen that the Phokeng community's views are weighted more on the positive impacts (community improvement) rather than on negative impacts (socio-economic and environmental costs). This optimism regarding positive tourism impacts indicates that the community members see the value in tourism and may want to be involved in tourism despite the existence of its accompanying ills. Hence the negative consequences of tourism are not strong enough to deter the community from wanting to be involved in tourism.

5.9 FACTOR ANALYSIS 3: TOURISM AWARENESS

The factor analysis for tourism awareness resulted in retaining three factors that accounted for 66% of the total variance. The higher the percentage indicates that more data was used in the factors. The Kaiser-Meyer-Olkin measure of sampling adequacy measured at 0.806 which implied adequacy or enough data to continue with the analysis. Bartlett's test of sphericity equalled a p -value ≤ 0.00001 . The three factors were named *community information* (factor 1), *community involvement* (factor 2) and *industry sustainability* (factor 3) as shown in Table 5.10 while the component correlation matrix for tourism awareness is depicted in Table 5.11.

Table 5-10: Factor loading for tourism awareness

NUMBERING IN QNR	ITEMS	COMMUNITY INFORMATION 1	COMMUNITY INVOLVEMENT 2	INDUSTRY SUSTAINABILITY 3
C2	I am aware of community workshops about tourism	0.873		
C1	I am informed about tourism developments in the area	0.827		
C6	I am aware of the	0.676		

NUMBERING IN QNR	ITEMS	COMMUNITY INFORMATION 1	COMMUNITY INVOLVEMENT 2	INDUSTRY SUSTAINABILITY 3
	tourism opportunities in the area			
C5	I would like to assist in promoting tourism in the Phokeng area		0.912	
C4	I would like to be more involved in tourism		0.875	
C3	Tourism should be offered as a school subject		0.700	
C8	The tourism developments launched by the private sector are successful			0.809
C7	The tourism developments launched in the Phokeng area sustainable			0.613
C9	Tourism can make a difference in Phokeng			0.594
C10	Tourism in Phokeng is well managed			0.549
	Cronbach's reliability coefficient	0.76	0.806	0.685

NUMBERING IN QNR	ITEMS	COMMUNITY INFORMATION 1	COMMUNITY INVOLVEMENT 2	INDUSTRY SUSTAINABILITY 3
	Inter-item correlations	0.567	0.577	0.345
	Mean value (standard deviation)	2.73 (± 1.01)	4.01 (± 0.79)	3.73 (± 0.58)

Source: Own compilation

As indicated in **Table 5.10**, Cronbach's alpha reliability coefficients for community information, community involvement and industry sustainability show acceptable levels of acceptability which is above 0.5. This reflects a high inter-item correlation depicted in the results. In addition to this, factor loadings of all variables across all three factors are above 0.5 which are fairly high and acceptable levels. The closer to 1 the factor loadings would imply the more acceptable the data.

Three variables load strongly on factor 1 (community information); three variables on factor 2 (community involvement) while four variables load on factor 3 (industry sustainability). Hence the results of the factor analysis for tourism awareness clearly show that community involvement and industry sustainability are crucial in the planning and management of tourism. This is in agreement with the findings elsewhere in this study (cf. 5.5.4; 5.5.6 & 5.5.7). It is clear that the community needs to be involved and to participate in the development and tourism opportunities in their areas. Furthermore the success and sustainability of tourism projects in their area, whether launched by the private sector or the public sector, are necessary for motivating the community to participate in tourism activities. This is in agreement with the Social Exchange Theory (cf. 2.5.1) which several authors subscribe to, that postulates that an individual's attitudes toward an industry, which in this case is tourism, and subsequent level of support for its development, will be influenced by his or her evaluation of its resulting outcomes. Hence the perceived success of the tourism industry will motivate greater involvement in this sector (Choi & Murray, 2010; Chuang, 2010).

The two most important factors for tourism awareness were factor 2 (community involvement), and factor 3 (industry sustainability) according to their mean (and standard deviation) values which are 4.01 (± 0.79) and 3.73 (± 0.58) respectively. Factor 1 (community information) was ranked last with mean and standard deviation values of 2.73 (± 1.01). Three important points emerge from this picture. Firstly the decision-makers should focus more on community involvement; secondly, government should do its part to create an environment that is conducive for creating sustainable industry and/or private sector; and lastly due to a lower

ranked tourism awareness by the community, government and all the involved stakeholders should rollout tourism as a subject in all RBN schools and not only in select ones.

Table 5-11: Component correlation matrix for tourism awareness

FACTORS	COMMUNITY INFORMATION (1)	COMMUNITY INVOLVEMENT (2)	INDUSTRY SUSTAINABILITY (3)
COMMUNITY INFORMATION (1)	1.000	0.134	0.305
COMMUNITY INVOLVEMENT (2)	0.134	1.000	0.293
INDUSTRY SUSTAINABILITY (3)	0.305	0.293	1.000

Source: Own compilation

The correlation matrix in Table 5.11 depicts the intercorrelations that exist among the factors of community information, community involvement, as well as that of industry sustainability. There are small correlations among the identified factors (less than 0.5) which show the individuality of each one. This supports the type of rotation needed for the three factors.

5.10 FACTOR ANALYSIS 4: ROLE OF GOVERNMENT

The factor analysis for the role of government resulted in retaining one factor that accounted for 52.93% of the total variance. KMO measure of sampling adequacy = 0.907 while Bartlett's test of sphericity = $p\text{-value} \leq 0.00001$. The KMO measure of sampling adequacy that is higher (i.e. closer to 1) as is the case with factor analysis 4 indicates that high enough data to continue with the analysis. The single factor retained was labelled *Government roles and duties* (factor 1), as shown in Table 5.12.

Table 5-12: Factor loading for role of government

NUMBERING IN QNR	ITEMS	GOV'T ROLES & DUTIES
D10	The government should regularly meet with the community to keep them informed	0.775
D7	The government should develop infrastructure in the community	0.770
D8	The government should consult with communities	0.740

NUMBERING IN QNR	ITEMS	GOV'T ROLES & DUTIES
	regarding tourism planning	
D9	The government should look after resources and manage exploitation	0.709
D11	It is the role of government to facilitate tourism training and create jobs	0.695
D3	The government should develop tourism products	0.679
D6	The government should promote tourism	0.672
D2	The government should formulate tourism policies, laws and regulations	0.623
D1	The government can be considered as a major role player in tourism	0.599
D4	The government should facilitate participation of local community members	0.538
	Cronbach's reliability coefficient	0.868
	Inter-item correlations	0.405
	Mean value (standard deviation)	4.19 (± 0.53)

Source: Own compilation

As indicated in **Table 5.12**, Cronbach's alpha reliability coefficients for roles and duties as pertaining to government show acceptable levels of reliability being above 0.5. This indicates a high inter-item correlation depicted in the results. Furthermore, factor loadings of all variables across this single factor are above 0.5 which are acceptable levels. The closer to 1 the factor loadings implies the more acceptable the data.

Ten items load strongly on the single factor labelled roles and duties. As alluded to in the in-depth interviews, government is perceived to be a major role-player in tourism which is expected to fulfil certain roles and perform specific duties that create an enabling environment in tourism development and management (cf. 3.5.1). Various authors are in agreement with this leading role of government (Lubbe, 2005:172; Page & Connell, 2006:80-81; Hall, 2000a:85-95; & Holloway, 2001:2-6). This therefore means that the absence of government in fulfilling its roles and performing its duties will render the ideal of a sustainable tourism industry unachievable.

According to this study, the mean value of 4.19 with a standard deviation of ± 0.53 seems to indicate that in the survey there was a strong inclination towards *agreeing* with the positive statements of what government should do. The six most prominent items indicated were that government should regularly meet with the community to keep them informed; develop infrastructure in the community; consult with communities regarding tourism planning; look after resources and manage exploitation; facilitate tourism training and create jobs; and develop tourism products. In summation, the duties and roles of government lie within sub-categories that deal with (a) serving the needs of the community, (b) taking responsibility for infrastructure and resources, and (c) promoting tourism. This means that these three areas are priorities that should be addressed when if government were to fulfil its roles and duties.

5.11 FACTOR ANALYSIS 5: ROLE OF PRIVATE SECTOR

The factor analysis for role of private sector resulted in retaining two factors that accounted for 57.6% of the total variance. The Kaiser-Meyer-Olkin measure of sampling adequacy measured at 0.877 which implied adequacy or enough data to continue with the analysis. Bartlett's test of sphericity equalled a p -value ≤ 0.00001 . The two factors were labelled management (factor 1) and development (factor 2) as shown in **Table 5.13** while **Table 5.14** depicts the component correlation matrix for the role of the private sector.

Table 5-13: Factor loading for role of private sector

NUMBERING IN QNR	ITEMS	PRIVATE SECTOR MANAGEMENT	PRIVATE SECTOR DEVELOPMENT
E10	Private organisations should meet and inform the community regularly	0.843	
E8	Private organisations should consult communities regarding tourism planning	0.820	
E6	Private organisations should promote tourism	0.807	
E7	Private organisations should develop infrastructure in the community	0.716	
E3	Private organisations should develop tourism products	0.617	
E1	The private organisations can be considered a major role player in tourism	0.596	

NUMBERING IN QNR	ITEMS	PRIVATE SECTOR MANAGEMENT	PRIVATE SECTOR DEVELOPMENT
E9	Private organisations should look after resources and manage exploitation	0.493	
E5	Private organisations should restrict the number of tourist visiting the area		0.831
E2	Private organisations should formulate tourism policies, laws and regulations		0.787
E4	Private organisations should facilitate participation of community members		0.577
	Cronbach's reliability coefficient	0.819	0.678
	Inter-item correlations	0.434	0.413
	Mean value (standard deviation)	3.81 (± 0.70)	3.06 (± 0.92)

Source: Own compilation

The Cronbach alpha value for factor 1 (management) was 0.819 and for factor 2 (development) was 0.678. Both these factors were above 0.5 and thus depicted an acceptable level of reliability. The factor loading for each variable was fairly high at above 0.5 while the inter-item correlations were 0.434 and 0.413 for management and development respectively.

Seven items load strongly on factor 1 (management), while 3 items load on factor 2 (development). From the outcome of this survey it can be concluded that the private sector plays an indispensable role in the development and management of tourism. This further means that the prospects of developing a successful and sustainable tourism industry are weakened by the absence of the private sector. Accordingly, the in-depth interviews and the community survey as well as various tourism literature (South Africa - DEAT, 2010:9; Mason, 2008:128 & Richard, 2007:15, among others) are all in agreement regarding the role of the private sector.

Further indication of the respondents' agreed that the private sector plays a critical role in the development and management of tourism can be seen in the means values. Factor 1 (management) had a mean value of 3.81 (± 0.70) while the mean value for factor 2 (development) was 3.06 (± 0.92) thus indicating that factor 1 (private sector management) was seen as most important. The items under this factor (factor 1) that were highest were the need for the private sector to promote tourism; to meet and inform the community regularly; and to consult the community regarding planning. The items under factor 2 (private sector

development) indicate that it is important for the private sector to formulate tourism policies as well as to formulate participation of community members.

It is worth noting that the relationship and dealings of the private sector with the community is highlighted as important in both factors (private sector management and private sector development). This community-private sector cooperation is highlighted earlier (cf. 5.5.6). Hence recommendations for further sustainable community-based developments should consider strengthening the relationship between these two role-players.

Table 5-14: Component correlation matrix for role of private sector

FACTORS	PRIVATE SECTOR MANAGEMENT (1)	PRIVATE SECTOR DEVELOPMENT (2)
PRIVATE SECTOR MANAGEMENT (1)	1.000	0.385
PRIVATE SECTOR DEVELOPMENT (2)	0.385	1.000

Source: Own compilation

The correlation matrix in Table 5.14 depicts intercorrelations that exist within the role of the private sector, namely management (private sector) and development (private sector). The correlation between these two factors is 0.385. This supports the type of rotation needed for the two factors.

5.12 FACTOR ANALYSIS 6: COMMUNITY PARTICIPATION

The factor analysis for community participation resulted in retaining only one factor that accounted 59% of the total variance. The higher percentage variance the more data was used in the factors). The Kaiser-Meyer-Olkin measure of sampling adequacy measured at 0.933 which implied that there was adequacy or enough data to continue with the analysis. Bartlett's test of sphericity equalled a $p\text{-value} \leq 0.00001$. The single factor was labelled community participation, as shown in **Table 5.15**.

Table 5-15: Factor loading for community participation

NUMBERING IN QNR	ITEMS	COMMUNITY PARTICIPATION
F4	The community interacts with tourists	0.811
F8	The community is taking ownership of tourism	0.797
F10	The community is involved in the planning of tourism	0.774

7F	The community currently benefits from tourism	0.771
1F	The community actively participates in tourism	0.768
2F	The community is aware of tourism development	0.760
9F	The community is owning its own tourism attractions	0.758
3F	The community attends tourism meetings	0.752
6F	The community understands the importance of tourism development	0.750
5F	The community is selling their goods to the tourists	0.744
	Cronbach's reliability coefficient	0.923
	Inter-item correlations	0.546
	Mean value (standard deviation)	2.99 (± 0.87)

Source: Own compilation

As indicated in **Table 5.15**, Cronbach's alpha reliability coefficient for community participation shows an acceptable level of 0.923 which is above 0.5. This indicates a high inter-item correlation depicted in the results. Furthermore, factor loadings of all variables across this single factor are fairly high and above 0.5 which are acceptable levels.

Ten items load strongly on the single factor labelled community participation. As can be gathered from various sources, community participation is considered to be a critical component of tourism management of a tourist destination (Clark, Southern & Beer, 2007; Diaz-Puente, Yague & Afonso, 2008; High & Nemes, 2007; Mason, 2008).

According to this study, the mean value of 2.99 with a standard deviation of ± 0.87 of this single factor seems to indicate that in the survey there was an inclination towards *agreeing* with the positive statements regarding the community's participation in tourism management. Notable among these items is the agreement that the *community interacts with tourists* and that the *community is taking ownership of tourism*. This means that to capitalise on this outcome and to further enhance it tour companies, travel operators, government agencies, etc. should encourage contact between tourists and local communities.

A number of pertinent issues arose from sections 5.7 to 5.12 which can be summarised as follows:

- (i) In order for sustainable community-based tourism to be attained in Phokeng, the stakeholders involved in the planning, development and maintenance of tourism in

Phokeng should take deliberate and well-calculated steps to increase the positive impacts and mitigate, and/or decrease the negative impacts that come with tourism.

- (ii) The Phokeng community's views are weighted more on the positive impacts (community improvement) rather than on negative impacts (socio-economic and environmental costs) hence indicating that the negative consequences of tourism are not strong enough to deter the community from wanting to be involved in tourism
- (iii) Community involvement and industry sustainability are crucial in the planning and management of tourism. This is in agreement with the findings elsewhere in this study (cf. 5.5.4; 5.5.6 & 5.5.7). Furthermore the success and sustainability of tourism projects in their area are necessary for motivating the community to participate in tourism activities.
- (iv) The duties and roles of government that are priority areas lie within sub-categories that deal with (a) serving the needs of the community, (b) taking responsibility for infrastructure and resources, and (c) promoting tourism.
- (v) With regards to the private sector roles, the relationship and dealings of the private sector with the community is highlighted as important in both factors (private sector management and private sector development), and hence indicating sustainable community-based developments should consider strengthening the relationship between these two role players.
- (vi) Most indicators show that the respondents tend to agree that the community is involved in tourism. This means that for sustainable tourism to be developed more should be done to enhance community participation in tourism.

5.13 ASPECTS INFLUENCING SUSTAINABLE COMMUNITY-BASED TOURISM FACTORS, AND CORRELATIONS BETWEEN THE FACTORS

The purpose of this section is to analyse different aspects that may influence the six identified factors of sustainable community-based tourism (SCBT). The first comparison will be between males and females. The second comparison will be between those working in the tourism business and those who do not. The third comparison will be between those owning a tourism business and those that do not. This is followed by an analysis of the correlations between the SCBT factors. The purpose of this additional analysis is to discover any latent variables that may have been missed in the previous section.

5.13.1 Comparison of SCBT factors between males and females

An independent-samples *t*-test was conducted to compare the SCBT factors for males and for females. **Table 5.16** shows no significant statistical differences ($p < 0.05$) between responses given by men and those given by women for the six SCBT factors. This means that gender does not influence the community's responses towards the SCBT factors.

Table 5-16: T-test for comparison of SCBT factors between males and females

SCBT Factors	Males (N=208)	Females (N=232)	<i>p</i> -value
	Mean & Std dev	Mean & Std dev	
<i>Tourism Impacts factors:</i>			
Positive impacts	3.52 (± 0.65)	3.55 (± 0.71)	0.597
Negative impacts	2.83 (± 0.58)	2.86 (± 0.62)	0.599
<i>Tourism awareness factors:</i>			
Community information	2.71 (± 1.05)	2.75 (± 0.62)	0.680
Community involvement	4.00 (± 0.84)	4.01 (± 0.74)	0.805
Industry sustainability	3.70 (± 0.56)	3.77 (± 0.59)	0.227
<i>Role of government factors:</i>			
Roles and duties	4.23 (± 0.50)	4.16 (± 0.56)	0.222
<i>Role of Private sector factors:</i>			
Private sector management	3.84 (± 0.71)	3.79 (± 0.70)	0.418
Private sector development	3.05 (± 0.92)	3.08 (± 0.93)	0.724
<i>Community participation factors:</i>			
Community participation	2.93 (± 0.93)	3.02 (± 0.82)	0.294

Source: Own compilation

5.13.2 Comparison between those working in a tourism business and those who do not

An independent-samples *t*-test was conducted to compare the SCBT factors for those who work in any tourism-related business and those who do not. Table 5.17 shows significant statistical differences ($p < 0.05$) between responses given by those working for a tourism related business and those that do not work for a tourism related business. Respondents working in a tourism related business rated the tourism impacts factor 'positive impacts' ($M = 3.74$, $SD = \pm 0.61$) and the tourism awareness factors 'community information' ($M = 3.16$, $SD = \pm 0.82$) and 'community

involvement' ($M=4.20$, $SD=\pm 0.66$) higher than the respondents not working in a tourism related business.

It is clear that people with an awareness of what tourism is (such as those working in a tourism business) are more inclined to view tourism impacts more positively, and to regard tourism awareness factors more favourably than the respondents not working in a tourism related business. This indicates that exposure to tourism (or awareness about it) is important for; (a) making the community to see tourism impacts positively; (b) for being generally informed about tourism matters; and (c) for obtaining a buy-in of communities through their involvement. Government can, therefore, increase tourism awareness by addressing points (a) to (c).

Table 5-17: T-test for comparison of SCBT factors between those working in a tourism business and those that do not

SCBT Factors	Working in a tourism business (N=45)	Not working in a tourism business (N=395)	p-value
	Mean & Std dev	Mean & Std dev	
<i>Tourism Impacts factors:</i>			
Positive impacts	3.74 (± 0.61)	3.51 (± 0.69)	0.024
Negative impacts	2.96 (± 0.55)	2.84 (± 0.61)	0.185
<i>Tourism awareness factors:</i>			
Community information	3.16 (± 0.82)	2.68 (± 1.01)	0.001
Community involvement	4.20 (± 0.66)	3.99 (± 0.80)	0.048
Industry sustainability	3.80 (± 0.51)	3.72 (± 0.58)	0.313
<i>Role of government factors:</i>			
Government roles and duties	4.18 (± 0.49)	4.19 (± 0.54)	0.854
<i>Role of Private sector factors:</i>			
Private sector management	3.91 (± 0.65)	3.80 (± 0.71)	0.282
Private sector development	3.20 (± 0.83)	3.05 (± 0.93)	0.253
<i>Community participation factors:</i>			
Community participation	3.18 (± 0.76)	2.96 (± 0.88)	0.076

Source: Own compilation

5.13.3 Comparison between those owning a tourism business and those who do not

An independent-samples *t*-test was conducted to compare the SCBT factors for those who own tourism businesses and those who do not. **Table 5.18** shows significant statistical differences ($p < 0.05$) between responses given by those owning a tourism-related business and those who do not own a tourism-related business. Respondents owning a tourism-related business rated the tourism awareness factors 'community information' ($M = 3.27$, $SD = \pm 0.73$) and 'community involvement' ($M = 4.37$, $SD = \pm 0.53$) and the 'community participation' ($M = 3.41$, $SD = \pm 0.63$) factor higher than the respondents not owning a tourism-related business.

It can also be deduced from this outcome that people with an awareness of what tourism is (such as those owning a tourism business) are more inclined to regard tourism awareness factors, 'community information' and 'community involvement' more favourably than the respondents not owning a tourism-related business they are also more inclined to participate in tourism than those not owning tourism businesses. This brings to light a few important points. Exposure to tourism (or awareness of it) is important for being generally informed about tourism matters; for obtaining buy-in of communities through their involvement, as well as for the community's active participation in tourism.

From the outcomes of the 3 *t*-test comparisons of SCBT factors between gender, those working in a tourism business and those who don't, and those who own tourism businesses and those who don't, the following can be concluded:

- Gender does not influence the community's responses towards the SCBT factors
- People working in a tourism business are more inclined to see tourism impacts positively;
- People working in a tourism business are more inclined to being generally informed about tourism matters;
- People working in a tourism business are more inclined to be involved in tourism
- People owning a tourism business are more inclined to being generally informed about tourism matters;
- People owning a tourism business are more inclined to be involved in tourism
- People owning a tourism business are more inclined to actively participate in tourism

Table 5-18: T-test for comparison of SCBT factors between those owning a tourism business and those that do not

SCBT Factors	Owning a tourism business (N=30)	Not owning a tourism business (N=410)	p-value
	Mean & Std dev	Mean & Std dev	
<i>Tourism Impacts factors:</i>			
Positive impacts	3.74 (± 0.56)	3.52 (± 0.69)	0.053
Negative impacts	2.95 (± 0.49)	2.84 (± 0.61)	0.275
<i>Tourism awareness factors:</i>			
Community information	3.27 (± 0.73)	2.69 (± 1.01)	0.000
Community involvement	4.37 (± 0.53)	3.98 (± 0.80)	0.001
Industry sustainability	3.67 (± 0.50)	3.74 (± 0.58)	0.488
<i>Role of government factors:</i>			
Government roles and duties	4.08 (± 0.48)	4.20 (± 0.53)	0.208
<i>Role of Private sector factors:</i>			
Private sector management	3.86 (± 0.51)	3.81 (± 0.71)	0.600
Private sector development	2.94 (± 0.67)	3.07 (± 0.94)	0.339
<i>Community participation factors:</i>			
Community participation	3.41 (± 0.63)	2.94 (± 0.88)	0.001

Source: Own compilation

5.13.4 Correlation between SCBT factors and age

Spearman rank order correlations were used to describe the strength, (or the measurement of the size) and direction of the linear relationship between the variables. In the first case it was correlation between the SCBT factors and age. A correlation of 0 indicates no relationship at all, a correlation of 1.0 indicates a perfect positive correlation and a value of -1.0 indicates a perfect negative correlation. The correlation, which measure the size of the linear relationships, were interpreted according to guidelines of Cohen (1988) that suggested; small rho = 0.10 - 0.29, medium rho = 0.30 - 0.49 and large rho = 0.5 - 1.0. Table 5.19 depicts Spearman rank order correlation between SCBT factors and age.

Table 5-19: Spearman rank order correlation between SCBT factors and Age

SCBT Factors		
<i>Tourism Impacts factors:</i>		
Positive impacts	Correlation Coefficient	0.126
	Sig. (2-tailed)	0.008
	N	440
Negative impacts	Correlation Coefficient	0.087
	Sig. (2-tailed)	0.068
	N	440
<i>Tourism awareness factors:</i>		
Community information	Correlation Coefficient	0.056
	Sig. (2-tailed)	0.244
	N	440
Community involvement	Correlation Coefficient	0.003
	Sig. (2-tailed)	0.944
	N	440
Industry sustainability	Correlation Coefficient	0.066
	Sig. (2-tailed)	0.168
	N	440
<i>Role of government factors:</i>		
Government roles and duties	Correlation Coefficient	0.093
	Sig. (2-tailed)	0.051
	N	440
<i>Role of Private sector factors:</i>		
Private sector management	Correlation Coefficient	0.150
	Sig. (2-tailed)	0.002
	N	440
Private sector development	Correlation Coefficient	0.086
	Sig. (2-tailed)	0.072

	N	440
Community participation factors:		
Community participation	Correlation Coefficient	0.020
	Sig. (2-tailed)	0.679
	N	440

Source: Own compilation

The outcome of the Spearman rank order correlations revealed two relationships. Firstly, there was a positive correlation or relationship between positive tourism impacts and the age of the respondents. This means the higher the age of the respondents the more they acknowledged the positive impacts of tourism. The correlation was, however, small at a value of 0.126. Secondly, a positive relationship was revealed between the role of the private sector, in this case private sector management, and the age of the respondents. This means the higher the age of the respondents the more they saw private sector management as an important role of the private sector. This correlation was also small at a value of 0.150.

5.13.5 Correlation between SCBT factors and length of stay

Next a Spearman rank order correlations were used to describe the strength and direction of the linear relationship between the SCBT factors and the length of stay of the respondents at their home village. Table 5.20 depicts Spearman rank order correlation between SCBT factors and length of stay of respondents at their home village.

The findings of Spearman rank order correlations in this case revealed four relationships. Firstly, there was a positive correlation or relationship between positive tourism impacts and the length of stay of respondents at their home village. This means the longer the respondents resided at their home village the more they tended to acknowledge the positive impacts of tourism. The correlation was, however, small at a value of 0.113. Secondly, there was a positive relationship between the negative impacts of tourism and the length of stay of the respondents at their home villages. Paradoxically, this *also* means that the longer the respondents resided at their home village the more they tended to acknowledge the negative impacts of tourism.

This latter correlation of 0.110 was, however, smaller than that of positive factors, thus implying that while acknowledging the negative impacts of tourism the longer they stayed at their home village, the respondents tended to acknowledge the positive impacts more. The existence of **both** a positive and a negative relationship between the SCBT factors and the length of stay is a novel finding that may in fact reflect a *curvilinear* relationship that is a subject worthy of further investigation in future studies.

The third established correlation was the positive relationship between the role of the private sector (private sector management) and the length of stay which revealed that the longer the respondents stayed in their home village the more they tended to value the critical role of the private sector in the management of the industry. This correlation was, however, small at a correlation coefficient of 0.110. The fourth correlation was between length of stay of respondents and the role of the private sector (private sector development). This correlation indicated that the longer the respondents' stay the more they also valued the critical role private sector in the development of the industry. With a slightly higher correlation of 0.133 this outcome implied that the respondents perceived the development role of the private sector as more important than its management role.

Table 5-20: Spearman rank order correlation between SCBT factors and Length of stay

SCBT Factors		
<i>Tourism Impacts factors:</i>		
Positive impacts	Correlation Coefficient	0.113
	Sig. (2-tailed)	0.017
	N	440
Negative impacts	Correlation Coefficient	0.110
	Sig. (2-tailed)	0.021
	N	440
<i>Tourism awareness factors:</i>		
Community information	Correlation Coefficient	0.066
	Sig. (2-tailed)	0.169
	N	440
Community involvement	Correlation Coefficient	-0.015
	Sig. (2-tailed)	0.757
	N	440
Industry sustainability	Correlation Coefficient	0.033
	Sig. (2-tailed)	0.492
	N	440

SCBT Factors		
Role of government factors:		
Government roles and duties	Correlation Coefficient	0.091
	Sig. (2-tailed)	0.058
	N	440
Role of Private sector factors:		
Private sector management	Correlation Coefficient	0.110
	Sig. (2-tailed)	0.021
	N	440
Private sector development	Correlation Coefficient	0.133
	Sig. (2-tailed)	0.005
	N	440
Community participation factors:		
Community participation	Correlation Coefficient	0.053
	Sig. (2-tailed)	0.270
	N	440

Source: Own compilation

5.13.6 Correlation between SCBT factors and education level

The third Spearman rank order correlation that was employed investigated the strength and direction of the linear relationship between the SCBT factors and the educational levels of respondents. Table 5.21 depicts a Spearman rank order correlation between SCBT factors and the education level of the respondents.

Table 5-21: Spearman rank order correlation between SCBT factors and educational level

SCBT Factors		
Tourism Impacts factors:		
Positive impacts	Correlation coefficient	0.033
	Sig. (2-tailed)	0.488
	N	440
Negative impacts	Correlation coefficient	-0.169**

SCBT Factors		
	Sig. (2-tailed)	0.00
	N	440
Tourism awareness factors:		
Community information	Correlation coefficient	0.057
	Sig. (2-tailed)	0.230
	N	439
Community involvement	Correlation coefficient	0.016
	Sig. (2-tailed)	0.739
	N	439
Industry sustainability	Correlation coefficient	0.044
	Sig. (2-tailed)	0.353
	N	439
Role of government factors:		
Government roles and duties	Correlation coefficient	0.003
	Sig. (2-tailed)	0.951
	N	439
Role of Private sector factors:		
Private sector management	Correlation coefficient	0.095*
	Sig. (2-tailed)	0.046
	N	439
Private sector development	Correlation coefficient	0.012
	Sig. (2-tailed)	0.801
	N	439
Community participation factors:		
Community participation	Correlation coefficient	0.073
	Sig. (2-tailed)	0.124
	N	439

Source: Own compilation

The outcome of the Spearman rank order correlations between SCBT factors and the educational level of respondents revealed two significant correlations. Firstly this correlation indicated that the higher the education of the respondents the less they tended to acknowledge

the negative impacts of tourism at a correlation coefficient of -0.169. This inverse outcome is the opposite of what could have been expected and thus should be revisited in future studies. The second established correlation was the positive relationship between the level of education of the respondents and the role of the private sector (private sector management) which revealed that the higher the level of education of the respondents the more they tended to value the critical role of the private sector in the management of the industry. This correlation was, however, small at a correlation coefficient of 0.095.

5.13.7 Summary of correlations between SCBT factors and age, length of stay and educational level

By way of concluding the Spearman rank order correlations between the SCBT factors and the three identified variables of *age*, *length of stay* and *education level* of the respondents, it can be stated that an underlying pattern emerged. There is a positive correlation between the age, length of stay and level of education of the respondents and the role of the private sector specifically private sector management. This therefore means that the *higher the age*, same as the *longer the stay* at one's home village, and same as the *higher the education level* of the respondents, the more there was a tendency to agree that *private sector management* is a critical role in the management of the industry.

Another pattern that emerged was that there were similar positive correlations between the *age* and the *length of stay* of the respondents and the positive impacts of tourism; meaning that the *higher the age*, same as the *longer the stay* at one's home village the more there was a tendency to acknowledge the positive impacts of tourism. These two patterns are worthy of further investigation in future studies.

Despite the above discussed significant correlations, this study is cognisant that Soontayatron (2015:1237) argues that prior studies on residents' attitudes towards socio-cultural impacts of tourism which have analysed the influence of socio-demographic factors on the residents' attitudes towards tourism are not conclusive.

5.14 CROSS-CORRELATIONS BETWEEN SCBT FACTORS

To bring everything into perspective, Spearman rank order cross-correlations between SCBT factors and all factors were done. Table 5.2 depicts Spearman rank order cross-correlation between SCBT factors and all factors, followed by a discussion and explanation of the implications of the cross-correlations that have been identified.

Table 5-22: Spearman rank order cross-correlations between SCBT factors

		Community information	Community involvement	Industry sustainability	Gov't Roles & duties	Positive impacts	Negative impacts	Community Participation	PS Management	PS Development
Community information	Correlation Coefficient	1000	0.256	0.340	-0.98	0.579	0.171	0.613	0.16	0.209
	Sig. (2-tailed)		0.000	0.000	0.040	0.000	0.000	0.000	0.738	0.000
	N	440	440	440	440	440	440	440	440	440
Community involvement	Correlation Coefficient	0.256	1000	0.357	0.206	0.297	-0.037	0.235	0.183	0.065
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.439	0.000	0.000	0.176
	N	440	440	440	440	440	440	440	440	440
Industry sustainability	Correlation Coefficient	0.340	0.357	1000	0.316	0.422	0.016	0.331	0.269	0.139
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.733	0.000	0.000	0.003
	N	440	440	440	440	440	440	440	440	440
Gov't Roles & duties	Correlation Coefficient	-0.98	0.206	0.316	1000	0.140	-0.055	-0.035	0.349	-0.005
	Sig. (2-tailed)	0.040	0.000	0.000		0.003	0.253	0.463	0.000	0.916
	N	440	440	440	440	440	440	440	440	440
Positive impacts	Correlation Coefficient	0.579	0.297	0.422	0.140	1000	0.218	0.527	0.251	0.259
	Sig. (2-tailed)	0.000	0.000	0.000	0.003		0.000	0.000	0.000	0.000
	N	440	440	440	440	440	440	440	440	440

Negative impacts	Correlation Coefficient	0.171	-0.037	0.016	-0.055	0.218	1000	0.125	-0.019	0.144
	Sig. (2-tailed)	0.000	0.439	0.733	0.253	0.000		0.009	0.689	0.002
	N	440	440	440	440	440	440	440	440	440
Community Participation	Correlation Coefficient	0.613	0.235	0.331	-0.035	0.527	0.125	1000	0.095	0.264
	Sig. (2-tailed)	0.000	0.000	0.000	0.463	0.000	0.009		0.046	0.000
	N	440	440	440	440	440	440	440	440	440
PS Management	Correlation Coefficient	0.16	0.183	0.269	0.349	0.251	-0.019	0.095	1000	0.470
	Sig. (2-tailed)	0.738	0.000	0.000	0.000	0.000	0.689	0.046		0.000
	N	440	440	440	440	440	440	440	440	440
PS Development	Correlation Coefficient	0.209	0.065	0.139	-0.005	0.259	0.144	0.264	0.470	1000
	Sig. (2-tailed)	0.000	0.176	0.003	0.916	0.000	0.002	0.000	0.000	
	N	440	440	440	440	440	440	440	440	440

Source: Own compilation

The outcome of cross-correlation between **community information** and all factors revealed two notable positive correlations. Firstly, the results show that there was a positive relationship between community information and community participation ($\rho = 0.613$), thus showing that the more community information there was, the more the community tended to participate in the management of tourism. It was also found that there was a positive relationship between community information and positive impacts of tourism ($\rho = 0.579$), which suggested that the more community information there was, the more the positive impacts of tourism were recognised.

The results of cross-correlations between **community involvement** indicate a medium yet notable correlation that shows that the more involved the community is, the more they perceive the tourism industry as sustainable ($\rho=0.357$). Secondary to that it was also found out that as the community became more involved in tourism matters they recognised the positive impacts of tourism ($\rho=0.297$).

Besides the observed cross-correlation between community involvement and industry sustainability as discussed earlier, the cross-correlation between **industry sustainability** and all factors revealed two other notable positive correlations. The more the community perceived the industry to be sustainable, the more they acknowledge the positive impacts of tourism ($\rho=0.422$). Furthermore, the more the community perceived the industry to be sustainable, the more they felt that the community participates in tourism management ($\rho=0.331$).

The cross-correlation between the **role of government** and all other factors showed that the more important the respondents saw the role of government in tourism management, the more they acknowledged the private sector management role ($\rho=0.349$). Coupled with that, the more important the respondents saw the role of government, the more they perceived the tourism industry to be sustainable ($\rho=0.316$).

The results of this correlation indicate that as the **positive impacts of tourism** become more apparent, the more the community tends to participate in tourism ($\rho=0.527$). This means that the positive impacts of tourism encourage and incentivise the communities to venture into tourism. Other cross-correlations that exist between the positive impacts and community information, positive impacts and community involvement, as well as between positive impacts and industry sustainability have been discussed earlier.

There is a small yet noteworthy positive correlation between the **negative impacts of tourism** and the positive impacts of tourism ($\rho=0.218$). This means the more the negative impacts of tourism are acknowledged, the more the positive impacts of tourism are also acknowledged. This is a noteworthy outcome that indicates that the community does not have a myopic view of tourism nor does it see tourism as a panacea of all economic and developmental challenges.

Rather, this is indicative that the community, while noting and appreciating the advantages that tourism brings, also acknowledges the accompanying negative impacts.

This is in agreement with the views of some authors that argue that residents, who are dependent on tourism, can clearly distinguish between its economic benefits and the social costs (King, Pizam, & Milman, 1993; Mathieson & Wall, 2006; Milman & Pizam, 1988).

Beside the correlations that exist between **community participation** and the other factors as discussed above, it was also found that the more the community participated in tourism management the more they expected a significant private sector role in the development of tourism ($\rho=0.264$). This indicates that the community sees the private sector as an important player in tourism development. In view of this outcome, the schism between the community and the private sector should be bridged by the private sector facilitating more the participation of the community in tourism.

In addition to the already discussed cross-correlation between **private sector management** and role of government, a significant cross-correlation between private sector management and private sector development was observed ($\rho=0.470$). This means as the private sector becomes more involved in the management of tourism the more it will be involved in the development of tourism.

The correlation between **private sector development** and private sector management has already been discussed above. The last cross-correlation to be noted was between the **private sector development** and the positive impacts of tourism ($\rho=0.259$). As more the private sector is seen to develop tourism the more the positive impacts of tourism accrue.

In summary there is a significant pattern that has emerged from the cross-correlation between the positive impacts of tourism and 6 other factors. The other factor that had notable correlations with other factors is industry sustainability, which correlated with three other factors. In total thirteen significant cross correlations have been established between SCBT factors thirteen all factors, all of which will be useful at a later stage in the developing a SCBT model. The 13 significant cross relations are summarised as follows:

- There is a positive correlation between positive impacts and community information
- There is a positive correlation between positive impacts and community involvement
- There is a positive correlation between positive impacts and industry sustainability
- There is a positive correlation between positive impacts and private sector development

- There is a positive correlation between positive impacts and community participation
- There is a positive correlation between positive impacts and negative impacts
- There is a positive correlation between community involvement and industry sustainability
- There is a positive correlation between community involvement and community participation
- There is a positive correlation between industry sustainability and community participation
- There is a positive correlation between industry sustainability and the role of government
- There is a positive correlation between the role of government and private sector management
- There is a positive correlation between private sector management and private sector development
- There is a positive correlation between private sector development and community participation

5.15 VALIDITY OF SCALES AND ITEM ANALYSIS

According to Cooper and Schindler (2001:211) and Hair *et al.* (2006:137) validity of a scale instrument is the extent to which a scale or set of measures accurately represents the concept of interest. In this case, a scale is considered to have content validity if the survey items that are combined can be judged to give a comprehensive and balanced coverage of all the characteristics of each factor (Hair *et al.*, 2006:136). Hence, for this study, factor analysis was used to examine validity, yet factors were formed on the basis of pure statistical results and the result of incorporation of theory. Therefore to achieve content validity, all items being combined should clearly relate theoretically to the factor in question. The questionnaire administered to the Phokeng community was formulated using the results of the literature review and the qualitative component of the study. Evidence of content validity and criterion validity is supported if relationships in a hypothetical model can be proven.

Upon completion of the factor analysis, there emerged underlying factors that need to be taken into consideration by the tourism planners, developers and managers in their planning and management of the social impacts of tourism. For example, notwithstanding the need to mitigate or ameliorate the negative impact of tourism, the positive impacts of tourism should be maximised as they can, as in the case of this study, impact on other factors such as community participation, industry sustainability, community information, private sector development and

community involvement. The achievement of sustainable tourism, therefore, is dependent on the actions of all stakeholders. Awareness-raising and information-sharing among and within different stakeholder groups are crucial in achieving the sustainability goals.

Therefore it can be concluded that the characteristics of the six factors extrapolated and their underlying patterns match closely with the findings from chapter 3 and the in-depth personal interviews in the qualitative component of the study. Ultimately the results of the factor analyses were used to perform SEM for model A and B.

5.16 STRUCTURAL EQUATION MODELLING (SEM)

The last phase in the analysis of the findings is Structural Equation Modelling (SEM). The purpose of using SEM in this study has been to assess the hypothetical relationships in the conceptual model and to check the factor confirmatory analysis so as develop and test the SCBT model. Hence, SEM is used here to test a newly-developed SCBT model so that the researcher can be able to evaluate how well the data supports it (Gursoy *et al.*, 2002:79-105). Chapter 4 (cf. 4.4.2.10) gives a detailed discussion of SEM as a technique for multivariate analysis and the steps that were followed when conducting the SEM. Structural Equation Modelling (SEM) in this particular study involved five stages, namely:

- STAGE 1: Defining individual constructs
- STAGE 2: Designing a study to produce empirical results
- STAGE 3: Developing the models (A and B)
- STAGE 4: Assessing Measurement Model Validity (A and B)
- STAGE 5: Testing Structural Model Hypothesis (A and B)

5.16.1 STAGE 1: Defining individual constructs

In order to develop the measurement model, a theoretical model based on literature findings in Chapter 3 was developed first (see Figure 5.2). This model depicts the interrelationships between the positive tourism impacts and negative tourism impacts on one hand and tourism awareness, government roles and duties, the private sector role, and community participation on the other hand. The management of tourism impacts by way of maximising the positives and minimising the negatives will, according to literature foster community support – as demonstrated later in this chapter in the testing of hypotheses – which is key in the sustainable management of the tourism industry.

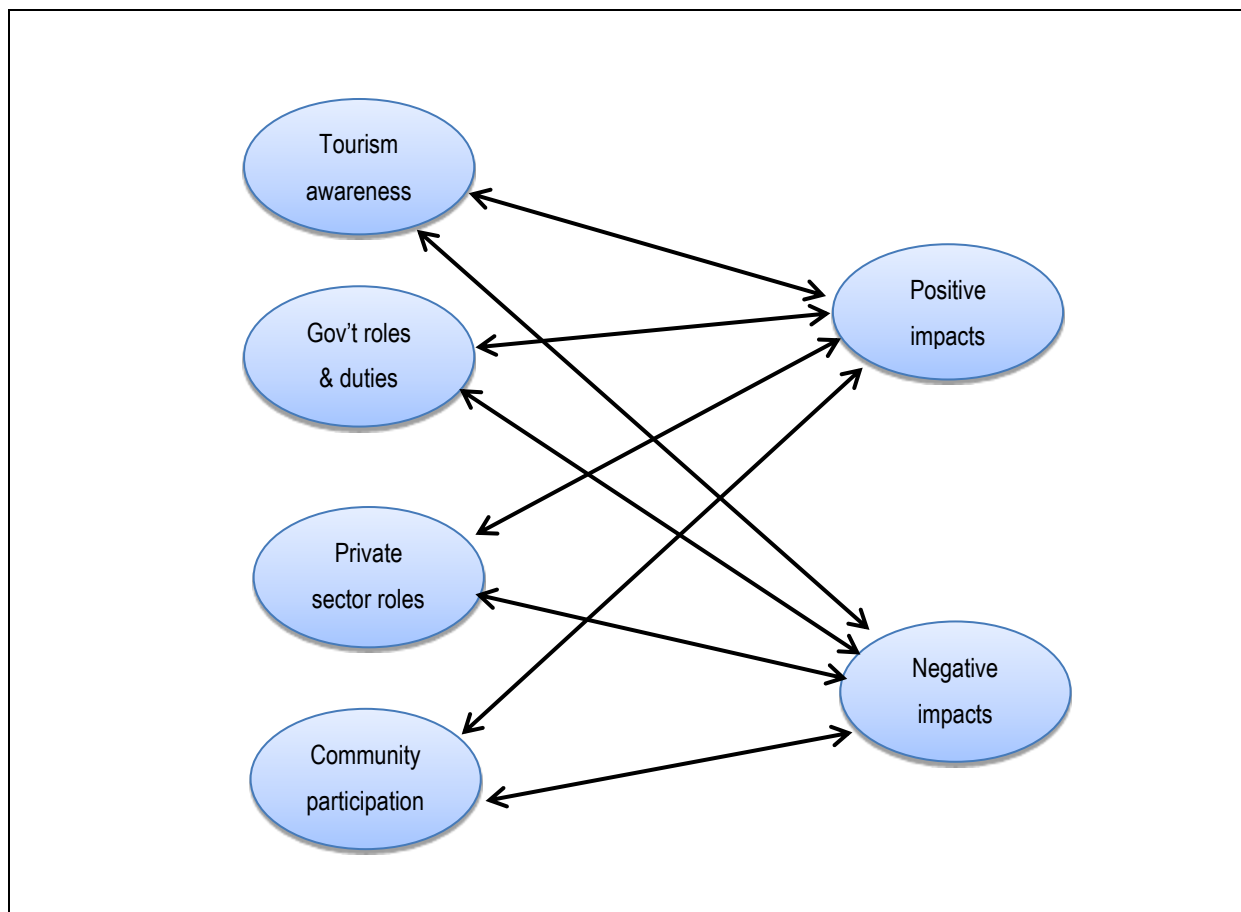


Figure 5-2: Theoretical model

5.16.2 STAGE 2: Designing a study to produce empirical results

This second stage entails both study design and model estimation which are key issues in the construction of SEM. During this stage the following four issues that influence the outcome of the SEM are discussed: the type of data analysed, sample size, model estimation as well as the computer software used in the current study.

Type of data

In this particular study a decision had to be made regarding the type of data that had to be analysed, which in this case was covariance or correlation data. In this particular study correlations were considered the best option to be used due to the larger information content they contain. Choices of using either correlation or covariance are based on interpretative and statistical issues (Hair *et al.*, 2006:738). This therefore means that the use of either type of data depended on when it was necessary to do so (Klem, 2000:227-257).

Sample size

Hair *et al.* (2006:740) maintain that SEM requires a relatively large sample size to maintain accuracy of estimates and to ensure representativeness. Hair *et al.* (2006:742) further propose guidelines for the influence of sample size when utilising SEM. These are as follows:

- SEM models that contain five or fewer constructs, each with more than three items (i.e. observed variables), and with high item communalities (6 or higher) can be adequately estimated with sample sizes as small as 100-150.
- If any communality is modest (0.45-0.55), or the model contains constructs with fewer than three items, then the required sample size is more in the order of 200.
- When the number of factors is larger than six, some of which use fewer than three measured items as indicators, and multiple low communalities are present, then the sample size requirements may exceed 500.

In this study, the conceptual model contains six components whereby each construct was measured by more than three items. A total of 61 variables were used in a sample size of 440. As argued by Hair *et al.* (2006:737), although sample size should be based on a set of specific factors, a larger sample size will generally produce more stable solutions that are more likely to be replicable. Inspection of the standardised coefficients for the regression paths was the suitable method that was used for examining the relationships between latent variables (Tabachnick & Fidell, 2001:673).

Model estimation

Structural Equation Modelling uses a variety of estimation methods to indicate how closely the correlation or covariance matrix applied by some particular set of trial values conforms to the observed data, and thus gives guidance to attempts to find models that fit best. After the model is specified there is need to choose how the model will be estimated. SEM programmes support several methods which, among others, include:

- Asymptotically Distribution Free (ADF)
- Generalised Least Squares (GLS)
- Maximum Likelihood Estimates (MLE)
- Ordinary Least squares(OLS)
- Robust Maximum Likelihood (RML)

- Weighted Least Squares (WLS)

There are various criteria that are also known as discrepancy functions that can be considered as different ways of weighting the differences between the corresponding elements of the covariance matrices that are observed and implied (Saghaei & Ghasemi, 2009:1234-1236). However, in this study MLE was used because it has proven to be fairly robust to violation of the normality assumption and also due to its efficiency when the assumption of multivariate normality is met (Hair *et al.*, 2006:743)

Computer software

The computer software that was used for this study was SPSS with Analysis of Movement Structures (AMOS v 21.0.0) which was selected from among a number of statistical packages that are available by which SEM can be performed. These include Linear Structural Relations (LISREL), Equations (EQS) and SPSS among others. The reason for choosing SPSS with AMOS for this study is that it uses a different computational approach than other SEM programs; however, the difference lies in whether the change of fit is isolated in one or several parameters (Hair *et al.*, 2006:839; Tomarken & Waller, 2005:31-65).

5.16.3 STAGE 3: Developing Model A (Community model)

As discussed in detail in Chapter 4 (cf. 4.4.2.9) factor analyses on the six sustainable community-based tourism components were carried out for the purpose of reducing the number of variables to be used in the SEM as well as to detect the structure in the relationship between variables. Hence Model A was developed from the results of the six factor analyses. The statistical technique SEM was used to empirically test the theoretical relationships depicted in Figure 5.2. Although all the factors could be presented in the single model, the theoretical model was split into two models, Model A and Model B. Model A focussed on *tourism awareness* (by the community) and *community participation* in relation to the impacts of tourism, while Model B focussed on *government roles and duties* and the *private sector roles* in relation to the impacts of tourism. This model was split thus because the stake and role of the community on one hand are different from that of the government and private sector on the other hand. While the former are hosts, the latter are focused on developing and managing tourism.

Thus the proposed Model A, represented in Figure 5.3, which indicates the SEM with latent variables and connection hypothesis lines which will measure the relationship between the first group of constructs was developed. This first model depicts factors of tourism awareness (by the community) and community participation and their relationship with the positive as well as the negative impacts of tourism. The hypotheses that will be tested in Model A are listed in Table 5.23.

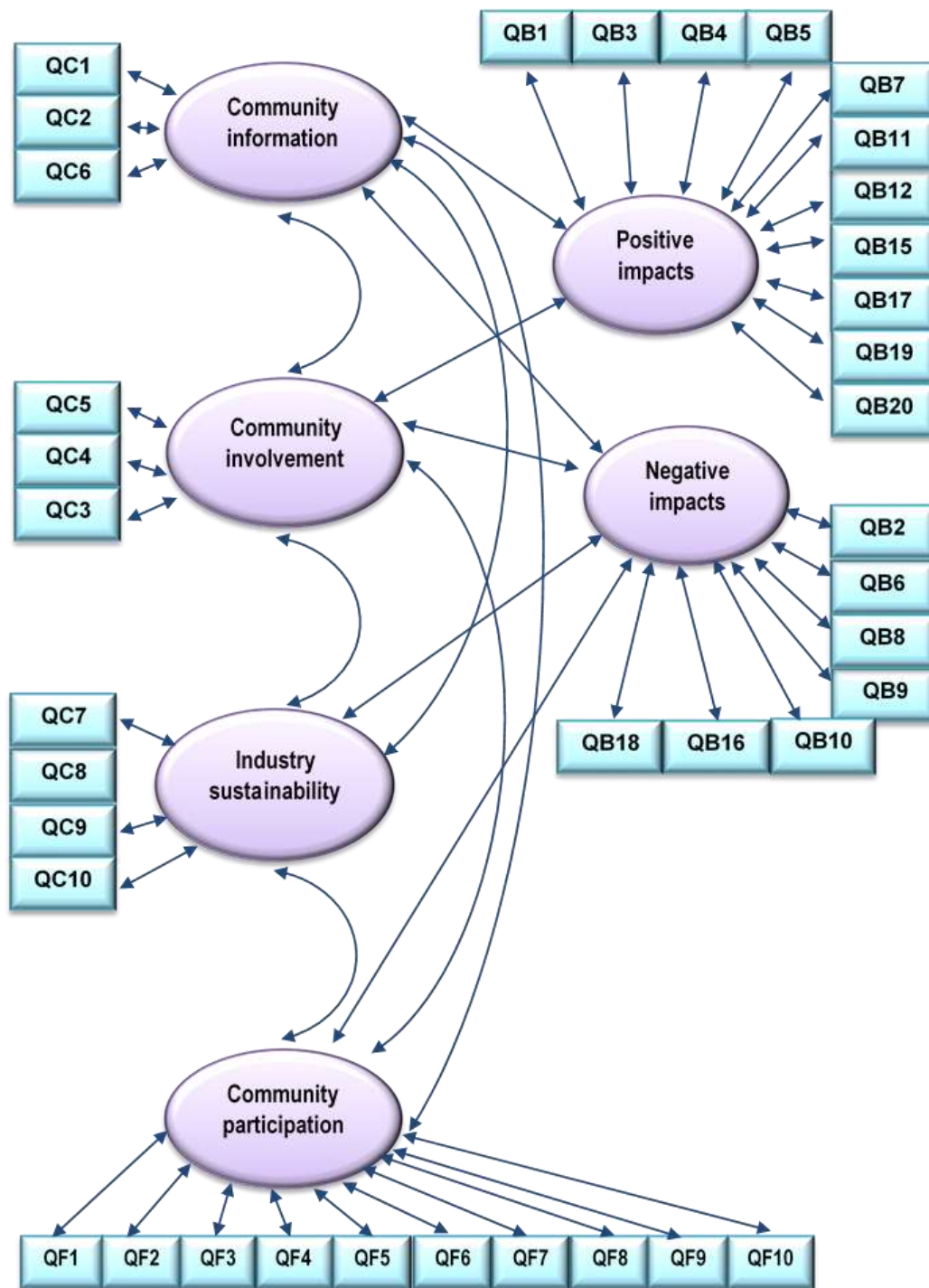


Figure 5-3: Model A

Table 5-23: Hypothesis for Model A (Community model)

H1	There is a direct relationship between community information and the positive tourism impacts with regard to the management of tourism
H2	There is a direct relationship between community information and the negative tourism impacts with regard to the management of tourism
H3	There is a direct relationship between community involvement and the positive tourism impacts with regard to the management of tourism
H4	There is a direct relationship between community involvement and the negative tourism impacts with regard to the management of tourism
H5	There is a direct relationship between industry sustainability and the positive tourism impacts with regard to the management of tourism
H6	There is a direct relationship between industry sustainability and the negative tourism impacts with regard to the management of tourism
H7	There is a direct relationship between community participation and the positive tourism impacts with regard to the management of tourism
H8	There is a direct relationship between community participation and the negative tourism impacts with regard to the management of tourism

Source: Own compilation

In order to determine to what extent the covariance matrix implied by the model conforms to the observed SEM, various estimation techniques were used. Maximum Likelihood (ML) estimation was used to estimate models. When compared to other estimation models such as weighted least squares and generalised least squares, ML is regarded as much more robust than the other estimation models (Olsson, Foss, Troye & Howell, 2000:557). In this study, the method that was used for examining the relationships between the identified latent variables was inspection of standardised coefficients for the regression paths. The ML estimates for this SEM (Model A) is indicated in Table 5.24.

Table 5-24: Maximum likelihood estimates – regression weights of structural part of the Model A (Community model)

				Standardised regression weights	Estimate	P-label
H1	Positive tourism impacts	<---	Community information	0.463	0.498	<0.001

				Standardised regression weights	Estimate	P-label
H2	Negative tourism impacts	<---	Community information	0.254	0.179	0.040
H3	Positive tourism impacts	<---	Community involvement	- 0.007	- 0.012	0.882
H4	Negative tourism impacts	<---	Community involvement	- 0.095	- 0.115	0.139
H5	Positive tourism impacts	<---	Industry sustainability	0.183	0.164	0.024
H6	Negative tourism impacts	<---	Industry sustainability	0.186	0.109	0.105
H7	Positive tourism impacts	<---	Community participation	0.171	0.179	0.008
H8	Negative tourism impacts	<---	Community participation	- 0.012	- 0.008	0.892

Source: Own compilation

5.16.4 STAGE 4: Assessing Measurement Model Validity (Model A – Community model)

In order to estimate whether the model will be valid it is necessary to analyse various goodness-of-fit (GOF) indices that show that various measures fit. There are a combination of criteria that may be used to check the various goodness-of-fit such as the chi-square test, the Comparative Fit Index (CFI), the Expected Cross-Validation index (ECVI), the Incremental Index of Fit (IFI), the Normed Fit Index (NFI), the Relative Fit Index (RFI), the Root Mean Square of Approximation (RMSEA), the Relative Noncentrality Index (RNI), and the Tucker-Lewis Index (TLI) among others. To this end, GOF is calculated to determine the degree to which the data used in the study represents the theoretical foundation laid (Boomsma as quoted in Thetsane, 2010:184). The combination of criteria used to assess measurement model validity in this particular study included CMIN/DF (minimum value of discrepancy divided by value of freedom, the relative fit measure CFI (Component Fit Index) and the Root Mean Square of Approximation (RMSEA). Table 5.25 illustrates the goodness-of-fit used for Model A.

Table 5-25: Goodness-of-fit indices for Model A (Community Model)

Model	CMIN/DF	CFI	RMSEA	RMSEA LO 90	RMSEA HI 90
Default Model	2.692	0.843	0.061	0.058	0.065

Source: Own compilation

The fit indices illustrated in Table 5:25 for Model A reveal a good fit. CMIN/DF (minimum value of discrepancy divided by value of freedom) obtained a value of 2.692 which is between the suggested values of 2 and 5, and the CFI a value of 0.843 (the closer to 1 the better). CFI values that are greater than 0.9 are considered indicators of a good fit of the model to the data. Lastly the fit measures based on non-centrality chi-square distribution, RMSEA, obtained a value of 0.061. The generally accepted margin which is considered good is below 0.08 (Saghaei & Ghesemi, 2009:1234-1236). The lower and higher limits of a 90% confidence interval on the population value of the RMSEA were 0.058 and 0.065 respectively.

5.16.5 STAGE 5: Testing Structural Model Hypothesis for Model A (Community model)

At this stage of the model development, the researcher examines the hypotheses that are supported by the model as well as those that are not. The results of SEM (Model A) show that four hypotheses were supported and four were rejected as discussed below:

Hypothesis supported

H1 was found to support the correlation between community information and the positive tourism impacts. The correlation between the two was found to be significant, and thus this relationship was confirmed because it fell within the 5% significance level and thus supporting the hypothesis that states that there is a direct relationship between community information and the positive tourism impacts. This was supported further by the standardised path coefficient of 0.463 ($p < 0.001$). The residents of territory belonging to the RBN therefore feel that as the community gains more information about tourism the more will they acknowledge the positive impacts of tourism. This clearly shows that if communities have more information and knowledge about tourism, then they will participate in its sustainable management and thus recognise and yield positive impacts. This is in agreement with studies that show that residents' attitudes towards tourism and tourists will be more positive if the community or residents depend tourism-based employment (García *et al.*, 2015:35). Therefore government and planners must make sure that communities are well informed about tourism in order to have the positive impacts of tourism.

H2 also falls within the 5% significance level and thus confirms the hypothesis that states that there is a positive relationship between community information and negative tourism impacts. This was further supported by the standardised path coefficient of 0.254 ($p = 0.040$). This means that the Phokeng (RBN) communities are of the view that as community information regarding tourism increases so does their recognition of the negative impacts of tourism. This is because the positive impacts of tourism are always accompanied by the negative impacts. This view regarding opposite impacts is a consensus reached by tourism researchers who conclude that tourism development probably brings benefits to the host community, but also social costs

(García *et al.*, 2015:35). The policy implication of this therefore means that planners, developers and managers must ensure that the positives outweigh the negatives in order to achieve a sustainable community-based tourism.

H5 was supported at p -value = 0.024 and thus showing that there is a positive correlation between industry sustainability and the positive tourism impacts although with a low standardised path coefficient of 0.183. This means that as the communities appreciate the positive impacts of tourism they also recognise the tourism industry as sustainable. This is a novel finding in that as far as searches are concerned, no study has been made to investigate the link between the sustainability of the tourism industry and the positive impacts of tourism. Planners and developers must ensure that tourism yields positive impacts in order for the industry to be sustainable.

H7 was also confirmed at the 5% significance level, thereby supporting the hypothesis that states that there is a positive relationship between community participation and positive tourism impacts. Although the standardised path coefficient was low at 0.171 ($p=0.008$), it was, however, acceptable. The implication of this confirmed outcome is that the more the community recognises and acknowledges positive tourism impacts the more they will participate in the management of tourism. This supports the Social Exchange Theory that suggests that residents are likely to support development as long as they believe that the expected benefits exceed the costs (Gursoy & Rutherford, 2004:497).

Hypothesis not supported

H3 was found not to be statistically significant ($p=0.882$) coupled the fact that it had a low path coefficient of -0.007 , thus indicating that there is no significant relationship between community involvement and the positive impacts of tourism. The reason for the lack of a significant relationship between these two factors could be attributed to the communities not necessarily perceiving the positive impacts of tourism and hence not being able to link them with their desire to be involved in the management of tourism.

H4 was also found not to be statistically significant with a p -value of 0.139 and a low path coefficient of -0.095 thus indicating that there is no significant relationship between community involvement and the negative impacts of tourism and thus leading to the rejection of this hypothesis. This might mean that the negative impacts of tourism do not influence in a significant way the community's involvement in the management of tourism or vice versa. Reasons for this could be that negative impacts of tourism are not large enough to influence the community's involvement in tourism possibly due to tourism numbers that are not high in the area, hence this might change as tourism numbers increase; or that the community's resolve to be involved in tourism cannot be easily deterred by the existence of negative impacts of tourism

(known or unknown). This, therefore, could actually be a good outcome indicating the community's resilience in their resolve to be involved in tourism despite positive impacts as in H3 or negative impacts as in H4.

H6 has a p -value of 0.105 and a low coefficient of -0.012 , also indicating that the relationship between industry sustainability and the tourism negative impacts was not significant. Thus they perceive that the sustainability of the tourism is not influenced in a significant way by the negative impacts of tourism. The reason for the lack of a significant relationship between these two factors could be attributed to the communities not necessarily perceiving the negative impacts of tourism and hence not being able to link them with a sustainable industry.

H8 was not supported at a p -value = 0.892 significance level, and hence rejecting the hypothesis that states that there is a significant relationship between community participation and community participation. This means that the community's participation in tourism is indifferent to the existence of negative tourism impacts.

5.16.6 Developing Model B / Gov't and private sector model (STAGE 3 repeated)

As a result of the split of the theoretical model into two models, Model B represented in Figure 5.4, was also developed. It too indicates the SEM with latent variables and connection hypothesis lines which will measure the relationship between the second group of constructs. This second model depicts factors of *private sector involvement* (in the form of *development* and *management*) and *government roles and duties* in relation to the positive tourism impacts as well as the negative tourism impacts. The hypotheses that will be tested in Model B are listed in Table 5.26.

Table 5-26: Hypothesis for Model B (Gov't and private sector model)

H1	There is a direct relationship between private sector development and the positive tourism impacts with regard to the management of tourism
H2	There is a direct relationship between private sector development and the negative tourism impacts with regard to the management of tourism
H3	There is a direct relationship between private sector management and the positive tourism impacts with regard to the management of tourism
H4	There is a direct relationship between private sector management and the negative tourism impacts with regard to the management of tourism
H5	There is a direct relationship between government roles and duties and the positive tourism impacts with regard to the management of tourism
H6	There is a direct relationship between government roles and duties and the negative tourism impacts with regard to the management of tourism

Source: Own compilation

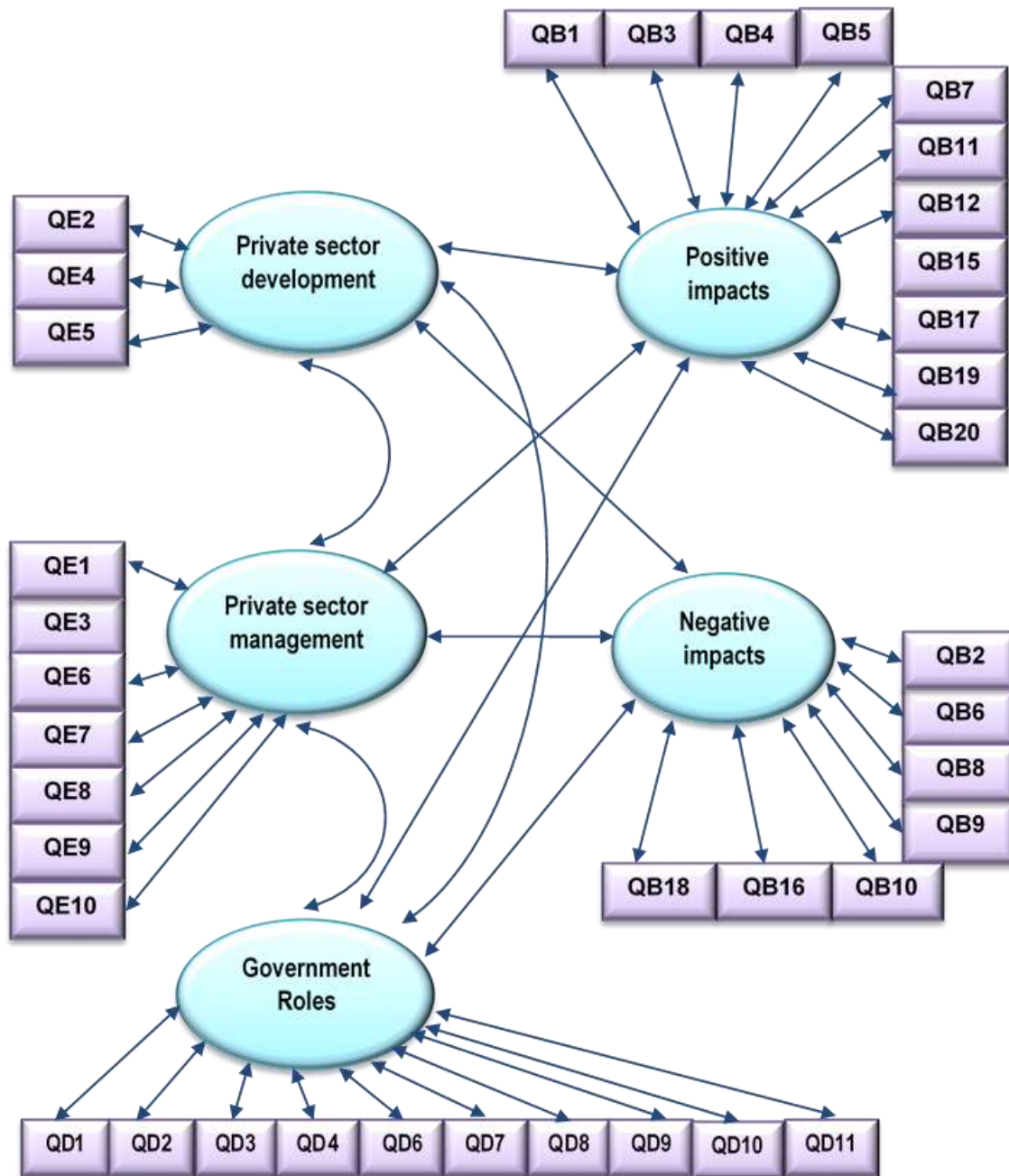


Figure 5-4: Model B

Just as with Model A, Maximum Likelihood (ML) estimation was used to estimate Model B and the method that was used for examining the relationships between the identified latent variables was inspection of standardised coefficients for the regression paths. The ML estimates for this SEM (Model B) is indicated in Table 5.27.

Table 5-27: Maximum likelihood estimates – regression weights of structural part of Model B (Gov’t and private sector model)

				Standardised regression weights	Estimate	P-label
H1	Positive tourism impacts	<---	Pvt sector development	0.543	0.746	<0.001
H2	Negative tourism impacts	<---	Pvt sector development	0.663	0.588	<0.001
H3	Positive tourism impacts	<---	Pvt sector management	- 0.201	- 0.259	0.056
H4	Negative tourism impacts	<---	Pvt sector management	- 0.391	- 0.326	0.002
H5	Positive tourism impacts	<---	Gov’t roles and duties	0.058	0.117	0.331
H6	Negative tourism impacts	<---	Gov’t roles and duties	- 0.064	- 0.083	0.352

Source: Own compilation

5.16.7 Assessing Measurement Model Validity for Model B / Government and private sector model (STAGE 4 repeated)

As was the case with Model A, in order to estimate if Model B would be valid it was necessary to analyse various goodness-of-fit (GOF) indices that show that various measures fit. GOF was calculated to determine the degree to which the data used in the study represents the theoretical foundation laid. Similar to Model A, a combination of criteria used to assess measurement model validity for Model B included CMIN/DF (minimum value of discrepancy divided by value of freedom, the relative fit measure CFI (Component Fit Index) and the Root Mean Square of Approximation (RMSEA). Table 5.28 illustrates the goodness-of-fit used for Model B.

Table 5-28: Goodness-of-fit indices for Model B (Gov’t and private sector model)

Model	CMIN/DF	CFI	RMSEA	RMSEA LO 90	RMSEA HI 90
Default Model	2.644	0.807	0.060	0.057	0.064

Source: Own compilation

The fit indices illustrated in Table 5:28 for Model B reveal a good fit. CMIN/DF (minimum value of discrepancy divided by value of freedom) obtained a value of 2.644 which is between the

suggested values of 2 and 5, and the CFI a value of 0.807 whereby the closer to 1 the value the better. CFI values that are greater than 0.9 are considered indicators of a good fit of the model to the data. Lastly, the fit measures based on non-centrality chi-square distribution, RMSEA, obtained a value of 0.060 whereby the generally accepted margin is below 0.08. The lower and higher limit of a 90% confidence interval on the population value of the RMSEA was 0.057 and 0.064 respectively.

5.16.8 Testing Structural Model Hypothesis of Model B / Gov't and private sector model (STAGE 5 repeated)

As with the previous model, at this stage of the model development, the researcher examined the hypotheses that are supported by the model as well as those that are not. The results of SEM (Model B) show that three hypotheses were supported and three were rejected as discussed below:

Hypothesis supported

H1 was confirmed as significant seeing that it falls within the 5% significance level thus confirming the hypothesis which states that there is a direct relationship between private sector development and the positive tourism impacts. This is furthermore supported by the standardised path coefficient of 0.543 ($p < 0.001$). Residents of the RBN (Phokeng) area perceive that positive impacts of tourism are related in a positive way with private sector development and vice versa. This is a novel observation on the part of the community in that they recognise the importance of the private sector development, which is the main driver of the industry, in the yielding of desirable and positive consequences of tourism.

H2 also falls within the 5% significance level thus also confirming the hypothesis that states that there is a direct relationship between private sector development and the negative impacts of tourism. This is supported by the standardised path coefficient of 0.663 ($p < 0.001$). This outcome paradoxically implies that the negative impacts of tourism are also related in a positive way with private sector development. This is because the negative and positive impacts of tourism always go together. The recognition of a correlation between private sector development with not only the positive impacts but also with the negative impacts is in agreement with studies that suggest that tourism development probably brings benefits to the host community, but *also* social costs (Gursoy *et al.*, 2002; Teye *et al.*, 2002; Tosun, 2002). The government, developers and indeed the private sector should while developing tourism seek to minimise the negative impacts and maximise the positive impacts.

H4 also falls within the 5% significance level thus showing a significant negative relationship between private sector management and the negative impacts of tourism. The standardised

path coefficient is, however, negative at -0.391 ($p=0.002$). It was thus discovered that with the increase in private sector management, there was experienced a decrease in the negative impacts of tourism. This is a novel finding that suggests a bigger responsibility of private sector management of tourism to actually decrease the negative impacts of tourism. It also lays a heavy responsibility at the door of the private sector regarding the task of minimising negative impacts – a role generally associated with governments.

Hypothesis not supported

H3 was not found to be statistically significant ($p=0.056$) with a low standardised path coefficient of -0.201 , thus indicating that there is no significant direct relationship between private sector management and the positive tourism impacts. This outcome may be attributed to the respondents not being able to associate the positive impacts of tourism with private sector management.

H5 has a p -value of 0.331 indicating that the relationship between government roles and duties and the positive impacts of tourism. Thus the government roles and duties do not influence the positive impacts of tourism in a significant way. This outcome is a topic worthy of further investigation in future studies as it would be expected of government roles and duties to have a direct relationship with positive impacts on tourism.

H6 was also not found to be statistically significant with a low standardised coefficient of -0.064 and a p -value = 0.352 , thus indicating that the government roles and duties do not influence the negative impacts of tourism in a significant way. This is another novel finding that shows that people dissociate government's role and duties in the management of tourism from the negative impacts of tourism. This outcome is also a topic worthy of further investigation in future studies.

Table 5.29 is a summary of accepted hypotheses for Model A and B. These accepted hypotheses as well as other novel findings from this research will be a basis of future recommendations of management of tourism impacts in general and the implementation of a sustainable community based tourism model in particular as discussed in chapter 6.

Table 5-29: Summary of accepted hypotheses for Models A and B

MODEL A (Community Model)	
H1	There is a direct relationship between community information and the positive tourism impacts with regard to the management of tourism
H2	There is a direct relationship between community information and the negative tourism impacts with regard to the management of tourism
H5	There is a direct relationship between industry sustainability and the positive tourism

	impacts with regard to the management of tourism
H7	There is a direct relationship between community participation and the positive tourism impacts with regard to the management of tourism
MODEL B (Gov't & Private Sector Model)	
H1	There is a direct relationship between private sector development and the positive tourism impacts with regard to the management of tourism
H2	There is a direct relationship between private sector development and the negative tourism impacts with regard to the management of tourism
H4	There is a direct relationship between private sector management and the negative tourism impacts with regard to the management of tourism

5.17 CONCLUSIONS

The purpose of this chapter was to present the results and data analysis of both the qualitative and quantitative components of the study, and to use those results to develop and test the SCBT model. To achieve this, a descriptive analysis of the results of the qualitative aspects of the study (i.e. interviews) was made. Secondary to that was an analysis of the quantitative aspect of the study. This was done by analysing the demographic profile of the respondents; by investigating the patterns emerging from the components of the proposed SCBT model by means of factor analyses and by investigating the aspects influencing SCBT; by conducting a Spearman rank order cross correlation between the SCBT factors and all factors; and lastly by the use of Structural Equation Modelling (SEM) so as to construct and test the SCBT model for tourism planners, developers and managers.

There were nine factors that were extrapolated from the six factor analyses there were used to construct the models through the use of SEM. Although all factors could be fitted in a single model, the theoretical model was split into two models focussing on *tourism awareness* (by the community) and *community participation* in relation to the impacts of tourism for Model A, while Model B focussed on *government roles and duties* and the *private sector roles* in relation to the impacts of tourism. This model was split thus because the stake and role of the community are different from the stake and role of the government and private sector in the development and management of tourism. The use of literature study, qualitative and quantitative research was employed to develop the two models which will be later merged into a single model in Chapter 6 after isolating the accepted and rejected hypothesis. Model A had four accepted and four rejected hypotheses while Model B had three accepted and three rejected hypotheses.

The results clearly show how the roles of the different stakeholders are intertwined, linked and dependent on each other in the development of tourism in general and the management of

tourism impacts in particular. This calls for deliberate measures to create formal links and areas of cooperation so as to enable a smooth and effective fulfilling of such roles. The roles and duties of government and the private sector are indispensable and should be strengthened. The community as hosts and custodians of the land, culture and tourism resources must also be included in the development and management of tourism. This should not be tokenism but meaningful participation. Awareness-raising and information-sharing not only fall within the community but also among and within different stakeholder groups and are crucial in achieving the sustainability goals.

In retrospect, this chapter has, therefore, successfully achieved the objective of presenting and interpreting the results of the study with the aim of determining the components that could form part of the SCBT, as well as the aim of developing and testing the model. Chapter 6 provides conclusions drawn from the study and also gives recommendations regarding the management of the social impacts of tourism, the relationship between the various role players involved in the management of tourism and the proposed SCBT model for tourism planners, developers and managers within the RBN territory. The chapter also gives recommendations regarding areas of further research emanating from the current study.

CHAPTER 6 CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

The aim of Chapter 6 is to present the impetus to and the possible prospective contributions of this study by reiterating the study's overall aims and objectives, and by giving recommendations arising from the findings. To achieve this, the chapter is structured sequentially to address the following issues/subtopics: Firstly, it reviews the research aim and objectives of the study. Next, it gives summaries of both the methodology used and the analysis of the data. Thirdly, it outlines the contribution of this study to the discipline of tourism management and the body of knowledge. Fourthly, it discusses the research conclusions reached and goes on to discuss the steps taken in the construction of the sustainable community tourism model. It then highlights the limitations of the study and concludes by giving recommendations for future studies that can arise from the theme of this study, general recommendations as well as specific recommendations with regard to the implementation of the model. Finally, the chapter provides conclusions derived from the entire study.

6.2 REVIEW OF THE RESEARCH AIM AND OBJECTIVES OF THE STUDY

The main aim of this study was to develop a Sustainable Community-Based Tourism Model (SCBTM) with a special focus on Phokeng (the entire Royal Bafokeng Nation) which could be used by planners, tourism developers and managers in managing the social impacts of tourism (cf. 1.6); and which model could lead to the development of sustainable community-based tourism in Phokeng (RBN) territory (cf. 1.6). This model could also be valuable to similar communities elsewhere. The following research objectives – each of which was addressed in the chapters as outlined in Table 6.1 – were derived from the main aim of the research (cf. 1.5.1):

- **Objective 1:** to analyse community-based tourism and the role of the community in sustainable tourism by means of a literature review,
- **Objective 2:** to analyse the social impacts of tourism, sustainable tourism principles and sustainable tourism development by means of a literature review,
- **Objective 3:** to analyse the exploratory data in identifying the elements that could be used to construct the SCBT-model,
- **Objective 4:** to construct the SCBT-model based on the empirical findings derived from primary research.

- **Objective 5:** to draw conclusions and make recommendations regarding the implementation/application of the model.

Table 6.1 demonstrates how each objective of the study was fulfilled as well as the relevant chapter(s) where this was met.

Table 6-1: Review of research aim and objectives

RESEARCH OBJECTIVES AND HOW THEY WERE MET	CHAPTER REFERENCE
Chapter 1: aimed to give an overview of the study and to state the problem, which basically sought to know which aspects should be part of the SCBT Model, and to what extent those aspects are related in managing the social impacts of tourism and in ensuring the sustainable management of community-based tourism. Chapter 4: sought to give a presentation and defence of the methodologies that were used to gather the qualitative and quantitative data used to identify the components that could possibly form part of the SCBT Model.	Chapter 1 & Chapter 4
Objective 1: This objective (cf. 1.5.2) was fulfilled through a discussion of the tourism system, communities, community-based tourism, various tourism theories that affect communities, the role of the community in sustainable tourism as well as an analysis of community support for tourism. All this was done by means of a comprehensive literature review.	Chapter 2
Objective 2: This objective (cf. 1.5.2) was fulfilled through, (a) an investigation of sustainable tourism principles and sustainable tourism development, (b) the study of the nature of social impacts and factors influencing them, (c) the identification of tourism role-players and their roles in tourism management, (d) a review of strategies for planners and developers in managing the social impacts of tourism, (e) the exploration of partnerships and collaboration in tourism development and (f) a review of sustainable product development and destination management.	Chapter 3
Objective 3: This objective was fulfilled through an analysis of the exploratory data in identifying the SCBT elements that could be used to construct the SCBT model.	Chapter 3 & 5
Objective 4: This objective (cf. 1.5.2) was fulfilled through the presentation of the outcomes and results of the study based on the empirical findings from the primary research and through the construction of the model.	Chapters 5 & 6

Objective 5: This objective (cf. 1.5.2) was fulfilled by developing guidelines and recommended approaches or strategies that can be effectively used to manage the social impacts of tourism; and was also fulfilled through the laying down of strategies that ensure sustainable management of community-based tourism in Phokeng.	Chapter 6

6.3 SUMMARY OF THE METHODOLOGY AND DATA ANALYSES

Table 6.2 summarises and depicts the methodology adopted in order to construct the SCBT model (cf. Figure 4.2). In the first column reference is made to the particular sections within the entire study that are relevant to and where each research method was used. The second column demonstrates the type of data analyses performed for each corresponding research method mentioned in the first column.

Table 6-2: Methodology for arriving at the SCBT model

RESEARCH METHOD USED	DATA ANALYSIS PERFORMED
Qualitative: Semi-structured interviews (cf. 5.2.1) Participant observation (cf. 5.4)	Qualitative analysis Field notes
Quantitative: (Likert scale Instrument): Demographic profile of responses (cf. 5.5.1) Distribution of responses to six SCBT components (cf. 5.7), (cf. 5.8), (cf. 5.9), (cf. 5.10), (cf. 5.11) & (cf. 5.12) Construction and testing of Models A and B (cf. 5.20)	Descriptive (Univariate) Factor Analysis (Multivariate) Structural Equation Modelling (SEM) (Multivariate)

6.4 CONTRIBUTION OF THE PRESENT STUDY TO THE DISCIPLINE OF TOURISM MANAGEMENT

The contribution of the present study to the discipline of tourism management and to the growing body of academic knowledge in this particular topic of tourism development and research as well as in related areas can be divided into two categories. These are (a) practical contributions, and (b) literature contributions discussed below in that specific order:

6.4.1 Practical contributions

The following are *practical* contributions that this study made to the discipline of tourism management and/or the body of academic knowledge:

- This study is unique in that it creates a model to serve as a template upon which sustainable *community* tourism strategies in Phokeng, the North West Province and elsewhere can be based, and also as guide in managing the social impacts of tourism. The study has gone a step further beyond similar studies in that it emphasizes *sustainability* as a main feature of community-based tourism;
- The new look at the private sector and its role is also a contribution since the factor analyses revealed more roles for this stakeholder; these roles are specifically “private sector development” whereby the private sector plays a proactive role of initiating tourism developments, and “private sector management” whereby the private sector manages tourism sustainably;
- The strategies that will be formed as an outgrowth of the model will be invaluable to different tiers of government, planners as well communities in the quest for active community inclusion and participation in the sustainable development of tourism;
- A community development model for the Phokeng region will be a useful tool for economic diversification and empowerment, domestic tourism development, as well as local participation and ownership in an industry which is fraught with the normal “barriers of entry” experienced in other approaches of tourism development. Hence, opportunities for entrepreneurship among SMMEs, PDIs, and other groups that might see community tourism as a viable niche sector will be created.
- The research will serve as a model and guide for the development of domestic tourism especially among the indigenous populations of South Africa and of other developing countries, where the present consumption of the tourism product is largely by non-locals.
- Lastly, the specific roles of each role-player, their relationships and factors influencing these role-players were novel practical contributions that should be applied in practice.

6.4.2 Literature contribution

The following are *literature* contributions that this study made to the discipline of tourism management and/or the body of academic knowledge:

- Firstly, this study is unique in that it discussed tourism impacts from two angles, firstly from the perspective of the “government and private sector”, through in-depth discussions with government officials and the private sector managers, and secondly from the perspective of the community obtained through a community survey. Hence the unique aspect of the model is the focus given to the integrated management of impacts by different role-players.

Therefore the study shows the different views of community, government and private sector of what they think is important and what is seen as successful in community-based tourism, thus clearly showing a communication gap.

- Secondly, it combined the elements of two approaches by (i) analysing *community attitudes* towards *tourism impacts*, and (ii) investigating *community attitudes* and their *role* and *participation* in tourism planning and development.
- Thirdly, it does not blindly follow one theoretical framework but is rather tailor-made to adopt elements from three theories, namely: the Social Exchange Theory (SET), the Sustainable Livelihood Approach (SLA), and the Stakeholder Theory.
- Fourthly, it was also novel to first work from a qualitative perspective and then to build to a quantitative perspective and to integrate the two in a South African environment.
- Fifthly, it developed a model that not only seeks to create community-based tourism but also to manage the social impacts of tourism in a *sustainable* way.
- Lastly, this study also made a *literature* contribution to the body of academic knowledge by its multi-disciplinary and inter-disciplinary approach in its use of resources; hence its free reference to some of these approaches and study fields. Within the tourism field it drew from ecotourism, rural tourism, event tourism, and cultural and heritage tourism, among others, while from other fields, it drew from economics, sociology, anthropology, marketing and other fields. This therefore means that this study is a demonstration of interdependence and interconnectedness of tourism and the other fields of study.

6.5 RESEARCH CONCLUSIONS

The conclusions that have been drawn regarding this research can be categorised as follows:

- Conclusions with regard to community-based tourism and the role of the community in achieving sustainable tourism as derived from a comprehensive literature review (objective 1).
- Conclusions with regard to the analysis of the social impacts of tourism as derived from a comprehensive literature review (objective 2).
- Conclusions with regard to an analysis of the exploratory data and the identification of the elements that could be used to construct the Sustainable Community-Based Tourism (SCBT) model (objective 3).

Each of these conclusions is discussed below as per the above sequence.

6.5.1 Conclusions with regard to community-based tourism and the role played by the community in tourism management

The following are regarded as the main conclusions with respect to research objective 1 (cf. 1.5.1):

- Communities are not homogeneous but heterogeneous and diverse entities that, however, share some common social characteristics among residents of a particular geographical location (cf. 2.3).
- *“Participation in tourism”* and enhancement are at the very core of what communities are. This is indicated through provision of *opportunities for local participation in tourism, both directly through investment in and employment in tourist businesses as well as in supporting activities such as agriculture and craft industries”* (cf. 2.3).
- Community tourism is run (i.e. owned/managed) by communities and hence involve their participation, and that also generates *benefits* for communities. This is one of the prerequisites to it being sustainable (cf. 2.4.1).
- Community tourism can be part of alternative tourism, mass tourism or any type of tourism thus not making it a type of tourism but an approach to tourism (cf. 2.4.1).
- Community-based tourism is a highly appropriate instrument for development, cooperation and alleviation or eradication of poverty through tourism, as it appears to be a strategy that could help conserve natural spaces as well as sustain struggling rural economies. Thus community-based tourism can be used as a development tool by communities in as much as tourism activities rely heavily on communities (cf. 2.4.1).
- The problems that can be inadvertently engendered by community-based tourism can be a low level of economic viability; stimulation of social differentiation and intra-community conflict; it can encourage natural resources to be used as commodities (cf. 2.4.1).
- Community-based tourism in its essence demands property/ownership and self-management of own assets; democratic administration and management based on commonality; distributed benefits earned from supply of services; the goal of intercultural quality meetings; and that it (community-based tourism) is not only tourism *in* communities, but also tourism *for* communities, tourism *about* communities and tourism *by* communities. It is about communities being controllers instead of objects of tourism (cf. 2.4.1 and 2.4.2).

- While all communities may participate in tourism to a certain degree, [authentic] community participation is about active participation and, arguably, empowerment (cf. 2.4.2)
- Community participation for its own sake is not of much use, but the way in which it is done and the critical manner in which participation is conceptualised and practised will ensure a contribution (cf. 2.4.3.3).
- There are limitations to community participation in the tourism development process which can be classified broadly as limitations at the operational level; structural limitations; and cultural imitations. These limitations need to be considered in the quest for sustainable development of community-based tourism (cf. 2.4.2).
- Tenure has a major influence on the level of stakeholder involvement and in determining who is responsible for managing an area (cf. 2.4.2).
- In order for communities to participate meaningfully in tourism, they need to have community-based tourism initiatives (SCBTIs) which are likely to accrue benefits which include socio-cultural benefits, economic benefits and environmental benefits among others (cf. 2.4.4).
- For community-based tourism initiatives to be sustainable they need to be established on some of the principles that include but are not limited to *interaction*, *transparency*, *analysis and evaluation* and *practical issues/skills*, including training and capacity building, financial skills, funding to pump-prime the project as well as marketing and operational skills (cf. 2.4.4).
- While residents recognise both positive and negative consequences of tourism, they also appreciate the way in which the community is enriched by tourism, while not discounting the negative consequences. However, residents perceiving themselves to be benefiting from tourism are likely to view it positively; while those who are not view it negatively (cf. 2.5.2).
- Residents see tourism as a sustainable livelihood means to diversify their existing mix of livelihoods (cf. 2.5.2).
- Involvement of the community as stakeholders in the decision-making process and incorporating their interests in tourism development endeavours or some kind of synergic collaboration between relevant institutions and the community can make a significant difference in developing sustainable tourism and in destination management (cf. 2.5.3).

- The community must use alternative tourism approaches such as ecotourism, cultural and rural tourism and event tourism as strategies that can provide a platform for local participation in tourism and sustainable management of tourism (cf. 2.6).
- The success of tourism in any community requires the support of that community's residents because the support of residents is a critical factor in ongoing community development (cf. 2.7).
- The level of community support for sustainable tourism development is highly dependent on community attachment, on the involvement of the community in tourism matters and on how the community perceives the value of tourism development (cf. 2.7.1; 2.7.2; & 2.7.3).
- Open communication channels, proper consultation, transparency and involvement at the community level at all stages of the planning process can aid communities in taking ownership of their tourism product (3.3.2.7).

6.5.2 Conclusions with regard to the analysis of the social impacts of tourism and sustainable tourism management

The following are regarded as the main conclusions with respect to research objective 2 (cf. 1.5.1):

- Tourism development brings benefits and costs to the host community and these are understood to be the positive and negative impacts of tourism (cf. 3.3).
- Because the consequences of tourism are contextual and situational, some impacts may paradoxically be perceived as both positive and negative and/or may be impacts that are any combination of socio-cultural, environmental as well as economic impacts (cf. 3.3.3).
- The long-term sustainability of tourism depends to a large degree on governments, community leaders and tourism professionals to strive to maximise its benefits as well as to mitigate its costs (cf. 3.3).
- In order to achieve sustainable tourism development, and thus to maximise the positive impacts and minimise the negative impacts of tourism, there is a need to be guided by the sustainability principles and objectives (cf. 3.2.2).
- The factors that influence the socio-cultural impact of tourism must be taken into consideration in order for mitigating steps against negative tourism impacts to bear fruit (cf. 3.3.5).

- The successful implementation of sustainable tourism should be proactive in overcoming limitations and challenges experienced when implementing sustainable tourism (cf. 3.2.3).
- There is a need for proper planning, implementation and meticulous monitoring of tourism development by all stakeholders involved so as to avoid the insurmountable and dire consequences that may affect communities most (cf. 3.3.6).
- Techniques and possible tools that should be used for achieving sustainable tourism development for communities are community awareness, community participation, and local community empowerment (comprising economic, psychological, social and political empowerment) (cf. 3.4.3.1; 3.4.3.2; 3.4.3.3; & 3.4.3.4).
- The planning and management of sustainable tourism are the joint responsibilities of the government, the private sector, the community, the tourists and other stakeholders (cf. 3.5).
- The government has the responsibility of creating an enabling environment for the development of tourism because as major stakeholders, and their role centres on planning, developing and managing of the tourism industry and also on its ability to influence profoundly the positive and negative socio-economic and environmental effects of tourism (cf. 3.5.1).
- The tourists have a proactive role of being part of the solution of the undesirable impacts of tourism through upholding the tourists' responsibility at destination visited (cf. 3.5.2).
- There is a long-running relationship between tourist inflows and crime, whereby crimes such as kidnappings, car hijackings, murder and sexual offences have a negative effect on tourist inflows to the country, both in the short and in the long run (3.3.2.3).
- The community, as part of the democratic process, and as principal stakeholders who are affected directly by the positive and negative impacts of tourism and bear the brunt of any impacts, have roles of being the voice of those affected by tourism; being stewards and sustainers of the natural and cultural resources under their custodianship; and being the main providers of tourism services to tourists (cf. 3.5.3).
- The major role of the tourism businesses that exist within the tourist-generating regions, the transit route regions and the tourist destination regions is to attract customers with its capital and the quality of its tourism offering and thus maintain businesses that are sustainable, as well as to collaborate with all other stakeholders in the effective management of tourism impacts and in the development of sustainable tourism industry (cf. 3.5.4).

- The roles of the other players such as NGOs, pressure groups and the media are to lobby for the interests of community as well as to raise awareness on sustainability issues (cf. 3.5.5).
- The roles of NGOs, governments and the private sector in providing benefits for communities often overlap, and hence this provides a reason for partnerships and collaboration in sustainable tourism management (cf. 3.5.5.4)
- Sustainable tourism may be achieved through partnerships and collaboration of different stakeholders in tourism management; which partnership may provide effective mechanism for community involvement in tourism management (cf. 3.6).
- Making a meaningful contribution to the sustainability of a tourism product for the ultimate benefit of the community can be done through planning and development; marketing and branding; visitor and tourism management; research, information management and knowledge-building; and resource stewardship and environmental management (cf. 3.7.1).
- Prudent and sustainable management of destinations calls for taking note of the characteristics of destinations during the consolidation stage of their development so that the destination area can experience diversification and/or rejuvenation instead of decline (cf. 3.7.2).
- A concerted effort should be made by all stakeholders to promote tourism awareness and to inform communities of the benefits, costs and impacts of tourism development.

6.5.3 Conclusions with regard to an analysis of the exploratory data and the identification of the components of the proposed sustainable community-based tourism (SCBT) model

The following are regarded as the main conclusions with respect to research objective 3 (cf. 1.5.1):

- The possible components of the proposed SCBT model were derived from literature (Chapter 2 and 3) and assessed through the empirical study, through moving from qualitative to quantitative methods.
- There were six empirically reported sustainable community-based tourism components that were revealed in literature (Chapters 2 and 3). These six components were later used as a basis for the theoretical model (cf. 5.16.1). These components were (a) *positive social impacts*, (b) *negative social impacts*, (c) *tourism awareness*, (d) *the role of government*, (e) *the role of the private sector*, and (f) *community participation*.

- After using these components to interrogate the qualitative and quantitative aspects of the study, further scrutiny of the components was made. This was done by means of an empirical analysis of the relationships among the six identified components. Thus the factor analysis of each of the six components was carried out with the aim of reducing the number of variables used in SEM as well as detecting the structure in the relationship between variables.
- Consequently, there were nine factors that were extrapolated from the analyses of the original six components (cf. 5.7 to 5.12). The nine identified factors falling under the original six factors were as follows: (a) positive social impacts and (b) negative social impacts (under tourism impacts); (c) community information, (d) *community involvement* and (e) *industry sustainability* under (tourism awareness); (f) role of government; (g) *private sector management* and (h) private sector development (under role of private sector); and (i) community participation. The fact that there were six initial factors which expanded into nine shows that a more refined and in-depth approach is needed to make community based tourism work which emphasises the importance of this approach.

After identifying the components of the proposed sustainable community-based tourism model, the final step was to test whether the identified components fit into the model. This was done mainly through Structural Equation Modelling (SEM) as discussed hereafter in sections 6.6.1 and 6.6.2.

6.6 CONSTRUCTION OF A SUSTAINABLE COMMUNITY-BASED TOURISM MODEL

This section explains the steps taken to construct the Sustainable Community-Based Tourism (SCBT) Model and to present the graphical representation for the final and complete model *thus fulfilling objective 4*. This is done through two phases. The first phase (cf. 6.6.1) discusses the strongest paths used to construct the model; followed by the second phase (cf. 6.6.2), which discusses the weaker paths.

6.6.1 Identification of the strongest paths of the SCBT model

Although all nine factors (derived from the original six components) could be presented in a single model, the theoretical model was split into two models, Model A and Model B. Model A focussed on the community (as hosts) in relation to tourism impacts while Model B focussed on *government roles and duties* and the *private sector roles* (as tourism development agents) in relation to the impacts of tourism. The initial theoretical model was split because of the different stakes and roles of the community on one hand and the government and private sector on the other hand (cf. 4.4.2.10 and 5.20).

The nine factors were then linked to other variables and finally a total of fourteen research hypotheses were proposed and tested in two models, (8 for Model A and 6 for Model B) through Structural Equation Modelling (SEM). In order to estimate the validity of the models, it was necessary to analyse various goodness-of-fit (GOF) indices. This was also done in order to show the various measures fit which could be regarded as evidence of construct validity. The combination of criteria used to assess measurement model validity for Model A and Model B were (a) CMIN/DF (minimum value of discrepancy divided by value of freedom, the relative fit measure CFI (Component Fit Index), and the Root Mean Square of Approximation (RMSEA). Out of these hypotheses, the following seven hypotheses based on the latent variables identified in the standardised path coefficients (four from Model A and three from Model B) were accepted and used as *strongest* paths and main pillars (depicted in green in Figure 6.1) in the final SCBT model:

MODEL A (Community Model)

- **Hypothesis 1:** There is a direct relationship between community information and positive tourism impacts with regard to the management of tourism
- **Hypothesis 2** There is a direct relationship between community information and negative tourism impacts with regard to the management of tourism
- **Hypothesis 5:** There is a direct relationship between industry sustainability and positive tourism impacts with regard to the management of tourism
- **Hypothesis 7:** There is a direct relationship between community participation and positive tourism impacts with regard to the management of tourism

MODEL B (Government & Private Sector Model)

- **Hypothesis 1:** There is a direct relationship between private sector development and positive tourism impacts with regard to the management of tourism
- **Hypothesis 2:** There is a direct relationship between private sector development and negative tourism impacts with regard to the management of tourism
- **Hypothesis 4:** There is a direct relationship between private sector management and negative tourism impacts with regard to the management of tourism

6.6.2 Identification of the weaker paths of the SCBT Model

In addition to the above-mentioned strongest paths of the SCBT model, there were other *weaker* yet significant paths that were identified through an analysis of (a) Spearman cross-

correlation between all SCBT factors; (b) Spearman correlation between *age*, *length of stay*, and *education level*; and (c) an independent sample *t*-test to compare the SCBT factors between (i) gender, (ii) those working in a tourism business and those who don't, and (iii) those who own tourism businesses and those who don't. The findings of these weaker paths identified through these methods were as follows:

6.6.2.1 Summary of correlations among all SCBT factors

In addition to the outcomes already confirmed by the hypothesis, the outcomes of the Spearman cross-correlation between all SCBT factors revealed the following small correlations and paths:

- There is a positive correlation between community information and community participation ($\rho = 0.613$), thus showing that the more tourism information the community has, the more the community is inclined to participate in the management of tourism;
- There is a positive correlation between community information and industry sustainability ($\rho = 0.340$), which suggests that the more tourism information the community has, the more sustainable the tourism industry tends to be;
- There is a positive correlation between community information and community involvement ($\rho = 0.256$), which shows that the more tourism information the community has, the more the community will become involved in tourism;
- There is a positive correlation between community involvement and industry sustainability ($\rho = 0.375$), which shows that the more involved the community is in tourism, the more they may perceive the tourism industry as sustainable;
- There is a positive correlation between community involvement and positive impacts of tourism ($\rho = 0.297$), which indicates that as the community becomes more involved in tourism matters, the more they tend to recognise/acknowledge the positive impacts of tourism;
- There is a positive correlation between industry sustainability and community participation ($\rho = 0.331$), which indicates that the more the community perceives the industry to be sustainable, the more the community will participate in tourism;
- There is a positive correlation between the role of government and private sector management ($\rho = 0.349$), which indicates that the more important the respondents see the role of government in tourism management to be, the more they acknowledge the private sector management role;

- There is a positive correlation between the role of government and industry sustainability ($\rho = 0.316$), which indicates that the more important the respondents see the role of government as being, the more they perceive the tourism industry to be sustainable;
- There is a positive correlation between the positive impacts of tourism and community participation ($\rho = 0.527$), which means that as the positive impacts of tourism become more apparent, the more the community tends to participate in tourism;
- There is a positive correlation between the negative impacts of tourism and the positive impacts of tourism ($\rho = 0.218$), which indicates that the more the negative impacts of tourism are acknowledged, the more the positive impacts of tourism are also acknowledged. This is indicative of the fact that the community, while noting and appreciating the advantages that tourism brings, also acknowledges the accompanying negative impacts;
- There is a positive correlation between the negative impacts of tourism and community participation ($\rho = 0.125$), which implies that even as the negative impacts of tourism mount up, the community continues to participate in tourism; hence the negative tourism impacts do not deter the community from participating in tourism
- There is a positive correlation between community participation and the private sector development ($\rho = 0.264$), which means that the more the community participates in tourism management the more they expect a significant private sector role in the development of tourism, thus indicating that the community sees the private sector as an important player in tourism development;
- There is a positive correlation between private sector management and the private sector development ($\rho = 0.470$), which means that as the private sector becomes more involved in the management of tourism the more it will be involved in the development of tourism.

6.6.2.2 Summary of correlations and relationships between SCBT factors and selected socio-demographic and behavioural characteristics

In order to go a step further than other models, the study used the available data to analyse the correlations and relationships between SCBT factors and selected socio-demographic and behavioural characteristics. The purpose of a further analysis of this data was to allow for a more in-depth approach to planning and development of tourism. Hence the outcomes of the correlations between SCBT factors and *age*, *length of stay*, and *education level* revealed the following small correlations and paths:

- There is a positive correlation between age and the positive impacts of tourism ($\rho=0.126$), which means that the older the community members are the more they acknowledge the positive impacts of tourism;
- There is a positive correlation between age and private sector management ($\rho=0.150$), which implies that the older the community members are the more they perceive private sector management as an important role of the private sector;
- There is a positive correlation between length of stay and the positive impacts of tourism ($\rho=0.113$), which means that the longer the community members reside at their home village the more they tend to acknowledge the positive impacts of tourism;
- There is a positive correlation between length of stay and the negative impacts of tourism ($\rho=0.110$), which paradoxically also means that the longer the community members reside at their home village the more they tend to acknowledge the negative impacts of tourism.
- There is a positive correlation between length of stay and private sector management ($\rho=0.110$), which indicates that the longer the community members stay in their home village the more they tend to value the critical role of the private sector in the management of the industry.
- There is a positive correlation between length of stay and private sector development ($\rho=0.133$), which indicates that the longer the community members stay in their home villages the more they tend to also value the critical role of the private sector in the development of the industry;
- There is a negative correlation between education level and negative impacts of tourism ($\rho=-0.169$), which means that the higher the education of the community members the less they tend to recognise the negative impacts of tourism; and
- There is a positive correlation between education level and private sector management ($\rho=0.1$), which means that the higher the level of education of the community members the more they tend to value the critical role of the private sector in the management of the industry.

The outcomes of the independent samples *t*-tests between SCBT factors and *gender, working in a tourism business and owning a tourism business* revealed the following paths:

Gender does not influence the community's responses towards the SCBT factors hence it does not form any path. However, the outcomes of the 3 *t*-test comparisons of SCBT factors between

those working in a tourism business and those who do not, and those who own tourism businesses and those who do not, revealed the following paths:

- There is a positive relationship between positive tourism impacts and people working in a tourism business ($M=3.74$, $SD=\pm 0.61$), which means that people working in a tourism business are more inclined to view tourism impacts more positively, and to regard tourism awareness factors more favourably than the respondents not working in a tourism related business;
- There is a positive relationship between people working in a tourism business and community information ($M=3.16$, $SD=\pm 0.82$), which means that people working in a tourism business are more inclined to have information about tourism than those that do not;
- There is a positive relationship between people working in a tourism business and community involvement ($M=4.20$, $SD=\pm 0.66$), which means that people working in a tourism business are more inclined to be involved in tourism than those that do not;
- There is a positive relationship between people owning a tourism business and community information ($M=3.27$, $SD=\pm 0.73$), which means that people owning a tourism business are more inclined to have information about tourism than those that do not;
- There is a positive relationship between people owning a tourism business and community involvement ($M=4.37$, $SD=\pm 0.53$), which means that people owning a tourism business are more inclined to be involved in tourism than those that do not;
- There is a positive relationship between people owning a tourism business and community participation and ($M=3.41$, $SD=\pm 0.63$), which means that people owning a tourism business are more inclined to be participate actively in tourism than those that do not.

These relationships that are extrapolated from Spearman correlation between SCBT factors and *age*, *length of stay*, and *education level* as well as relationships/paths extrapolated from independent sample *t*-tests are depicted inside each block of the relevant factor of the model.

In summary, the community tourism model that has been built in this study can be said to be a representation of a miniature snapshot of four things. Firstly, it depicts how the roles of government and the roles of the private sector relate to, influence or are influenced by the positive and the negative impacts of tourism. Secondly, it depicts how the role of the community relates to, influences or is influenced by the positive and the negative impacts of tourism. Thirdly, it depicts the relations that exist between and among government roles, private sector roles as well as the role of the community. Fourthly, it depicts the identification of aspects (both

socio-demographic and behavioural aspects) that can be developed, managed and applied to improve the SCBT-factors in order to optimise the effectiveness thereof.

This way the model shows the interlinkages and interconnectedness among the nine factors of the model. The links between and among these factors as depicted in this particular model are like routes in a map that will help the planners and develops to know which paths and areas to focus on in their endeavour to manage tourism impacts and their quest for community tourism development.

It can be concluded, therefore, that the core of the model is focussed on identifying the distinct social impacts of tourism and their relation with the community on one hand and the government and private sector on the other hand; and them being impacts that should be considered in order to ensure prudent management of tourism for the ultimate benefit of the community. The process of constructing this model, therefore, is akin to a situation analysis that evaluates the social benefits (positive social impacts) and social costs (negative social impacts) of furthering the development of tourism and a plan that optimises the same. Knowledge of this “societal” situation analysis is paramount in knowing what measures to put in place in order for tourism to work! The accomplishment of this goal can be supported by development of specific community-based tourism oriented strategies which will add to the optimisation of tourism in communities. Thus, the model is unique in that the process undertaken to construct it identified a problem and offered its solution at the same time!

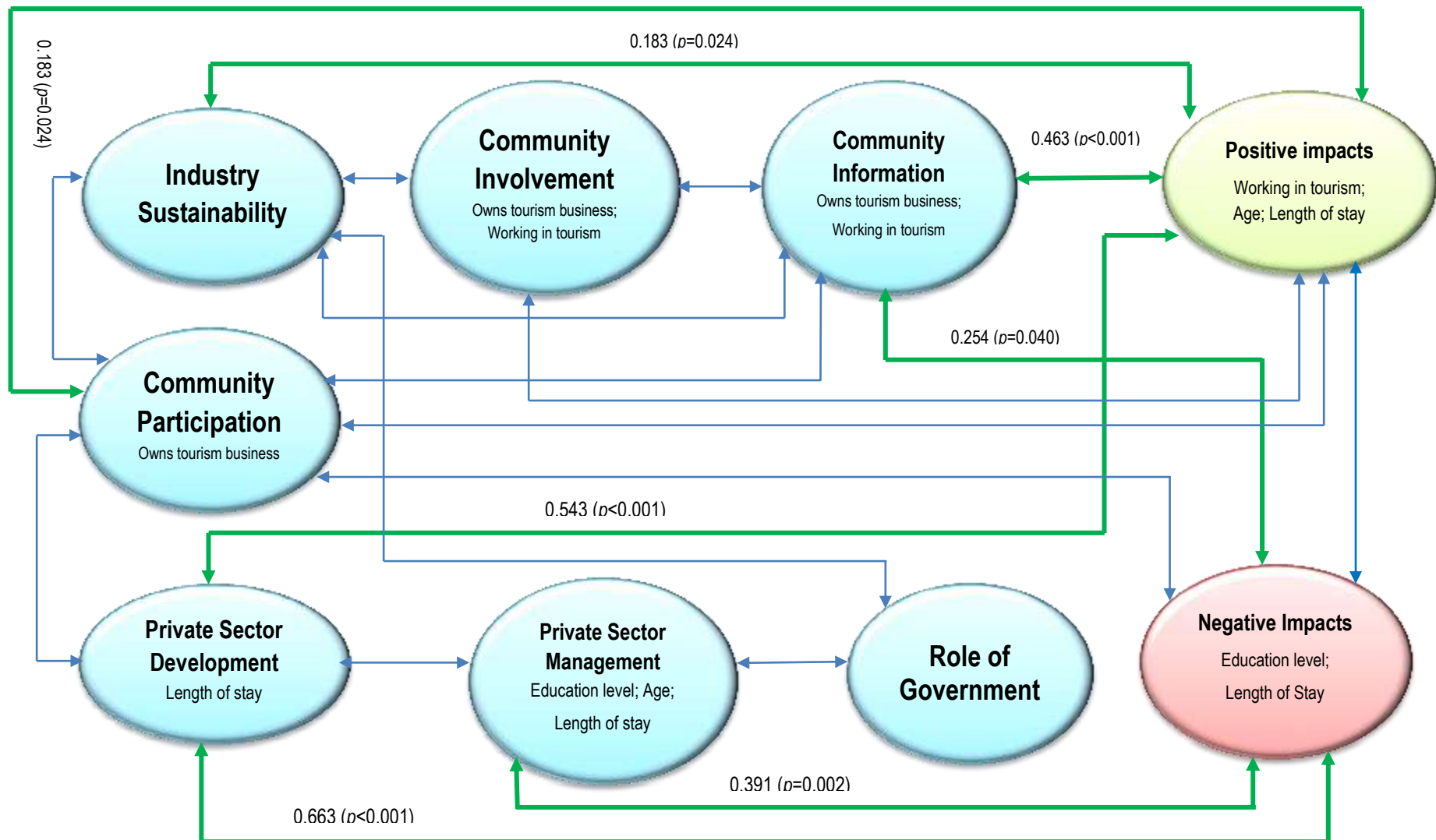


Figure 6-1: Sustainable Community-Based Tourism Model

6.7 LIMITATIONS OF THE STUDY

The following is a discussion of the limitations of the scope of the present study and the conduct thereof:

In terms of knowledge gaps in social science research it was evident during the conduct of this study that there are limitations regarding extensive and detailed research on the negative and positive social impacts of tourism in the Phokeng (RBN) area and the Bojanala Platinum District Municipality (BPDM) as a whole. This, therefore, means that some of the comments and views expressed in the study regarding the existence of social impacts, the sustainable management of social impacts of tourism, and how the community can be included in tourism are at best based on professional judgement, which has not been tested scientifically, and is subject to some degree of bias.

The study site of this research was within the Phokeng area (Royal Bafokeng Nation territory), and is spread throughout the 30 official villages that this nation is comprised of. However, the villages were scattered and movement from one village to the other was tedious, costly and time-consuming. Hence the time needed to collect the data was ten weeks which was longer than the four weeks that had been anticipated. Due to the limitation of time and the funds needed to conduct an extensive research this study could not be as comprehensive as could have been idealised.

Due to the fact that the RBN lies within and is a subset of the Bojanala Platinum District Municipality (BPDM), the respondents' reference to tourism attractions and experiences would sometimes include the Bojanala Platinum District Municipality areas that are not necessarily within the Phokeng (RBN) area. This inclusion, however minimal, was accepted because of the limitless and seamless continuity of tourism attractions in the BPDM. This overlap did not affect the outcome of the study to the extent of distorting the final results.

Furthermore, although the residents of the RBN had a fair understanding of tourism, its benefits, costs and impacts, it became apparent during the research that some of the community members confused and could not distinguish the roles of the government and those of the private sector. Hence often the private sector roles mentioned by the respondents were in fact the roles of government and vice versa. Some respondents also confused tourism development and general developments in their area while some could not distinguish between tourists and migrant labourers who had "visited" their area and consequently "overstayed their welcome", hence the undesirable activities of these "outsiders" were often attributed to tourism. Although these challenges were addressed from the outset, the absence of these minor confusions might

have reduced the time taken to conduct the research, and also produced results that could have been easier to generalise. This could have added more value to the knowledge about the management of the positive and negative impacts of tourism.

Notwithstanding the limitations of the current study expressed above, the following proposed recommendations arose from the findings and conclusions reached:

6.8 RECOMMENDATIONS

There are three categories of recommendations that this study gives: firstly there are general recommendations that arose from various issues during the course of the study; then there are specific recommendations that pertain to implementation of the community tourism model; and lastly there are recommendations with regard to further research that stem from the present study. The recommendations are discussed below in that specific order.

6.8.1 General recommendations

The general recommendations pertaining to the management of impacts and development of tourism in the Phokeng area are as follows:

- The Phokeng area must implement the proposed community tourism model in order to ensure success in tourism
- The Phokeng (RBN) area must strongly consider using a community-based tourism approach as a means of diversifying the economy and livelihoods of the area
- The Phokeng community must use community tourism not only as an entering wedge into the industry but also as a means for the community to overcome the barriers of entry into the tourism industry
- The government should create an enabling environment for tourism development by performing dutifully its roles of planning and policy-making, developing, facilitating, coordinating, regulating, and monitoring tourism in the country. This could be done through:
 - incentivising and subsidising tourism investment;
 - development of basic tourism support infrastructure;

- promoting the Phokeng area both locally at the INDABA show, and internationally at shows such as the World Travel Market (WTM), Internationale Tourismus-Börse (ITB) and many others.
- The key tourism role-players such as government, community, private sector and other players must work together in a coordinated manner in order to manage the impacts of tourism and achieve sustainable tourism. These can be done for example by creating a Bafokeng Tourism Forum that will be structured in a way that ensures involvement and inclusion and a voice of all the key stakeholders in the running of tourism in the community. Such a forum may, for example, include and involve:
 - the local/provincial government, which will focus on licensing, training, financial support, infrastructure provision;
 - the traditional leadership, who are the custodians of the land (a critical component in investment), culture and heritage and historical resources;
 - community representatives, who will be the voice of the ordinary man on the ground; and
 - the private sector, who will provide tourism goods and services that will attract and retain the tourists.
- Tourism entrepreneurship must be encouraged in the community in order to ensure their participation in tourism and their ownership of the tourism product. This could be done through the offering of training in entrepreneurship, writing of business plans, financial assistance, business mentoring, as well as promotion of homestays, cottage industries, provision of hospitality services, street trading and street performances especially during peak tourism seasons.
- Tourism planners and developers should promote more natural attractions and history and cultural attractions, as well as improve and increase the existing man-made attractions
- Government and players in the tourism sector, as well as other crime prevention units in the country, should come up with strategies for dealing with crime such as:
 - increasing visible police presence in areas frequented by tourists, especially during peak season;
 - establishing community policing fora;

- setting up a tourism hotline for the community
- The Phokeng area should have other community-based tourism destinations as benchmarks and explore the possibility of having twinning arrangements with such destinations. The models of township tourism in SOWETO and community tourism in KwaZulu-Natal can be used as typical benchmarks, while a county such as Dorset in England can be a likely destination for twinning.
- Linkages and networks should be formed with other community tourism destinations and organisations.
- The government and other centres of power under whose jurisdiction Phokeng (RBN area) lies must provide funding or facilitate for funding to be made available to local tourism entrepreneurs, or in cases where such funding already exist make the public to be aware of its existence.

6.8.2 Recommendations with regard to the implementation of the SCBT model

In order to implement the SCBT model and to give meaning to the statistics and statements given in this chapter, there is a need for practical guidelines and recommendations that can be understood and implemented by government officials, traditional leadership, people in the tourism industry and even the community itself. To this end the following practical recommendations are made with regards to the SCBT model and the implementation thereof:

- All the stakeholders (government, private sector and community) involved in the planning, development and management of tourism must take deliberate and well-calculated steps and work together towards a sustainable industry so as achieve optimum tourism impacts that can be achieved through maximising the positive socio-cultural impacts and minimising the negative socio-cultural impacts of tourism. This can be done, for example by the following actions:
 - government taking steps to regulate the industry especially in areas that might produce negative impacts;
 - tourism businesses practising self-regulation and voluntary monitoring and abiding by the sustainability principles; and
 - the community being the voice of and representing citizens' interests, and being prudent stewards and custodians of the community's cultural and natural resources.

- The tourism private sector such as tour operators must facilitate contact between tourists and local communities. Such contacts can be through:
 - The tourism businesses creating a platform within their businesses for the community to display and sell their wares to the tourists directly,
 - Tourism businesses to include visits to community areas such as bars and restaurants and visits to the stadium in the tours they have with tourists
- The government and other centres of power must design methods and ways of giving communities complete participation and not indulge in mere tokenism,
- The planners and decision-makers should focus more on improving community involvement and meaningful participation in tourism activities, especially pertaining to planning, decision making, ownership and management of tourism. This can be done, among other things, through:
 - development of cooperatives that can give communities a collective and bigger participatory role in the management of tourism;
 - establishment of joint-venture tourism operations between the industry and the communities;
 - encouragement of the private sector to give preferential treatment and/or outsource the supply of certain goods and services of their operations to the community;
 - creation of a formal and permanent platform in which the community can have a role and a say in the planning of tourism in Phokeng
 - provision of incentives for the community members to be tourism entrepreneurs.
- Government and all the involved role players should roll out tourism as a subject in all the RBN schools. To do this, tourism education must be introduced and/or increased in the earlier stages of basic education in order to build a solid foundation for a broader community that is more fully aware and informed regarding tourism development and its consequences
- Government and other role-players must take decisive steps to increase tourism awareness among communities in order to: (a) make the communities appreciate and recognise the positive impacts of tourism, (b) to be made aware of tourism matters and developments in general on a regular basis, and (c) to obtain buy-in from communities through their

participation and involvement. These can be achieved by employing the following strategies, among others:

- providing general tourism training to all community members so that they understand the importance of working of the tourism industry,
 - employing the use of already existing structures and fora such as Kgothakgothe meetings, Kgotla meetings, Dumela Phokeng community meetings, church gatherings and others,
 - having regular features on the Segoagoe magazine (a RBN community publication), and other suitable printed media, as well as on Motsweding FM, North-West FM or any other local community radio stations in order to reach the community members,
 - conducting periodic awareness creating campaigns, road shows and competitions
 - developing a marketing plan for tourism
 - establishing tourist information centres in strategic centres in the RBN territory.
- The Local government concerned and the Royal Bafokeng Nation (under the auspices of the RBA) must foster better working relations with each other in the interest of the common community that they both serve. This can be done by signing a Memorandum of Agreement (MOA) or some other legally binding agreement that details expectations, responsibilities and areas of joint cooperation.

In conclusion of the recommendations that pertain to the implementation of community tourism that is based on the Sustainable Community-Based Tourism (SCBT) model developed in this study, it is important firstly to reiterate that special attention and consideration must be given to the conclusions of the literature findings as well as each of the general and specific recommendations (cf. 6.8.1 & 6.8.2) as discussed above.

Secondly, tourism development should, as far as possible, be integrated into the overall development plans and objectives of the Bojanala region, the North West Province and the entire country, with strong linkages established to other economic sectors, leading to a balanced economy and benefit to the communities. *Thirdly*, the government, planners, traditional leaders must engage in strategic, dynamic and proactive planning that is *specific, measurable, attainable, relevant/realistic* as well as *time-bound* (SMART).

Lastly, the management of impacts and development of tourism must have continuous monitoring with periodic formal reviews and revisions that allow for adjustment of the development and management plan and/or programme as needed.

6.8.3 Recommendations with regard to further research

In view of the fact that the multiplicity of heterogeneous methodologies and different models or theories proposed to the present day have not produced results with universal validity or efficacy, it behoves this researcher to be cautious not to overgeneralize the results of this study, but rather to propose further studies to test certain issues so as to validate their wider applicability. Therefore as a follow-up on the pertinent issues raised and the unresolved perplexing questions that arose during the course of this study, the following research questions and issues/topics are recommended for further research:

- What can be done to sustain public-private-community partnerships in tourism management in order to ensure sustainable community tourism?
- What are the impacts of community-based tourism on the tourists?
- How can the role and involvement of tourists be included in the components of the SCBT?
- To what extent can the community be involved in the *planning* of tourism?
- How can the possible correlation between environmental impacts and the society's participation in tourism be investigated?
- How can the extent and effect that negative social impacts have on the sustainability of tourism in communities be revisited?
- How can the link between the sustainability of the tourism industry and the positive impacts of tourism be investigated?
- How can the other role-players such as the media, pressure groups, NGOs and traditional leadership structures be part of the SCBT?
- How can hypotheses that were not supported be re-tested?
- How can this model be tested in other communities for the purpose of confirming its usefulness and practicability so as to refine and improve it?
- How can tourism be use as poverty reduction tool in communities?

6.9 CONCLUSIONS

The aim of this chapter was to draw conclusions from the findings of the study and to make recommendations regarding the implementation/application of the Sustainable Community-Based Tourism (SCBT) model. This objective was fulfilled by firstly reiterating the study's overall aims and objectives; then by presenting conclusions drawn the findings of the study. The steps taken in developing the SCBT Model were also discussed and the final SCBT model was presented. Also given were guidelines and recommendations regarding approaches and strategies that can be effectively used to manage the social impacts of tourism as well as recommendations for implementing the SCBT. Thus the overall objective of the study of creating a model that aims at sustainable management of community-based tourism in Phokeng was fulfilled.

To conclude the present study, this chapter argues that all the identified stakeholders should implement the proposed SCBT model so as to manage the social impacts of tourism and thereby encourage sustainable community tourism in Phokeng. The community in particular, as a key stakeholder and role-player, should be made aware of tourism development and its impacts, benefits and costs. Government and other centres of power as well as the private sector should study the residents' perceptions of tourism and take deliberate steps to empower, involve and facilitate community participation in tourism not only as mere tokens but also to empower people to be owners, controllers, decision-makers, collaborators and partners in the development and management of tourism in Phokeng.

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MAPS



Map 1: Layout of the North-West Province (Source: <http://www.tourismnorthwest.co.za/maps/>)



Map 2: Layout of the Bojanala Region (Source: <http://www.tourismnorthwest.co.za/maps/>)

APPENDIX 1: INDEPENDENT RESEARCHER CONFIRMATION LETTER



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TO: Whom it may concern **DATE** : 19 June 2014

FROM: Tara Polzer Ngwato
Executive: Research & Knowledge Management

SUBJECT: Confirmation that Pula S Khunou has permission to conduct research in the
RBN

Dear Sir or Madam,

This letter serves to confirm that Rre Pula Solomon Khunou, a PhD student at North West University, has permission to conduct his research project entitled "The Development of a Sustainable Community-Based Tourism Model: With Specific Reference to Phokeng". He will be surveying community members across the 29 RBN villages and interviewing key informants in the local tourism industry.

If you have any questions or concerns regarding her research and you would like to address them with the Research Department, please contact Tara Polzer Ngwato on 014 566 1479 or tara@bafokeng.com.

Regards,

APPENDIX 2: COMMUNITY SURVEY – PHOKENG (ENGLISH)

What is this questionnaire about? The purpose of this questionnaire is to assess the community perceptions of tourism and how tourism can be effectively managed. The survey is being conducted in 30 Phokeng (Royal Bafokeng Nation) villages. The information gathered will be used in the development of a Sustainable Community-Based Tourism (SCBT) Model, which may hopefully be used by tourism planners, policy managers, community leaders and traditional leaders in managing the social impacts of tourism and developing sustainable tourism for the area.

Please note that there are no right or wrong answers to the questions. The respondents will also remain anonymous. The results of this study will be presented to the Royal Bafokeng Administration (RBA), The Royal Bafokeng Enterprise Development (REBD), the Rustenburg Local Municipality, the Bojanala Platinum District Municipality and the North-West Parks and tourism Board.

What is expected of you? With the assistance of my research assistants you are kindly requested to provide your verbal consent to participating in this survey and thereafter complete the following questionnaire, which consists of five sections:

Section A: Consists of demographic and general information. Although some personal information is required for research purposes, you are not required to give your name. The questionnaire is therefore completed anonymously. Section B: consists of tourism impact statements about which you are requested to indicate your level of agreement or disagreement on a 5-point scale. The questions in this section measure residents' perceptions of positive and negative impacts of tourism. Section C: consists of statements that measure community awareness of tourism developments while Section D: consists of statements that measure residents' perceptions of measuring the government's role in managing tourism. Section E: consists of statements that measure the role of the private sector in tourism management. Lastly, Section F: consists of statements that measure community participation in tourism management.

How long does it take to complete the questionnaire? It will take you approximately 30 minutes to complete the questionnaire. Please complete all questions.

Thank you for your cooperation and support

.....
Pula Solomon Khunou
RESEARCHER

SECTION A: DEMOGRAPHIC AND GENERAL INFORMATION

Please mark your responses with a (✓) in the appropriate block

1. Gender

Male		1
Female		2

2. In which year were you born?

3. What is the name of your village?

4. How long have you lived in this village?

5. What is your employment status (**Choose 1 only**)?

Employed	Self-Employed	Student	Unemployed
1	2	3	4

6. What is your level of Education?

No formal education	Up to Grade 12 (Matric)	Post Matric Certificate	Technical Diploma	Degree	Post Graduate Degree
1	2	3	4	5	6

7. Do you work in any tourism related business?

Yes		1		No		2

7. Do you own any tourism related business?

Yes		1		No		2

8. What type of attractions in Phokeng area are the ones most attracting visitors to this region and causing them to return (**Choose 1 only**)?

Man-made attractions	Natural attractions	Bafokeng History & Culture
1	2	3

SECTION B: TOURISM IMPACTS

For each of the statements below please indicate the extent of your agreement or disagreement by placing a tick (✓) in the appropriate box. The response scale is as follows:

1 = strongly disagree; 2 = Disagree; 3 = Neutral/Undecided; 4 = Agree; 5 = Strongly Agree

STATEMENT CATEGORY: TOURISM IMPACTS	SCALE				
	Strongly disagree	Disagree	Neutral / Undecided	Agree	Strongly Agree
1. Tourism has improved the standard of living of Phokeng residents	1	2	3	4	5
2. Tourism results in more litter in the area	1	2	3	4	5
3. Tourism led to the improvement of infrastructure in the Phokeng area	1	2	3	4	5
4. The money spent by tourists grow the local economy	1	2	3	4	5
5. The tourism industry provides job opportunities	1	2	3	4	5
6. Tourism leads to more crime in the area	1	2	3	4	5
7. Tourism enhances participation in cultural activities	1	2	3	4	5
8. Tourism causes changes to my traditional culture	1	2	3	4	5
9. Tourism results in an increase in the cost of living	1	2	3	4	5
10. Tourism brings too many strange people to Phokeng	1	2	3	4	5
11. Tourism provides opportunities to meet new people	1	2	3	4	5
12. I am proud to see people visiting the area	1	2	3	4	5
13. Tourism does not add value to the area	1	2	3	4	5
14. Only a few people benefit from tourism	1	2	3	4	5
15. The skill base of locals has improved due to tourism	1	2	3	4	5
16. Tourism developments caused displacement of the community in the area	1	2	3	4	5
17. The facilities available to locals have improved due to tourism	1	2	3	4	5
18. Tourism leads to the exploitation of our values	1	2	3	4	5
19. The maintenance of the area has improved due to tourism	1	2	3	4	5
20. Tourism adds a lot of value to the area	1	2	3	4	5

SECTION C: TOURISM AWARENESS

STATEMENT CATEGORY: TOURISM AWARENESS	SCALE				
	Strongly disagree	Disagree	Neutral / Undecided	Agree	Strongly Agree
1. I am informed about tourism developments in the area	1	2	3	4	5
2. I am aware of community workshops about tourism	1	2	3	4	5
3. Tourism should be offered as a school subject	1	2	3	4	5
4. I would like to be more involved in tourism	1	2	3	4	5
5. I would like to assist in promoting tourism in the Phokeng area	1	2	3	4	5
6. I am aware of the tourism opportunities in the area	1	2	3	4	5
7. The tourism developments launched in the Phokeng area are sustainable	1	2	3	4	5
8. The tourism development launched by the private sector are successful	1	2	3	4	5
9. Tourism can make a difference in Phokeng	1	2	3	4	5
10. Tourism in Phokeng is well managed	1	2	3	4	5

SECTION D: THE ROLE OF GOVERNMENT

STATEMENT CATEGORY: THE ROLE OF GOVERNMENT	SCALE				
	Strongly disagree	Disagree	Neutral / Undecided	Agree	Strongly Agree
1. The government can be considered as a major role partner in tourism	1	2	3	4	5
2. The government should formulate tourism policies, laws and regulations	1	2	3	4	5
3. The government should develop tourism products	1	2	3	4	5
4. The government should facilitate participation of local community members	1	2	3	4	5
5. The government should restrict the number of tourists visiting the area	1	2	3	4	5
6. The government should promote tourism	1	2	3	4	5
7. The government should develop infrastructure in the community	1	2	3	4	5
8. The government should consult with communities regarding tourism planning	1	2	3	4	5
9. The government should look after resources and manage exploitation	1	2	3	4	5
10. The government should regularly meet with the community to keep them informed	1	2	3	4	5
11. It is the role of government to facilitate tourism training and to create jobs					

SECTION E: THE ROLE OF THE PRIVATE SECTOR

STATEMENT CATEGORY: THE ROLE OF THE PRIVATE SECTOR	SCALE				
	Strongly disagree	Disagree	Neutral / Undecided	Agree	Strongly Agree
1. Private organisations can be considered as a major role player in tourism	1	2	3	4	5
2. Private organisations should formulate tourism policies, laws and regulations	1	2	3	4	5
3. Private organisation should develop tourism products	1	2	3	4	5
4. Private organisation should facilitate participation of community members	1	2	3	4	5
5. Private organisations should restrict the number of tourists visiting the area	1	2	3	4	5
6. Private organisations should promote tourism	1	2	3	4	5
7. Private organisation should develop infrastructure in the community	1	2	3	4	5
8. Private organisation should consult communities regarding tourism planning	1	2	3	4	5
9. Private organisation should look after resources and manage exploitation	1	2	3	4	5
10. Private organisation should meet & inform the community regularly	1	2	3	4	5

SECTION F: COMMUNITY PARTICIPATION

STATEMENT CATEGORY: COMMUNITY PARTICIPATION	SCALE				
	Strongly disagree	Disagree	Neutral / Undecided	Agree	Strongly Agree
1. The community actively participates in tourism	1	2	3	4	5
2. The community is aware of tourism development	1	2	3	4	5
3. The community attends tourism meetings	1	2	3	4	5
4. The community interacts with tourists	1	2	3	4	5
5. The community is selling their goods to the tourists	1	2	3	4	5
6. The community understands the importance of tourism development	1	2	3	4	5
7. The community currently benefits from tourism	1	2	3	4	5
8. The community is taking ownership of tourism	1	2	3	4	5
9. The community is owning its own tourism attractions	1	2	3	4	5
10. The community is involved in the planning of tourism	1	2	3	4	5

62. How do you foresee the future of tourism in the Phokeng area?

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THANK YOU FOR YOUR TIME AND COOPERATION.

APPENDIX 3: COMMUNITY SURVEY – PHOKENG (SETSWANA)

Lenaanepotsotso leno le ka ga eng? Boikemisetso jwa lenaanepotsotso leno ke go sekaseka dikakanyo tsa morafe le ka fa bojanala bo ka tsamaisiwang ka teng ka nonofo. Patlisiso e tshwerwe mo metseng ya Sefokeng (RBN) e e 30. Tshedimosetso e e kgobokantsweng e tlaa dirisiwa mo go bopeng Sekao sa Bojanala jo bo Theilweng mo Morafeng jwa Leruri (SCBT Model), se go solofelwang gore se ka nna sa dirisiwa ke balogamaano ba bojanala, batsamaisi ba melaotsamaiso, baeteledipele ba morafe le baeteledipele ba setso mo go laoleng dikamo tsa loago tsa bojanala le mo go tlhabololeleng kgaolo eno bojanala jwa leruri.

Tsweetswee ela tlhoko gore ga go na dikarabo tse di nepileng kgotsa tse di fosagetseng mo dipotsong. Baikarabedi gape ba tlaa tsholwa e le batlhokaina. Dipholo tsa thutopatlisiso e di tlaa tlhagisiwa go Botsamaisi jwa Morafe wa Bafokeng (RBA), ba Tlhabololo ya Dikgwebo tsa Morafe wa Bafokeng (REBD), Mmasepala wa Selegae wa Rustenburg (RLM), Mmasepala wa Kgaolo ya Bojanala ya Polatinamo (BPDM) le Boto ya Diphaka le Bojanala ya Bokone-Bophirima (NWPTB).

Go solofetswe gore o dire eng? Ka thuso ya bathusi ba me ba patlisiso o kopiwa ka tsweetswee gore o fe tumelelo ya gago e e buiwang ka molomo ya go tsaya karolo mo patlisisong eno mme morago ga moo gore o tlatse lenaanepotsotso le le latelang, le le nang le dikarolo tse tlhano:

Karolo A E na le tshedimosetso ya dintlha tsa botshelo le tsa kakaretso. Le mororo tshedimosetso nngwe ya sebele e tlhokelwa mabaka a patlisiso, ga o lopiwe go fa leina la gago. Ka jalo lenaanepotsotso le tladiwa ka botlhokaina. Karolo B e na le dipolelo tsa kamo ya bojanala tse tebang le tsona o kopiwang gore o kaye selekanyo sa go dumalana kgotsa go ganetsa mo sekaleng sa dintlha-5. Dipotso tse di mo karolong e di lekanya dikakanyo tsa baagi tebang le dikamo tsa bojanala tse di siameng le tse di sa siamang. Karolo C e na le dipolelo tse di lekanyang kitso ya morafe ya ditlhabololo tsa bojanala, fa Karolo D yona e na le dipolelo tse di lekanyang dikakanyo tsa baagi tsa go lekanya seabe sa puso mo go tsamaiseng bojanala. Karolo E e na le dipoleleo tse di lekanyang karolo ya dikgwebo tse di ikemetseng mo tsamaisong ya bojanala. Sa bofelo, Karolo F e na le dipolelo tse di lekanyang go tsaya karolo ga setšhaba mo tsamaisong ya bojanala.

Go tsaya lobaka lo lo kae go tlatse lenaanepotsotso? Go tsaya phopholetso ya metsotso e le 30 go tlatse lenaanepotsotso. Tsweetswee tlatse dipotso tsotlhe.

Ke go lebogela tirisano ya gago le tshegetso

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Pula Solomon Khunou
MMATLISISI

LENAANEPOTSOLOTSO LA MORAFE – PHOKENG (RBN)

KAROLO YA A: TSHEDIMOSETSO YA TEMOKERAFA (TSA MATSHELO) LE YA KAKARETSO

Tsweetswee tshwaya dikarabo tsa gago ka (✓) mo lebokoswaneng le le lebaneng

1. Bong

Monna		1
Mosadi		2

2. O tshotswe ka ngwaga ofe?

3. Leina la motse wa gaeno ke mang?

4. O ntse lobaka lo lo kae mo motseng o?

5. Seemo sa khiro ya gago ke eng (**Tlhopha e le 1 fela**)?

Ke Thapilwe	Ke lthapile (Ke a ipereka)	Ke moithuti	Ga ke a thapiwa
1	2	3	4

6. Maemo a thuto ya gago ke afe?

Ga ke a tsena sekolo	Ke feletse ka Kereiti ya 12 (Materiki)	Setifikeiti sa morago ga materiki	Dipoloma ya Thekenikhale	Dikerii	Dikerii ya Masetase / e Kgolwane
1	2	3	4	5	6

7. A o direla mo kgwebong epe e e amanag le bojanala?

Ee		1		Nnyaa		2

7. A o na le kgwebo e e amanang le bojanala?

Ee		1		Nnyaa		2

8. Ke mefuta efe ya mafelo-kgogedi mo kgaolong ya Phokeng a e leng ona a gogelang baeti mo kgaolong e, a gape a dirang gore ba boele kwano (**Tlhopha e le 1 fela**)?

Mafelo-Kgogedi a a dirilweng ke batho	Mafelo-kgogedi a Tlholego	Hisetori le Setso sa Bafokeng
1	2	3

Mo go nngwe le nngwe ya dipolelo tse di fa tlase (Karolo ya B go fitlha ka Karolo ya F) supa selekanyo sa ka fa o dumalanag kgotsa o ganetsanang le sona ka teng ka go baya letshwao (✓) mo lebokosong le le lebaneng. Sekale sa dikarabo se ntse jaana:

1 = Ke Ganetsa Thata; 2 = Ke a Ganetsa; 3 = Ke Magareng; 4 = Ke a Dumalana; 5 = Ke Dumalana Thata

KAROLO YA B: DITLAMORAGO TSA BOJANALA

SETLHOPHA SA DIPOLELO: DITLAMORAGO TSA BOJANALA	SEKALE				
	Ke Ganetsa Thata	Ka a Ganetsa	Ke Magareng	Ke a Dumalana	Ke Dumalana Thata
1. Bojanala bo tokafaditse maemo a go tshela a baagi ba Phokeng (RBN)	1	2	3	4	5
2. Bojanala bo dira gore go nne le matlakala a mantsi mo kgaolong eno	1	2	3	4	5
3. Bojanala bo bakile tokafatso ya mafaratlhatlha mo kgaolong ya Phokeng (RBN)	1	2	3	4	5
4. Madi a a dirisiwang ke bojanala a godisa itsholelo (ikonomi) ya selegae	1	2	3	4	5
5. Bojanala bo fa ditshono tsa mebereko (ditiro)	1	2	3	4	5
6. Bojanala go dira gore go nne le bosenyi jo bontsi mo Phokeng	1	2	3	4	5
7. Bojanala bo tokafaditse go tsewa karolo mo ditirong tsa setso	1	2	3	4	5
8. Bojanala bo dira gore go nne le diphetogo tsa setso sa me sa tlhago	1	2	3	4	5
9. Bojanala bo feleletsa ka koketsego ya tlhotlwa ya go tshela	1	2	3	4	5
10. Bojanala bo tlisa batho ba bantsi thata ba ba sa sa tlwaelegang mo Phokeng (RBN)	1	2	3	4	5
11. Bojanala bo fa tshono ya go kopana le batho ba bantšhwa	1	2	3	4	5
12. Ke ipela go bona batho ba etela kgaolo eno	1	2	3	4	5
13. Bojanala ga bo oketse boleng mo kgaolong	1	2	3	4	5
14. Ke batho ba bapalopotlana fela ba ba sologelwang ke bojanala	1	2	3	4	5
15. Bokgoni (skills) ba beng-gae bo tokafetse ka ntlha ya bojanala	1	2	3	4	5
16. Ditlhabololo tsa bojanala di bakile go sutisiwa ga batho mo kgaolong eno	1	2	3	4	5
17. Ditlamelo tse di dirisiwang ke beng-gae di tokafetse ka ntlha ya bojanala	1	2	3	4	5
18. Bojanala bo gogela kwa tiriso botlhasweng kgotsa kwa tiriso ya bofalele ya ditheo / dingwao / boitsholo jwa rona	1	2	3	4	5
19. Tlhokomelo ya kgaolo e tokafetse ka ntlha ya bojanala	1	2	3	4	5
20. Bojanala bo oketsa boleng thata mo kgaolong	1	2	3	4	5

KAROLO YA C: KITSO KA TSA BOJANALA

SETLHOPHA SA DIPOLELO: KITSO KA TSA BOJANALA	SEKALE				
	Ke Ganetsa Thata	Ke a Ganetsa	Ke Magareng	Ke a Dumalana	Ke Dumalana Thata
1. Ke itse ka ditlhabololo tsa bojanala mo kgaolong eno	1	2	3	4	5
2. Ke itse ka diwekešopo tsa morafe tse di ka ga bojanala	1	2	3	4	5
3. Go tshwanetse ga rutiwa Bojanala jaaka serutwa kwa dikolong	1	2	3	4	5
4. Ke ka rata go nna le seabe thata mo go tsa bojanala	1	2	3	4	5
5. Ke rata go thusa go tsholetsa bojanala mo kgaolong ya Phokeng (RBN)	1	2	3	4	5
6. Ke itse ka ga ditshono tsa bojanala tse di mo kgaolong eno	1	2	3	4	5
7. Ditlhabololo tsa bojanala tse di simolotsweng mo Phokeng (RBN) di ka itsweletsa ga leruri	1	2	3	4	5
8. Ditlhabololo tsa bojanala tse di simolotsweng ke lefapha / dikgwebo tsa poraefete di atlegile	1	2	3	4	5
9. Bojanala bo ka dira pharologanyo mo kgaolong ya Phokeng (RBN)	1	2	3	4	5
10. Bojanala mo kgaolong ya Phokeng (RBN) bo tsamaisiwa sentle	1	2	3	4	5

KAROLO YA D: SEABE SA PUSO (GOROMENTE)

SETLHOPHA SA DIPOLELO: SEABE SA PUSO (GOROMENTE)	SEKALE				
	Ke Ganetsa Thata	Ke a Ganetsa	Ke Magareng	Ka a Dumalana	Ka Dumalana Thata
1. Puso e ka tsewa gore ke monnalesseabe yo mogolo mo go tsa bojanala	1	2	3	4	5
2. Puso e tshwanetse go tlhoma dipholisi, melao le melawana ya bojanala	1	2	3	4	5
3. Puso e tshwanetse go tlhabolola mafelo a bojanala	1	2	3	4	5
4. Puso e tshwanetse go bebofatsa go tsaya karolo ga ditokololo tsa morafe	1	2	3	4	5
5. Puso e tshwanetse go lekanyetsa palo ya bojanala ba ba etelang kgaolo	1	2	3	4	5
6. Puso e tshwanetse go tsholetsa bojanala	1	2	3	4	5
7. Puso e tshwanetse go tlhabolola mafaratlhatlha mo morafeng (setšhabeng)	1	2	3	4	5
8. Puso e tshwanetse go rerisana le merafe tebang le thulaganyetso le togamaano ya tsa bojanala	1	2	3	4	5
9. Puso e tshwanetse go tlhokomela metswedi-thuso le go laola tiriso ya bofalele	1	2	3	4	5
10. Puso e tshwanetse go kopana le morafe (setšhaba) kgabetsakgabetsa gore e ba itsie ka tse di diragalang	1	2	3	4	5
11. Ke tiro ya puso go diragatsa katiso ya tsa bojanala le go tlhola ditiro					

KAROLO YA E: SEABE SA LEPHATA (DIKGWEBO) TSA PORAEFETE

SETLHOPHA SA DIPOLELO: SEABE SA LEPHATA (DIKGWEBO) TSA PORAEFETE	SEKALE				
	Ke Ganetsa Thata	Ke a Ganetsa	Ke Magareng	Ka Dumalana	Ka Dumalana Thata
1. Dikgwebo tsa poraefete di ka tsewa gore ke tsona monnalesabe yo mogolo mo go tsa bojanala	1	2	3	4	5
2. Dikgwebo tsa poraefete di tshwanetse go go tlhoma dipholisi, melao le melawana ya bojanala	1	2	3	4	5
3. Dikgwebo tsa poraefete di tshwanetse go tlhabolola mafelo tsa bojanala	1	2	3	4	5
4. Dikgwebo tsa poraefete di tshwanetse go bebofatsa go tsaya karolo ga ditokololo tsa morafe	1	2	3	4	5
5. Dikgwebo tsa poraefete di tshwanetse go lekanyetsa palo ya bajanala ba ba etelang kgaolo	1	2	3	4	5
6. Dikgwebo tsa poraefete di tshwanetse go tsholetsa bojanala	1	2	3	4	5
7. Dikgwebo tsa poraefete di tshwanetse go tlhabolola mafaratlhatlha mo morafeng (setšhabeng)	1	2	3	4	5
8. Dikgwebo tsa poraefete di tshwanetse go rerisana le merafe tebang le thulaganyetso le togamaano ya tsa bojanala	1	2	3	4	5
9. Dikgwebo tsa poraefete di tshwanetse go tlhokomela metswedi-thuso le go laola tiriso ya bofalele	1	2	3	4	5
10. Dikgwebo tsa poraefete di tshwanetse go kopana le morafe (setšhaba) kgabetsakgabetsa gore di ba itsise ka tse di diragalang	1	2	3	4	5

KAROLO YA F: GO TSAYA KAROLO GA MORAFE (SETŠHABA)

SETLHOPHA SA DIPOLELO: GO TSAYA KAROLO GA MORAFE (SETŠHABA)	SEKALE				
	Ke Ganetsa Thata	Ke a Ganetsa	Ke Magareng	Ke a Dumalana	Ke Dumalana Thata
1. Morafe o tsaya karolo mo bojanaleng ka matlhagatlhaga	1	2	3	4	5
2. Morafe o itse ka ga tlhabololo ya bojanala	1	2	3	4	5
3. Morafe o tsenela dikopano tsa bojanala	1	2	3	4	5
4. Morafe o dirisana le bajanala	1	2	3	4	5
5. Morafe o rekisetsa dithoto tsa ona go bajanala	1	2	3	4	5
6. Morafe o tshloganya botlhokwa jwa tlhabololo ya bojanala	1	2	3	4	5
7. Morafe ga jaana o sologelwa ke bojanala	1	2	3	4	5
8. Morafe o ruile bojanala le go bona gore o bo gogela kwa pele	1	2	3	4	5
9. Morafe o ruile mafelo-kgogedi a bojanala a e leng a ona morafe	1	2	3	4	5
10. Morafe o na le seabe mo togamaanong ya tsa bojanala	1	2	3	4	5

62. O bonela pele jang bokamoso jwa bojanala mo kgaolong ya Phokeng (RBN)?

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KE GO LEBOGELA NAKO YA GAGO LE TIRISANO YA GAGO.

**APPENDIX 4: INTERVIEW OF COMMUNITY LEADERS,
KNOWLEDGE HOLDERS, ROYAL BAFOKENG ADMINISTRATION
OFFICERS AND GOVERNMENT OFFICIALS**

1. Which attractions do you regard as the main attraction in Phokeng?

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2. What other attractions (not yet developed) do you feel can have the potential of being developed in this area?

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3. What are the positive impacts of tourism (existing or possible) in Phokeng?

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4. How can these positive impacts be maximised

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5. What are the negative impacts of tourism (existing or possible) in Phokeng?

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6. How can these negative impacts be reversed or minimised?

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7. In your opinion, what is the role of the **Phokeng community** in tourism development?

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8. In your opinion, what is the role of the **Royal Bafokeng Administration and/or North West Provincial Government** in tourism development?

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9. In your own opinion, what is the role of the **private sector** in tourism development?

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10. In your opinion, who are the other stakeholders of tourism in Phokeng?

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11. What is the role of these other stakeholders in tourism development?

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12. How do you see the relationship between private sector and the community?

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13. How do you foresee the relationship between private sector and government?

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14. How **aware** are the Bafokeng People of tourism, its benefits, costs and impacts?

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15. What strategies can be employed to increase community **awareness** on tourism?

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16. How **involved** is the Phokeng community in the planning of tourism in Phokeng?

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17. What strategies can be employed to increase community participation in tourism?

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18. How can tourism in Phokeng be marketed and promoted?

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19. How can tourism development in Phokeng be funded?

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20. How can entrepreneurship in tourism be promoted in the Phokeng community?

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21. How can tourism education be implemented in Phokeng?

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22. What destination(s) can you use as bench-marks for community tourism development for Phokeng?

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23. How do you foresee the future of tourism development in Phokeng?

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24. What are Phokeng's major drawbacks/challenges in becoming a tourism destination of choice?

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THIS IS THE END OF THE INTERVIEW.

THANK YOU FOR YOUR TIME AND COOPERATION.

APPENDIX 5: INTERVIEW OF PRIVATE SECTOR & PRODUCT OWNERS/MANAGERS

1. Which attractions do you regard as the main attraction in Phokeng?

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2. What other attractions (not yet developed) do you feel can have the potential of being developed in this area?

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3. In your opinion, what is the role of the **Phokeng community** in tourism development?

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4. In your opinion, what is the role of the **Royal Bafokeng Administration and/or North West Provincial Government** in tourism development?

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5. In your own opinion, what is the role of the **private sector** in tourism development?

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6. How do you see the relationship between private sector and the community?

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7. How do you foresee the relationship between private sector and government?

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8. How **aware** are the Bafokeng People of tourism, its benefits, costs and impacts?

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9. What strategies can be employed to increase community **awareness** on tourism?

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10. How **involved** is the Phokeng community in the planning of tourism in Phokeng?

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11. What strategies can be employed to increase community participation in tourism?

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12. How can tourism in Phokeng be marketed and promoted?

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13. How can tourism development in Phokeng be funded?

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14. How can entrepreneurship in tourism be promoted in the Phokeng community?

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15. What destination(s) can you use as bench-marks for community tourism development for Phokeng?

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16. How do you foresee the future of tourism development in Phokeng?

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17. Are there any further opportunities for tourism development in Phokeng?

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18. Can any further developments of tourism have a significant input in the economy?

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19. What challenges of operating tourism have you experienced up to now?

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20. What are the unique selling points of tourism in Phokeng?

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21. How many employees do you have?

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22. How many of your employees are from Phokeng (are Bafokeng)

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23. What are your marketing strategies?

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24. Where do your visitors come from?

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25. What is their Length of stay, their length of stay, Demographics?

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26. What attracts them mostly to Phokeng?

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27. Where did you get your funding

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28. What are Phokeng's major drawbacks/challenges in becoming a tourism destination of choice?

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THIS IS THE END OF THE INTERVIEW.

THANK YOU FOR YOUR TIME AND COOPERATION.

APPENDIX 6: DOCUMENTATION SHEET FILLED FOR EACH INTERVIEWEE

Information about the interview and the interviewee

Date of interview:

Place of the interview:

.....

Duration of the interview:

Name of interviewee:

Address and contact details of interviewee:

.....

.....

Gender of interviewee:

☐

Male

☐

Female

Profession of interviewee:

Period spent working in this profession:

Years

Months

Special occurrence in the interview:

.....

.....

APPENDIX 7: LANGUAGE EDITOR'S LETTER AND DECLARATION FOR CHECKING BIBLIOGRAPHY

Declaration

*This is to declare that I, Annette L Combrink, accredited
language editor and translator of the South African
'Translators' Institute, have language-edited the thesis by*

PULA SOLOMON KHUNOU (22299076)

With the title

**DEVELOPMENT OF A SUSTAINABLE COMMUNITY-
BASED TOURISM MODEL: WITH SPECIAL
REFERENCE TO PHOKENG**



Prof Annette L Combrink

Accredited translator and language editor

South African Translators' Institute

Membership No. 1000356

Date: 27 January 2016

APPENDIX 8: LETTER FOR TRANSLATION OF ABSTRACT INTO SETSWANA



PULA SOLOMON "BASIE" KHUNOU

Box 19134 Pretoria West, 0117

Mobile: +27 73 203 4576; Email: sbkhunou@yahoo.com

Accredited Member of the SA Translators Institute (Membership No.: 1000778)



12th November 2015

To whom it may concern

RE: TRANSLATION OF ABSTRACT FOR PULA SOLOMON KHUNOU

This is to confirm that I, Pula Solomon "Basie" Khunou, a South African Translators' Institute (SATI) accredited translator (member no. 1000778), have translated the abstract of my own PhD thesis into Setswana and also certify it to be a true translation of the original.

Yours faithfully

Pula Solomon "Basie" Khunou

BA, MA, AP Trans, (NWU PhD Candidate)

APPENDIX 9: LETTER FOR TRANSLATION OF ABSTRACT INTO AFRIKAANS

Willie Cloete

2 February 2016

To whom it may concern

TRANSLATION OF ABSTRACT FOR SOLOMON KHUNOU

I, WH Cloete, South African Translators' Institute accredited translator (member no. 1000520), confirm that I have translated the above and I hereby certify it to be a true translation of the original.

Yours faithfully

A handwritten signature in black ink, appearing to read 'WH Cloete', with a long horizontal flourish extending to the right.

WH CLOETE BBibl, MA, APSTrans, APed