

Developing a sustainable community tourism strategy for townships:

The case of Soshanguve

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DEDICATION

This work is dedicated to my Lord and Saviour, Jesus Christ, through whose power, grace and inspiration this and every step I take in my life are possible. Thank you, Lord that I finally have this opportunity to give you the honour and glory.

My mother, Paulina Alemnji, and my father, Nkemngu Tajoche Augustine, invested every effort in nurturing and educating me, but never lived to enjoy the fruits of their labour. Therefore, it is only just and fitting that this work is dedicated to their blessed memory.

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SUMMARY

The goal of this study is to develop a sustainable tourism strategy for the Soshanguve Township. The motivation for this study arose out of the acute developmental challenges facing many township communities in South Africa, mainly due to the absence of economic opportunities. This results in a high unemployment rate, poverty and an elevated number of crime incidences. A sustainable community tourism strategy could alleviate this situation by availing itself of the opportunities presented by the booming tourism industry to the Soshanguve township, and other communities with similar characteristics. To this end, a firm conceptual framework was laid through the review of literature on the tourism system and indicators of sustainability, tourism development planning, tourism development in South Africa, and community tourism.

Literature on the tourism system was instrumental in conceptualising the components required for tourism development to take root in Soshanguve township, namely the potential demand for Soshanguve tourism (including tourists' region of origin), the infrastructure and services required for visitors en route to the destination, and the readiness of the local community and tourism industry in Soshanguve for tourism development (products, facilities and services).

The concept of sustainability and indicators thereof are explored in order to provide a benchmark for monitoring tourism development in Soshanguve, and to ensure that the gains from tourism are preserved for the future. Literature on tourism development planning provided the necessary organisational dimension needed to avoid chaotic development and any potential negative impacts. Furthermore, an analysis of tourism development in South Africa was instrumental in positioning the Soshanguve tourism development strategy within the national, regional and local government context. Finally, the community tourism development component provided vital input from existing research on community tourism initiatives.

The research paradigm was both quantitative and qualitative. Following the exploratory research approach, three surveys were conducted by means of self-administered questionnaires. The aim was to explore the demand side of the Soshanguve tourism product through a survey of potential visitors to the

Soshanguve township, as well as the supply side through a survey of residents of Soshanguve (ascertaining perceptions of tourism impacts on their community) and another survey of tourism business managers (to assessing product availability and quality). This process was complemented by a qualitative study by means of interviews with three community leaders to explore in greater detail the unique selling points in Soshanguve, tourism planning issues, and the objectives of tourism development in the community. The following literature sources constituted the pillars of the questionnaires, World Economic Forum, 2008:38; Keyser, 2008:37; Simpson, 2008:1 and Oyola *et al.*, 2012:662-665. The interview questions were largely drawn from tourism planning literature (Commonwealth of Australia, 2004:7; Lee, 2012:2; Chi & Dyer, 2010; Nunkoo & Ramkissoo, 2011).

The demand side questionnaire was administered to 401 (N) visitors to City of Tshwane between the 23rd and 27th of September 2013. These were considered to be potential tourists to Soshanguve because these visitors were in the Pretoria Central Business District which is just about 45 kilometres away from Soshanguve. The second survey (supply side) was administered to 429 (N) residents of the Soshanguve community between 5th October 2013 and 9th October 2013. The product managers' questionnaire was administered to all 29 (N) managers of tourism businesses identified in Soshanguve from 11th October 2013 to 16th of October 2013. Finally, interviews with the three community leaders were held between the 28th of September 2013 and the 10th of October 2013.

The data collected was processed by the Statistical Consultation Services of the North-West University (Potchefstroom campus) using the Statistical Package for Social Sciences (SPSS) software programme. The results were analysed using descriptive statistics, exploratory factor analysis, factor correlation analysis, Spearman's rank correlations, ANOVA tests and t-tests.

The results of the descriptive analysis revealed the travel behaviour of the visitors as highly favourable to day visits with most holidays lasting between two and three days. The majority of respondents used hotel accommodation and arrived at the destination by car. The greatest motivation for taking a holiday was to relax, with the most preferred holiday activity being to visit historical places, followed closely by appreciating nature. The most important determinant of the holiday destination

choice was finances, with security featuring next. It was also evident that most of the visitors were not familiar with townships around the City of Tshwane as just about half of them had visited a township in the past. The greatest motivation for visiting a township was to experience traditional dance, drama and music.

The study further conducted three factor analyses on visitor motivations for taking a holiday, visitor holiday activities, and holiday destination choice determinants. The exploratory factor analysis identified five factors in the travel motivations (socio-cultural motivators, interpersonal motivators, physical motivators, status motivators, and recovery motivators), four factors among the preferred activities (adventure activities, cultural activities, social activities, and outdoor activities), and five factors among the holiday destination choice determinants (familiarity, physical well-being, economic factors, safety and recommendations/references). The factor correlation matrix revealed no significant correlations between them, although there were visible correlations between the socio-cultural motivators for taking a holiday and recovery motivators. The same could be said of adventure activities and cultural activities. The t-test indicated no significant differences between visitors who had previously been to the township and those who had not.

Regarding the results of the supply side analysis, the focus was on the residents of Soshanguve, the tourism product managers in the community, and interviews with the community leaders. The descriptive statistics revealed that many residents had a strong attachment to their community as they would not consider living elsewhere. Generally, they have a positive perception of tourism impacts on their community, as most of them agree that tourism development would be beneficial to both the community and themselves. The product managers think business has been good, but the quality of the products is questionable considering that most of the tourism businesses neither belong to an industry association for peer evaluation nor have received any grading. Results of the qualitative study indicated that even though there is a tourism product development plan for Soshanguve at the City of Tshwane tourism office, none of the community leaders interviewed was aware of this. This seems to suggest that the public consultation process was either not followed or was flawed. The interviews also unearthed the rich history, natural environment and cultural heritage of the Soshanguve people. Finally, a factor matrix analysis was

performed on the perceptions of the residents on the impacts of tourism development on their community and the general tourism business success factors in Soshanguve. Five impact factors (economic, social, infrastructure, environmental, and recreational) were identified with the factor correlation analysis revealing visible correlations between infrastructure and recreation/entertainment. An ANOVA test was conducted to determine if there are any correlations between the community attachment of respondents and their perceptions of tourism impacts. No significant correlations were found. The exploratory factor matrix analysis on the general tourism industry success factors yielded six factors, namely facilities and services, communication tools, access, visibility, human resources, and safety. The factor correlation analysis indicated no significant correlations between the factors.

The key contributions of this study can be noted as follows:

- ❏ The development of a pioneer sustainable community tourism strategy for Soshanguve, in particular and townships in general;
- ❏ The proposed inclusive stakeholder consultative approach in the development of sustainable township tourism;
- ❏ The holistic approach to tourism destination planning that takes into consideration the tourists origin region, conditions in the transit route region and the host destination;
- ❏ Finally, the application of methodological triangulation in township tourism research.

Key terms: Community tourism; sustainable tourism; townships; strategy

OPSOMMING

Die ontwikkeling van 'n volhoubare gemeenskapstoerismestrategie vir *townships*:

Die geval van Soshanguve-*township*

Die doel van hierdie studie is om 'n volhoubare toerismestrategie vir Soshanguve-*township* te ontwikkel. Die behoefte aan hierdie studie het ontstaan uit die dringende uitdagings wat in die pad van ontwikkeling van menige Suid-Afrikaanse *township*-gemeenskap staan, hoofsaaklik as gevolg van 'n gebrek aan werksgeleenthede. Dit lei tot hoë vlakke van werkloosheid, armoede en misdaad. 'n Volhoubare gemeenskapstoerismestrategie kan hierdie situasie verlig deur gebruik te maak van geleenthede wat gebied word deur die snelgroeiende toerismebedryf in Soshanguve-*township*, en in ander gemeenskappe met dieselfde eienskappe.

Ten einde dit te doen, is 'n stewige konsepsuele raamwerk gelê deur 'n studie van literatuur oor toerismestelsels en aanduiders van volhoubaarheid, toerismeontwikkelingsbeplanning, toerismeontwikkeling in Suid-Afrika, en gemeenskapstoerisme.

Literatuur oor die toerismesisteem was instrumenteel in die konsepsualisering van die komponent wat vereis word vir toerismeontwikkeling om plaas te vind in Soshanguve-*township*, naamlik die potensiële vraag na toerisme in Soshanguve (insluitend toeriste se plek van oorsprong), die infrastruktuur en dienste wat benodig word vir toeriste op pad na die bestemming, en die gereedheidsvlak van die plaaslike gemeenskap en toerismebedryf in Soshanguve vir toerismeontwikkeling (produkte, fasiliteite en dienste).

Volhoubaarheid as konsep, sowel as aanduiders daarvan, word ondersoek ten einde 'n standaard te stel vir die monitering van toerismeontwikkeling in Soshanguve, en om te verseker dat die winste van toerisme vir die toekoms behoue bly. Literatuur oor toerismeontwikkelingsbeplanning het die nodige organisatoriese dimensie verleen om ongeordende ontwikkeling en enige potensiële nuwe-effekte te voorkom. Verder was die analise van

toerismeontwikkeling in Suid-Afrika instrumenteel in die posisionering van die Soshanguve-toerismeontwikkelingstrategie binne die nasionale, streeks- en plaaslike regeringskonteks. In die laaste plek het die gemeenskapstoerismeontwikkelingskomponent baie belangrike insette verskaf uit bestaande navorsing oor gemeenskapstoerisme-inisiatiewe.

Die navorsingsparadigma was beide kwantitatief en kwalitatief. Deur 'n eksploratiewe navorsingsbenadering te volg is drie meningsopnames deur middel van selfvoltooide vraelyste uitgevoer. Die doel daarvan was om die aanvraag na die Soshanguve-toerismeproduk deur 'n meningsopname onder potensiële besoekers aan Soshanguve-*township*, sowel as die aanbod deur 'n meningsopname onder die inwoners van Soshanguve (daarop gerig om die persepsies van toerisme-impakte op hulle gemeenskap te bepaal), en nog 'n meningsopname onder toerismebesigheidsbestuurders (om produkbeskikbaarheid en –kwaliteit te bepaal). Hierdie proses is aangevul met 'n kwalitatiewe studie wat deur middel van onderhoude met drie gemeenskapsleiers daarin geslaag het om in meer besonderhede in te gaan op die unieke verkooppunte (“selling points”) van Soshanguve, toerismebepanningskwessies, en die doelwitte van toerismeontwikkeling in the gemeenskap. Die volgende bronne het gedien as die fondasie vir die vraelyste: World Economic Forum, 2008:38, Keyser, 2008:37, Simpson, 2008:1 en Oyola *et al.*, 2012:662-665. Die onderhoudsvrae is grotendeels gebaseer op toerismebepanningsliteratuur (Statebond van Australia, 2004:7, Lee, 2012:2; Chi en Dyer, 2010, en Nunkoo en Ramkissoo, 2011).

Die vraelyste gemik op die aanvraag is aan 401 (N) besoekers aan die City of Tshwane gegee tussen 23 en 27 September 2013. Hierdie besoekers is gereken as potensiële besoekers aan Soshanguve omdat hulle in die Pretoria sentrale besigheidsdistrik was wat slegs sowat 45 kilometer van Soshanguve af is. Die tweede vraelys (aanbod) is tussen 5 en 9 Oktober 2013 aan 429 (N) lede van die Soshanguve-gemeenskap gegee. Die produkbestuurders se vraelys is tussen 11 en 16 Oktober 2013 aan al 29 (N) bestuurders van die toerismebesigheidsdistrik in Soshanguve geïdentifiseer is gegee. In die laaste plek is onderhoude tussen 28 September en 10 Oktober 2013 met drie gemeenskapsleiers gevoer.

Die ingesamelde data is verwerk deur die Statistiese Konsultasiediens van Noordwes Universiteit (Potchefstroom-kampus) wat gebruik gemaak het van die *Statistical Package for Social Sciences* (SPSS) sagteware. Die resultate is geanaliseer deur gebruik te maak van beskrywende statistiek, eksploratiewe faktoranalise, faktorkorrelasieanalise, Spearman se rangkorrelasies, ANOVA toetse en *t*-toetse.

Die resultate van die beskrywende analise het aangedui dat besoekers voorkeur gee aan dagbesoeke, met die meeste vakansies wat tussen twee en drie dae duur. Die meerderheid van respondente het van hotelakkommodasie gebruik gemaak en per motor by die bestemming gearriveer. Die grootste rede vir reis was ontspanning, en die gunsteling vakansieaktiwiteit was om historiese plekke te besoek. Die belangrikste bepalers vir die vakansiebestemming was finansies, met veiligheid volgende op die lys. Dit was ook duidelik dat die meeste besoekers nie bekend was met *townships* in die omgewing van City of Tshwane nie, aangesien net ongeveer die helfte van hulle al in die verlede 'n *township* besoek het. Die grootste rede vir 'n besoek aan 'n *township* was om tradisionele dans, drama en musiek te ervaar.

Die studie het voorts drie faktoranalises gedoen op besoekers se redes om met vakansie gaan, besoekervakansieaktiwiteite en bepalers wat die keuse van bestemming beïnvloed. Die eksploratiewe faktoranalise het vyf faktore geïdentifiseer as reismotiveerders (sosio-kulturele motiveerders, interpersoonlike motiveerders, fisieke motiveerders, statusmotiveerders en ontspanningsmotiveerders), vier faktore as voorkeuraktiwiteite (avontuuraktiwiteite, kulturele aktiwiteite, sosiale aktiwiteite en buitelugaktiwiteite), en vyf faktore as vakansiebestemmingsbepalers (bekendheid, fisieke welsyn, ekonomiese faktore, veiligheid en aanbevelings/verwysings). Die faktorkorrelasiematriks het geen beduidende korrelasies aangedui nie, alhoewel daar sigbare korrelasies was tussen die sosio-kulturele motiveerders om met vakansie te gaan en die ontspanningsmotiveerders. Dieselfde kan gesê word van die avontuuraktiwiteite en kulturele aktiwiteite. Die *t*-toets het nie beduidende verskille uitgewys tussen besoekers wat al voorheen 'n *township* besoek het en dié wat nie het nie.

Wat die resultate van die aanbod analise betref, was die fokus op die inwoners van Soshanguve, die toerismeproduktbestuurders in die gemeenskap, en onderhoude met gemeenskapsleiers. Die beskrywende statistiek het aangedui dat baie inwoners 'n sterk band met hulle gemeenskap het, aangesien hulle dit nie sal oorweeg om elders te woon nie. Oor die algemeen het hulle 'n positiewe persepsie van toerisme-impakte op hulle gemeenskap, aangesien die meeste van hulle saamstem dat toerismeontwikkeling voordelig sal wees vir beide die gemeenskap en hulleself. Die produktbestuurders dink dat besigheid goed was, maar die kwaliteit van die produkte kan bevraagteken word aangesien die meeste van die toerismebesighede nóg aan 'n industrieassosiasie vir portuurevaluasie behoort, nóg enige vorm van gradering ontvang het. Die resultate van die kwalitatiewe studie het aangedui dat selfs al was daar 'n toerismeproduktontwikkelingsplan vir Soshanguve in die City of Tshwane toerismekantoor, was nie een van die gemeenskapsleiers daarvan bewus nie. Dit wil dus voorkom asof die openbare konsultasieproses òf nie gevolg is nie, òf gebrekkig was. Die onderhoude het ook gedui op 'n ryk geskiedenis, natuurlike omgewing en kulturele erfenis van die mense van Soshanguve. Laastens is 'n faktormatriksanalise gedoen op die persepsies van die inwoners rakende die impakte van toerismeontwikkeling op hulle gemeenskap en die algemene suksesfaktore vir toerismebesighede in Soshanguve. Vyf impakfaktore (ekonomies, sosiaal, infrastruktuur, omgewing en onstpanning) is geïdentifiseer met die faktorkorrelasieanalise wat dui op 'n sigbare verband tussen infrastruktuur en ontspanning/vermaak. 'n ANOVA-toets is uitgevoer om te bepaal of daar enige korrelasie is tussen respondente se gehegtheid aan hulle gemeenskap en hulle persepsies van toerisme-impakte, maar geen beduidende verband is gevind nie. Die eksploratiewe faktormatriksanalise van die algemene toerisme-industriesuksesfaktore het ses faktore opgelewer, naamlik geriewe en dienste, kommunikasieinstrumente, toegang, sigbaarheid, menslike hulpbronne, en veiligheid. Die faktorkorrelasieanalise het geen beduidende verband tussen die faktore aangedui nie.

Die sleutelbydraes van hierdie studie is as volg:

- ✚ Die ontwikkeling van 'n baanbreker volhoubare gemeenskapstoerismestrategie vir Soshanguve, in besonder, en *townships* oor die algemeen;
- ✚ Die voorstel van 'n inklusiewe konsultasiebenadering met alle betrokke partye vir die ontwikkeling van volhoubare *township*-toerisme;
- ✚ Die holistiese benadering tot toerismebestemmingsbeplanning wat toeristiese streek van oorsprong, en toestande op die toegangsroete en by die gasheerbestemming in ag neem;
- ✚ Laastens, die toepassing van metodologiese triangulasie in *township*-toerisme navorsing.

Sleutel terme: Gemeenskapstoerisme; volhoubare toerisme; *townships*; strategie

LIST OF ABBREVIATIONS

BBAT	Bed and Breakfast Association in Tshwane
BRT	Bus rapid Transit
CBD	Central Business District
COT	City of Tshwane
CTMM	City of Tshwane Metropolitan Municipality
DEAT	Department of Environmental Affairs and Tourism
DFID	Department for International Development
GDP	Gross Domestic Product
GTA	Gauteng Tourism Authority
IDP	Integrated Development Plan
IFAD	International Fund for Agricultural Development
MMC	Member of the Mayoral Committee
NTSS	National Tourism Sector Strategy
SMME	Small Micro Medium-sized Entrepreneur
Stats SA	Statistics South Africa
SWOT	Strengths, Weaknesses, Opportunities and Threats
TEP	Tourism Enterprise Partnership
TIDP	Tshwane Integrated Development Plan
TGCSA	Tourism Grading Council of South Africa
TMSDF	Tshwane Metropolitan Spatial Development Framework
TRA	Theory of Reasoned Action
TTF	Tshwane Trade Fair
UN	United Nations
UNCED	United Nations Conference on Environment and Development
UNWTO	United Nations World Tourism Organisation

WEF	World Economic Forum
WSSD	World Summit on Sustainable Development
WTTC	World Travel and Tourism Council
ZAR	South African Rand

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