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## **FINAL REPORT**

Prepared for:

**National Department of Tourism**

# **The impact of Community Based Tourism projects on local communities in KwaZulu-Natal**



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<b>Table of Contents</b>	<b>Page No</b>
Definitions	3
Executive Summary	5
1 Background and context of the study	6
1.1. Introduction	6
1.2. Rationale for the study	7
1.3. Problem statement	7
1.4. Research questions	8
1.5. The purpose of the study	8
1.6. Key objectives of the study	8
2. Theoretical background and Literature Review	9
2.1. Theoretical background	9
2.2. Literature Review	10
3. Research methodology	12
3.1. Research approach	12
3.2. Case Studies	13
3.3. Sampling method	13
3.4. Data collection	14
3.5. Ethical aspects	15
3.6. Limitations of the study	16
4. Profiling and piloting the study	16
5. Research findings	19
5.1. Statistical conclusion	23
5.2. Discussion of findings	25
5.2.1. Local community benefits	25
5.1.2. Local community's involvement in the implementation of CBTs	30
5.1.3. Community projects viability	33
5.2. Social capital	34
5.3. Perceptions about community based tourism projects	36
5.4. Poverty alleviation through community based tourism projects	38
6. Conclusion	40
6.1. Conclusion	40
6.2. Recommendations	41
6.3. Directions for future research	41
7. Appendices	43



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REPUBLIC OF SOUTH AFRICA

## 1. DEFINITIONS

### **Community**

A community is made up of a group of people living in a common location. Kotze and Swanepoel (1983) identify four elements, thus, people; location in geographic space; social interaction; and common ties. The psycho-cultural dimension of a community includes shared values, convictions and goals. It is concerned with the science of togetherness. In this proposal, the word community refers to those people who live together in a specific area which forms a major source of their identity and is attributed to social cohesion within a shared geographical location.

### **Local Community**

A local community refers to a group of people living in the same environment who interact and share beliefs, resources and preferences. Usually, a number of common conditions may be present, affecting intents, needs, risks, and a number of other factors that impact on the identity and the degree of cohesiveness of the members.

### **Community Participation**

Paul (1987:pg?) defines community participation as “an active process by which beneficiary client groups influence the direction and execution of a development project with a view to enhancing their well-being in terms of income, personal growth, self-reliance or other values they cherish”. Following the location of the study and the selected types of community based projects, the above definition is well suited to this study. Local community participation includes the empowerment and involvement of communities in decision-making, implementation and identifying local needs.

### **Community Based Tourism**

Pondocorp and Wilson (1998) define community based tourism (CBT) as “tourism in which a significant number of local people are involved in providing services to tourists and the tourism industry, and in which local people have meaningful ownership, power and participation in the various tourism and related enterprises”. There are a number of benefits associated with CBT which can either be direct or indirect. In this study CBT will be limited to the forms of benefit to people who are directly involved in tourism related enterprises. Such benefits include, employment, income, improved livelihoods, improved infrastructure or education. In this research, the community participation concept will focus on the involvement of the community in all public work related projects of social and economic development.

### **Community development**

In the tourism context, the term development refers to the promotion of community well-being or individuals through sustainable utilisation of tourism products in their area, either on a short term or



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long term basis. In this proposal, development will be viewed as an approach to poverty alleviation and a reduction of inequality and unemployment.

## **Tourism**

The definition of tourism by McIntosh, Goelder and Ritchie (1995) will be used in this proposal. They view tourism as the sum of the phenomena and relationships arising from the interaction of tourists, business suppliers, host governments, and host communities in the process of attracting and hosting tourists and other visitors. Therefore, tourism implies the community's involvement in tourism related activities. In this case the local community can be involved in supplying goods and services directly to tourists or indirectly to tourism businesses, thereby enjoying the accruing benefits of tourism.



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## 2. EXECUTIVE SUMMARY

*Tourism is a Morden-day engine for growth and is one of the largest industries globally. Being a labour intensive industry with a supply chain that links across many sectors, tourism is a priority sector in the government's planning and policy frameworks. However, the involvement of community members in a project is often dependent upon the associated project benefits that can provide for the community, such as physical development of the area, the inclusion of community requests in project planning and development and the economic returns from the project for community members. To understand the impact of community based tourism projects in KwaZulu Natal, the research used a multi-pronged approach by applying naturalistic enquiry principles. Two case studies were selected for this study namely, Ugu District Municipality and Ethekwini Municipality. The former was chosen because of its potential to provide best practices whilst the later provided a broader perspective due to the number of tourists received by the City annually. Focus group discussions, in-depth interviews and researcher administered questionnaires formed the core data collection approaches. In total 154 people participated in the study of which 135 were community members, 3 representatives from Municipalities and 16 CBT representatives. The results of the study show that CBT projects have a potential to uplift the community's livelihoods. Although a number of community benefits were realised, the viability of CBTs is affected by other variables. Despite increasing the community's standard of living and creating employment opportunities, collective benefits are usually not enough to cater for all the needs of the community members. Furthermore, the study also revealed that there are some conflicts arising from managing these projects. Most community members have no training to manage profitable tourism enterprises. Therefore, meaningful participation should enable stakeholders, among them the local communities who are often the intended beneficiaries to influence and share control over development initiatives, decisions and resources which affect them. CBT projects however cannot be a panacea to unemployment and poverty in the surrounding local communities but should be used as an alternative livelihood option to complement other sectors. The study notes the challenges of CBTs and recommendations are made on the future direction of CBTs.*



## SECTION 1: BACKGROUND AND CONTEXT OF THE STUDY

### 1.1. Introduction

Tourism is regarded as a modern-day engine for growth and is one of the largest industries globally. South Africa has earmarked tourism as a key sector with an excellent potential for growth and development. In the first quarter of 2012, tourist arrivals increased from 2 029 687 in 2011 to 2 267 807 in the same period. With its spectacular scenery, friendly people and world-class infrastructure, South Africa is becoming one of the most desired destinations in the world currently in position thirty in international tourism popularity ratings. Being a labour-intensive service industry, with a supply chain that links across many sectors, tourism is a priority sector in the government's planning and policy frameworks and it is intended to be one of the six job drivers of the New Growth Path framework. To realise this vision, the government has embarked on a skills enhancement drive to complement the tourism growth strategy. Based on the National Development Plan (NDP), by 2030, poverty will be eliminated and inequality significantly reduced. To drive this vision, the government has identified Community-Based Tourism (CBT) as one of the tools that could be used to alleviate poverty and narrow the gap between the rich and the poor in South Africa. To ensure that local communities benefit from tourism, the National Tourism Sector Strategy (NTSS, 2011) has been developed to identify and promote local destination areas with a tourism product potential. However, due to top-down approaches to tourism development and other factors, local community development has slowed down and communities have hence been excluding from participating fully in CBT planning and development. Seeing the potential of CBT to develop local communities, institutions such as the World Bank have advocated the involvement of community members in development initiatives. Therefore, local residents are a key resource in sustaining CBT projects, their inclusion and involvement are encouraged. Hence, meaningful community participation is often regarded as one of the most essential tools if tourism is to make a substantial contribution to the development of local communities.

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" (Sebele, 2010:136). However, the involvement of community members in a project is often dependent upon the associated project benefits for the community, such as the physical development of the area and the anticipated economic returns. Community participation in tourism is more than just community involvement in CBTs. The concept of community participation is broad based and very often may result in a number of benefits, such as the sustainability of the project; better opportunities for local people to attain dividends from the projects undertaken in their localities; positive local attitudes and the conservation of local resources. In South Africa, there are community-based tourism projects (e.g. Expanded Public Works Programmes) which have been initiated by either the government or the private sector. Although these initiatives were meant to ensure full participation of local communities in CBTs, there is limited information available on the extent to which local communities indeed get involved in and benefit from CBTs. In order to meet the objectives of the National Development Plan (NDP) and the



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National Tourism Sector Strategy (NTSS), the current study measures – based on a case study approach - the impact of tourism and the accruing benefits to local communities involved in CBT projects.

## **1.2 Rationale for the study**

The aim of the study was to understand the impact of CBT projects in KwaZulu-Natal and to measure the level of local community participation in tourism and the benefits thereof. With tourism-based development approaches found in communities of all sizes from the rural to urban continuum, the World Tourism Gross Domestic Product (GDP) is estimated to increase in real terms (Scheyvens, 2002). To this end, the study sought to explore how tourism has shaped development outcomes for the KZN region for individual households and communities. It sought to assess the attitudes and perceptions of local community members towards community CBT projects in KZN and measure their socio-economic impact on local communities. The study sought to identify the types of CBT projects and find ways in which local communities can maximise socio-economic potential of tourism. The study further examined the threats and challenges faced by CBT project implementers in particular and the community in general.

## **1.3. Problem statement**

KZN has great potential to use tourism as a strategy for employment creation and poverty alleviation. The abundant literature supports the notion that the tourism industry is well placed to be used for achieving local community development (Ndlovu, Nyakunu & Auala, 2011). For development to be meaningful, local communities should actively participate and be involved in tourism projects. Local communities can act as hosts and guides, but also as suppliers of products and services and in various other capacities. They are hence closely connected to the industry which is central to sustainable development. Meaningful participation should enable stakeholders, among them the local communities who are often the intended beneficiaries of community tourism, to influence and share control over development initiatives and decisions that affect them (Havel, 1996). However, lack of collaboration or commitment to sustainable tourism development initiatives has affected the growth of tourism. The level of community participation is informed by people's involvement in the decision making process, which in turn determines their commitment to a particular tourism project. Even though the net potential benefits of CBTs are overwhelming in KwaZulu-Natal, at times local communities are hardly involved in tourism development and they are usually without a voice to represent them at National level. Most scholars in tourism agree that local community involvement in tourism activities does not only lead to community support, but it is a critical element in achieving sustainable development of the industry. Whilst a lot of literature exists on the main stream tourism, few in-depth critical studies have been conducted about local community participation and involvement in CBT and its importance on poverty alleviation among other things in South Africa.



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The following research questions guided the study:

- What are the attitudes and perceptions of local community members towards CBT projects?
- What are the social, economic and environmental benefits of CBT projects on local communities in KZN?
- What is the role and level of involvement of the local community in CBT projects in KZN?
- What are the expectations of local communities regarding CBTs in KZN?
- What are the problems that can hinder maximum, meaningful participation of the local community in tourism development in their area?
- What lessons can be learnt about the use of CBTs as a strategy for community development?

## **1.4. The purpose of the study**

The purpose of the study sought to achieve the following:

- The project attempted to obtain in-depth information on the efforts made towards harnessing community based tourism assets for tourism development.
- The study aimed to shed light on the features and current state of CBTs in KZN and make recommendations on how they can better serve the interests of the local communities.
- This project further assists in exploring the CBT debate and make recommendations for enhancing its value as a strategy for tourism development.
- It provides a platform for local communities to use tourism as an alternative source of livelihood.

## **1.5. Key objectives of the study**

The specific objectives of the study are:

- To determine the attitudes and perceptions of local community members towards CBT projects;
- To establish the social, economic and environmental benefits of CBT projects on local communities in KZN;
- To identify the role and level of involvement of the local community in CBT projects in KZN;
- To evaluate the expectations of local communities regarding CBTs in KZN;
- To identify the challenges that can hinder maximum local community's participation in tourism development in their area; and
- To assess the value of using CBTs as a strategy for community development.





## SECTION 2: THEORETICAL BACKGROUND AND LITERATURE REVIEW

This study uses a multi-pronged theoretical framework, which drawn on concepts rooted in Bourdieu's theory of social capital, social constructionism, social exchange theory, social representations theory, as well as equity and community participation theory. An explanation of this theoretical framework and its relevance will be explained below. This is followed by a detailed literature review to understand the context, the importance and challenges of community participation in tourism.

### 2.1. Theoretical background

Some scholars (e.g. Ashley, 2000; Saarinen, 2010) have proposed the concept of local control in tourism development, which however, does not necessarily lead to full participatory decision-making and harmonious relations between the so-called hosts and guests. In order to understand community participation, it is necessary to conceptualise social representations theory (SRT) which explains how individuals' and residents' attitudes can be managed for a common goal (Murphy & Murphy, 2004). Other researchers (e.g. Gächter & Fehr, 1999; McGehee & Santos, 2005; McIntosh & Zahra, 2007) have used equity and community participation theories to try and understand local community involvement in CBT. The former argues that communities are likely to bring about the anticipated transformation if their desires, either as a group or individually, correlate with the perception of equity, fairness and justice practiced by management. This is premised on the notion that the greater the individual or group's perception of fairness, the higher the motivation level, and vice versa. In evaluating fairness, employees compare the task input (in terms of contribution) to outcome (in terms of compensation) and then compare this ratio with that of another peer of equal cadre/category. In this way, community participation is deeply ideological (Midgley, Hall, Hardiman & Narine, 1996). Thus, it embraces dynamism on how conflicting interests are resolved for the general welfare of a group. In this regard community participation in the tourism development process (TDP) has emerged and been redefined in the context of developed countries (Sebele, 2009). Similarly, Meyer (2007) in his magic pentagon of sustainable tourism cautions that sustainable tourism should ensure economic health; satisfaction of guests; healthy culture; protection of resources; and wellbeing of locals. To achieve full community participation, community members should be involved in CBT from the start in every aspect. The emphasis in the growing body of literature on CBT and pro-poor tourism suggests that supporting local people and cultures in tourism is seen as highly beneficial for empowerment and poverty reduction processes (e.g. Murphy & Murphy, 2004; Barnes, MacGregor & Weaver, 2001; Saarinen, 2010).

To fully grasp the level of community participation in CBT projects, Bourdieu's thoughts on social capital and cultural capital are useful. Our interest is based on how economic capital could be combined with other forms of capital to create and reproduce inequality. Production and reproduction of capital can be used to explain inequality. Bourdieu defines capital as 'accumulated labour' and as a



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factor 'it takes time to accumulate'. Hence he recommends that cultural and social capital should be valued and treated as assets representing the product of accumulated labour.

## 2.2. Literature Review

The role of tourism in local economic development (LED) remains a topical issue (Mbaiwa, 2005; Scheyvens, 2008). Tourism has been used as an alternative development strategy for economic and social regeneration of rural areas (Briedenhann & Wickens, 2004). The tourism sector in South Africa has been recognized as one of the most important growth sectors in the country with a potential of creating employment for thousands of South Africans, be it direct, indirect or induced, thereby contributing towards poverty alleviation. A number of community-based tourism projects have been initiated throughout the country by District and Local Municipalities, Non-Governmental institutions and the private sector in an effort to alleviate the levels of unemployment and poverty in the surrounding local communities. However, critics have described CBT as an example of a community development imposter driven by economic imperatives and a neo-liberal agenda (Manyara and Jones, 2007), rather than values of empowerment and social justice (Van Der Duim and Caalders, 2005). Ideally CBT should be managed and owned by the community, for the benefit of the community, with the purpose of enabling visitors to increase their awareness and learn about the community and local ways of life. But the current discussion on CBT shows that benefits rarely filter to the needy. It has been argued that tourism that is foreign-owned, foreign-led and foreign-controlled tends to have a detrimental effect on local economic development (Tosun, 2000), while many benefits accrue to local communities if the latter are highly involved in tourism through various community initiatives (Manyara & Jones, 2007). Community participation in CBT projects can provide sustainable livelihoods opportunities for local people thereby promoting a better quality of life and protection of the environment. Local participation includes the empowerment and involvement of communities in decision-making, implementation and identification of local needs. Therefore, to what extent can CBTs increase the levels of income, promote skills development, and abate casual and seasonal employment within tourist related industries (Mbaiwa, 2005; Tosun, 2000; Scheyvens, 1999).

Devolving decision-making power to the local level does not guarantee the poor a role in the process. However, community participation in CBT projects is important and encouraged because it makes the planning process more effective, equitable and legitimate, as long as those who participate are representatives of the whole community. Ideally, community participation should lead to socio-economic development, as local communities shape their local economies by influencing the type of development and employment opportunities they desire in their areas. However, experiences in South Africa and elsewhere illustrate that at times the process simply enriches the local elite, instead of creating new opportunities for marginalized groups and the wider community to gain control of local resources and capture more of the economic benefits. Studies have shown that if a decentralized approach is used, benefits tend to go to better-organized groups that are able to capitalize on the



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process (Scheyvens, 2008; Briedenhann and Wickens, 2004). Therefore, a decentralized approach has its own disadvantages particularly on an unequal society where benefits end up going to the elites. Thus, in designing plans for tourism development, community members should be encouraged to participate in their own development priorities by being at the forefront in mobilizing their own resources, making their own decisions and defining their own needs and how to meet those needs. In a blatant manipulation of the system, local elites can take advantage of community members that are not yet aware of how to use the law to protect and promote their interests, thereby cutting off many of the poor from CBT benefits (Manyara and Jones, 2007; Jamal and Stronza, 2009). There are often barriers that can prevent effective local community involvement and participation in tourism development such as lack of co-ordination between involved parties, lack of information made available to the local people around the project, insufficient data and poor dissemination of information. The overall outcome of such barriers is often the community's limited interest towards the project thereby resulting in the community being unable to benefit from it.

Participation comes in different forms; people can be encouraged to develop tourism enterprises through incentives which enable them to benefit from tourism while conserving wildlife and natural resources (NACSO, 2010) provided there is no opportunity cost involved. As Barnes, Macgregor & Weaver (2002) note, the development of tourism joint ventures between communities and private investors, with skills and access to markets, is very important. For example, in the Torra Conservancy, located in Namibia, the joint venture has worked hand-in-hand with an environmental conservation strategy; this was effective because people were consulted and their ideas included in the planning and development aspects (Long, 2004). In this case where the business operates on communal land, local residents took a leading role and they are now reaping a significant portion of the benefits. Following this notion, the success of any tourism project is premised on increased representation of communities in tourism with the aim of prioritising community interests in planning and giving people choices as to how they want to run tourism ventures (Jamal & Stronza, 2009). Moreover, proponents contend that community participation is not a new concept; rather it has been considered, promoted, and woven into the development process in different ways since the 1950s and early 1960s under different terms and names (Barrett & Arcese, 1995; Jones, 1995; Long, & Jones, 2004). Amongst the outcomes of community participation are fair benefits distribution and contribution of a fixed percentage of income to community projects (Ribot, 2004). To achieve this, revenue-sharing and partnership matrices should be based on the maximum number of people who stand to benefit from the venture. Scholars concur that the management of Joint Venture (JV) projects should lead to a win-win situation for most rural communities (Murphy, 1985, 1988; Harper, 1997; Blank, 1989).

The integration of tourism into the development agenda of a local area can bring about benefits through capacity building, especially among young people (Goodwin & Santilli, 2009; Matose, 2004), which adds a new dimension towards the security of a place where the youth have a sense of ownership, solidarity, community pride and involvement of all stakeholders (Jones & Muphree, 2004). Sometimes it is difficult to find people who are fully involved or organizations that are willing to set up



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community projects in a specific area. This problem is exacerbated by lack of skills within the community (Novelli & Gebhardt, 2007), because trained people usually do not stay within the local area, but rather migrate to urban centres or other places with superior opportunities and better paying jobs (Jones & Muphree, 2004). Successful CBT projects can hence make an important contribution to retaining skills and professionalism in particular areas. In the tourism sector, the participation of the local community often ensures that tourists get an unforgettable pleasant experience, while at the same time enabling the community to derive benefits from tourist visits. Due to their local knowledge, community members have the ability to provide helpful input in decision-making processes and, therefore, it is essential that they are actively involved in the planning and development of their tourism projects. Even though community based tourism projects in South Africa are often specifically designed to benefit the local communities, it remains unclear what impact these projects really have on local communities and what benefits community members receive when they get involved in such projects. Therefore, one of the useful criteria to determine the success or failure of community based tourism projects is to assess their impact on improving socio-economic conditions for the local community; and to measure the potential tourism benefits that can accrue to local communities, in this case in KZN.

## **SECTION 3: RESEARCH METHODOLOGY**

### **3.1 Research approach**

The study utilized a naturalistic inquiry which is based on an illuminative approach. Naturalistic inquiry is grounded on qualitative research which is carried out in a natural environment. As a research strategy, it takes into account the wider contexts around an evaluation of an activity and is primarily concerned with description and interpretation rather than measurement and prediction (Straus & Corbin, 1998). The purpose of using a qualitative approach was to get an in-depth understanding of the social and psychological phenomena that could lead to the formation of certain perceptions towards CBT in KZN. Best (1993) describes research as a systematic and organised effort to investigate a specific idea. Babbie (2010:5) describes methodology as a subfield of epistemology and as a science of finding out. Strauss and Corbin (2001) define methodology as a way of thinking about and studying social reality whilst Creswell (2003) describes it as a strategy or plan of action that links method to outcomes and it governs our choice and use of methods, whether it be experimental research, survey research or ethnography. In order to deal with the issue outlined above, this study used three data collection methods, namely structured, semi-structured and unstructured interviews and focus group discussions. The researchers also observed behaviour and attitudes of stakeholders towards CBT. As noted by Gray (2004) unstructured interviews are the best in exploring stories and perspectives of informants. Since unstructured interviews is a non-standardized method of gathering qualitative data, the approach was deemed appropriate for the study. To complement and triangulate results from the in-depth interviews, focus group discussions were used. Berg (2001) defines a focus



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group interview as an interview style designed for a small group of participants and it is an attempt to learn about the phenomenon and life structures of group participants. A focus groups is a controlled discussion between the researcher and the participants; this approach was found to be appropriate to help researchers probe perceptions and construct meaning on the impact of CBT in KZN.

### 3.2 Case studies

A case study approach was chosen for this study because of its ability to provide a more global analysis of the situation. The use of case studies in studying community participation in CBT projects is important as it provides a more in-depth understanding of complex situations, by identifying unintended consequences in the examination of tourism benefits. From the eleven district municipalities in KZN, it was decided to carry out the research in two main study locations, namely Ethekwini Municipality and Ugu District Municipality in KZN, within the latter, three local municipalities were specifically targeted, namely Eziqoleni (Ezingolweni), Hibiscus and the Umzumbe (eMathulini) local municipalities. The case study locations along the South Coast were chosen, because they were identified (on the basis of exploratory research) as the ones which could provide best practices for community participation in CBT. The Ethekwini municipality was selected as a case study site, because it is the province's largest city and receives by far the highest number of tourists (according to statistics compiled by TKZN). It was also considered potentially useful to contrast the data set from a large urban area with those from small semi-rural locations.

A number of public works projects were identified in the two municipalities. Ugu District Municipality undertakes a number of community projects, such as educational school tourism, tourism awareness in communities, training of tourist guides, event hosting and management. The Municipality also supports crafters and encourages traditional dances and performances. More specifically for the purposes of this study, we identified the following CBT projects: At Eziqoleni, the multi-trails and Kwa Fodo Cultural Village; in Umzumbe the Intelezi Msoni Heritage project, Isivivane SikaShaka; and in Hibiscus, the KwaXolo caves. The sites were selected from a list Social Responsibility Implementation (SRI) projects provided by the NDT. Within the Ethekwini Municipality, the following specific projects/sites were identified: the Inanda Heritage Route, comprising notably the Gandhi Settlement, OHLange Institute and the Inanda Seminary; Isithumba Adventures; Embo Craft and Clermont KwaDabeka Tourism. All of the selected sites are relatively high visible in the media and tourism marketing or high priority projects for local Tourism authorities and municipal development initiatives.

### 3.3 Sampling methods

In this research purposive and snowball sampling methods were used to select the participants. Purposive sampling is a research technique in which participants are chosen to represent a range of views, beliefs and experiences that will be relevant to answer the research questions (Kuper *et al*,



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**REPUBLIC OF SOUTH AFRICA**

2008). This was supplemented in some cases by convenience and snowball sampling techniques due to time pressure and certain logistical factors. A convenience sample allowed the research team to draw representative data by selecting volunteers who were available or easy to access. Snowball sampling is based on referrals by people who know others with the same characteristics of interest to the researchers. This method is best applicable for locating interviewees in case of studies dealing with unique and specific issues that require the knowledge of insiders. This methodology allowed the researchers to sample natural interactional units made up of Local Economic Development and Tourism Managers, representatives from CBT projects, community leaders and community members. In total the sample comprised of 154 participants, 19 people were interviewed individually and 15 people in focus groups; and 120 researcher administered questionnaires. The details are as follows:

Table 1. Sampling

District Municipality	Local Municipality	Focus group	Representative from Local Municipality (Managers-LEDT)	Representative CBTPs	Community Members
Ugu	Ezinqoleni	1 x 6=6		3	20
	Umzumbe		1	4	60
	Hibiscus	1 x 4=4	1	3	30
Ethekwini		1 x 5=5	1	6	10
Total		15	3	16	120
	<b>Sample</b>			<b>154</b>	

- i. Focus group discussions were made up of community members who participated in Community Based Tourism projects (CBTPs).
- ii. In-depth interviews (structured or unstructured?) were held with key informants from various Local Economic Development and Tourism (LEDT) Managers and representatives of CBT projects.
- iii. Structured questionnaires were researcher administered to community members.

### 3.4 Data Collection

As explained above, data was gathered through in-depth interviews, observations and focus group discussions. Since the study was in English and considering that most of the participants are from the community at large and are not conversant in English, the researchers made use of research assistants who helped with conducting interviews in isiZulu. Moreover, the services of a professional isiZulu language translator were sought. Three focus groups were conducted with stakeholders, i.e. those who are running or overseeing the implementation of community based tourism projects in each Local Municipality in the Ugu District and Ethekwini. For this approach, the questions asked were semi-structured. Permission was sought from participants to record all interviews electronically. Several in-depth interviews were conducted with LEDT Managers (3) and representatives of CBTP (16) until a saturation point was reached after conducting 19 interviews. The strategy followed was important as it enabled the researchers to understand the principles underpinning community benefits and the industry's role in CBT development in KZN. A total of 120 semi-structured questionnaires



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were administered by research assistants in order to increase the return rate. The approach was considered appropriate bearing in mind the target group, time and resources.

In three selected sites shown on the table above focus group discussions were conducted. Focus groups contained 4 to 6 people in each case, made up of different stakeholders who were conveniently selected from each Local Municipality. The use of a focus group helped to achieve a blend of ideas from different participants with divergent views which is essential in balancing the discussion under review. As mentioned above, in total three focus group discussions were held. To be able to understand the complexity of community participation in CBT projects, the researchers also carried out observations on each site visited to enable them to see what is occurring naturally in the research site (McMillan and Schumacher, 2010) and gain a richer understanding of the situation. In carrying out observations, the research team looked at the physical place or places where these projects are taking place. They also observed the people involved in CBT projects directly or indirectly, and assessed their activities. Cognisant of the complex nature of the CBT projects, the research team moreover evaluated the physical artefacts, infrastructure, type of attraction, type of development, location and accessibility, behavioural attributes and other factors which were present. Furthermore, they considered the sequence of activities that have taken place over time and the goals that people were trying to achieve. Observations also assisted the team to understand the feelings and emotions expressed. Apart from taking pictures and field notes during the visit to the identified projects, and reflecting on records of what has been heard and observed, this study also analysed a range of secondary literature, both of a scholarly (books and journals) and of a journalistic kind (media reports in newspapers and magazines). A few primary sources were also considered, notably, government documents and CBT advertisement material and websites.

### **3.5 Ethical considerations**

The University of KwaZulu-Natal (UKZN) Research Ethics Policy applies to all members of staff, graduate and undergraduate students who are involved in research on or off the university campuses. In addition, any person affiliated with UKZN who wishes to conduct research with outside organizations or communities is bound by the same ethics framework. Each member of the University community is responsible for implementing this policy in relation to scholarly work and projects with which she or he is associated and to avoid any activity which might be considered unethical or harmful. Therefore, the proposal was sent to the university ethics committee for approval and clearance before the commencement of the research. Researchers signed the university's "code of conduct for research". Thus, ethical measures were put in place for the purpose of the research and protection of the participants. Participation was voluntary and as such researchers requested participants to give their informed consent to participate. All the interviews were kept private and confidential, and the participants were made aware of the fact that they are being interviewed. To protect the identity of the informants, pseudonyms were used where necessary.



### 3.6 Limitations of the study

The research required information on CBT projects covering a broad range of indicators of organisational performance and the livelihoods of communities within KZN. The release of such information especially through interviews may be difficult since some of the information may be classified as sensitive. The researchers therefore employed purposive sampling to conduct in-depth, and structured interviews with CBT stakeholders and the researcher administered questionnaires to the community members. A larger number of sites was initially envisaged for investigation, but considering the time framework given by the NDT, and the delays in making funding available for the project, it was no longer possible to cover all the identified sites within the given period. Hence, researchers were forced to revise and narrow the scope of the study by selecting Ugu District Municipality and Ethekwini Municipality as best practices for CBT to ensure that the research is concluded on time. Due to the size of the sample, external validity may not be possible, but efforts were made to ensure the validity of the results.

## SECTION 4: PROFILING AND PILOTING STUDY

In order to achieve the above objectives of the project, the implementation process took three phases as follows:

- Piloting the study and testing the validity and reliability of the measuring instruments. The pilot test was done with the respondents similar to those in the sample. The purpose of the test was to administer the questionnaire to a small group of individuals similar to those in the sample. A successful pilot test could assist in identifying shortcomings in the instrument and suggestions made can be included so that the instrument is improved by providing clarity to questions and format. Pilot testing also assisted in gauging the time taken to answer the questionnaire. The pilot test provided patterns of expected responses that enabled the researchers to determine whether revisions were necessary or not. To ensure validity and reliability of the study, a pilot test was conducted with 20 people made up of community members, academics and students.
- Data collection from representative communities under the pilot study were significant in shedding light on the state of tourism in KwaZulu-Natal.
- It has become common knowledge that tourism is regarded as a modern-day engine for growth and is one of the largest industries globally. Consequently, South Africa has earmarked tourism as a key sector with an excellent potential for growth and development. Since the rationale for undertaking the research was to assess the impact of CBTs on local communities in KZN, a multi-pronged approach was used focusing particular attention on community benefits, community involvement in implementing CBT projects, project viability, community empowerment and social capital. Considering that tourism has been recognised





# tourism

Department:  
Tourism  
**REPUBLIC OF SOUTH AFRICA**

as one of the fastest growing sectors in the country with a potential of creating jobs for thousands of South Africans either direct, indirect or induced, CBT projects selected were as follows:

Table 2 Selected projects in KZN

Project description	CBT Leadership & Management	Assessment
<p><b>Multi - Activity Trails Network: South Coast</b> Ugu South Coast Tourism (USCT) appointed Haley Sharpe Southern Africa (HSSA) develop a concept and plan for the Proposed Multi Activity Trails Network for the Greater South Coast area with effect from end-June 2014. The objective was to investigate the current tourism asset base related to the hinterland of the Greater South Coast and assess the contribution of tourism to local economic development in the rural areas of the Ugu District Municipality.</p>	Community based initiative meant to create linkages between CBTs and the main stream tourism.	Project still at its infancy stage. More work still needs to be done for the project to achieve its objectives
<p><b>Ntelezi Msane: Umzumbe</b> The project entails the construction of a platform covering an area of 10 883m2 and an Information Centre. This would constitute the first phase of a bigger project when other buildings will be added on the platform to eventually create the Ntelezi Msane Heritage Centre.</p>	A community driven project that is meant to attract tourists to the inland area and stimulate economic activities	The project is still under construction.
<p><b>KwaXolo Caves: KwaXolo</b> The KwaXolo Caves contain ancient San rock art which forms a significant part of the district's heritage. The project earmarked and selected for its ability to expand tourism activity beyond the coast, draw tourists in towards the hinterland, create business opportunities and community involvement, and draw different market segments to the district. The aim of the project was aimed in creating opportunities for local communities to benefit direct from the tourism sector by promoting home stays facilities, tour guiding, selling of indigenous crafts products and promoting the use of indigenous knowledge.</p>	The project is meant to expand tourism activities beyond the coast. Located within a pristine location that has the potential to capture culture and heritage issues of the people of KwaXolo.	The project is incomplete. There is no agreement on ownership and personal agendas and interests is stifling the progress so far. Approximately 25% of the project has been completed so far.
<p><b>Tourist Guides: South Coast</b> Part of the guides' mandate is to strengthen the link between rural and urban tourism and to showcase previously unknown, or inaccessible, facilities to tourists, highlighting cultural experiences and to encourage tourists to support local products. 'This way the value chain of tourism can be realized by the communities at large. Some of these tourist guides will be trained in the Russian language, with the assistance of the National Department of Tourism.</p>	To equip local guides with skills and knowledge of tourist guiding	Project is complete with some of the participants having been placed in strategic tourist areas.
<p><b>Isivivane SikaShaka: Umzumbe</b> This claim remains as a historical evidence of the last expedition by the great King Shaka before being assassinated on his return to Dukuza. Research suggests that in May 1828 King Shaka and his warriors travelled from the north of KwaZulu to Pondoland and went through this area of Qoloqolo and Umzumbe, local businesses, and tourist guides benefit from this site during events and tourists visits.</p>	A community initiative meant to tap into the history and culture of the people of Umzumbe and the international fame of Shaka Zulu	Project complete but looks neglected
<p><b>Privately Owned Projects Kumnandi: Uvongo</b> Supporting local development farmers through the production and sale of naturally fresh, organic and locally grown fruits and vegetables.</p>	NGO led initiative meant to equip local farmers at different levels with skills and knowledge of organic farming.	On-going project with over 800 farmers benefiting either directly or indirectly.
<p><b>Gamalakhe Flea Market: Gamalakhe</b></p>	A community initiate	On-going project that



# tourism

Department:  
Tourism  
**REPUBLIC OF SOUTH AFRICA**

Takes place every Saturday of every month at Traders Village in Gamalakhe. Products include: beadwork, clothing, food and Baked goods, wedding cakes, fresh produce and other locally produced goods. Training facilitation and entertainment are also available.	that is meant to create linkages and provide a platform for buyers and sellers to conduct business	appears to be viable.
<b>KwaFodo Cultural Village: KwaFodo</b> Local community participates in crafts, traditional dancing groups and employment in different departments.	Community led project.	Great potential to provide employment opportunities.
<b>Africa Ignite: Hibiscus Coast</b> Africa Ignite is a non-profit rural enterprise development agency, which works across KwaZulu-Natal. They aim to help rural women, youths and other entrepreneurs to earn a decent living through skills development and production support and giving them access to local and international markets for their products. Africa Ignite provides support to tourism entrepreneurs in the Ugu District and specifically the Hibiscus Coast. Their aim is to market products and services of local tourism entrepreneurs whose offerings meet specified criteria through the Wowzulu Marketplace at Hlanganani Park as well as through a Wowzulu international online booking portal, tour operation and agreements with inbound tour operators.	NGO and Community led initiative	Still at its infancy stage in the South Coast
<b>Wowzulu: Hibiscus Coast</b> Linked with Africa Ignite to establish 6 or more WOWZULU craft and tourism marketplaces in popular tourist destinations across KZN as sustainable community-owned enterprises and to create associated full-time and part-time jobs around these marketplaces, which are meant to become 'gateways' for attracting tourists into community tourism areas. The 'big idea' is to ignite the potential of small community tourism and craft enterprises in rural KZN by linking them to commercial tourist routes and markets, and by giving them strong national and international marketing and sales support.	Community and Private sector led initiative	Still at its infancy stage
<b>Burry Stander Bike Park: Umtentweni</b> To honour the late mountain bike national hero, Burry Stander. The Burry Stander Foundation assists with the development of a schools cycling programme in the Ugu District. The Burry Stander Bike Park has between 30-50 children every Saturday who have the opportunity to ride a bike.	A privately led initiative servicing community needs	On-going private sector led initiative
<b>Bhoshongweni Arts and Crafts Centre: Umzumbe</b> Centre for crafters, bakery, cups, saucers and plates making, music studio on site is no longer operating.	Community led initiative with a great potential to expand benefits to the community	Not functional due to operational and viability problems. The project needs recapitalisation.
<b>Gandhi Settlement</b> Tourist attraction that teaches tourists and visitors about Gandhi's philosophy of life. It embraces the multi-cultural nature of the area and encourages harmony between the Blacks and Indians who live together in that area.	Phoenix Settlement Trust and eThekweni Municipality has an MOU regarding the use of premises by tourists who visit the place.	Ongoing project that contributes to the development of the place, i.e. School, the Clinic and the Library.
<b>Ohlange Institute</b> An educational institution that was started by J.L.Dube. This is where Dr Nelson Mandela voted in the first Democratic elections in 1994	Managed by the Department of Education, there is an MOU with the Municipality.	Provides education opportunities. Crafters sell their wares to tourists and a coffee shop has been established
<b>Inanda Seminary</b>	Also managed by the	This is a reputable high



# tourism

Department:  
Tourism  
**REPUBLIC OF SOUTH AFRICA**

This is another educational institution for girls only. Many prominent figures in the history of South Africa attended this school	Department of Education and overseas funders. Here also the municipality takes care of the premises.	school which produces responsible female citizens, contributes to the development of the local community.
<b>Clermont-KwaDabeka CTO</b> This office creates the awareness of tourism and tourism activities that take place in Clermont, KwaDabeka and its surroundings.	Managed by the Clermont Kwa-Dabeka CTO. Represents tourism organizations with the area.	Provides various services to its members ranging from training, skills development, marketing etc.
<b>Isithumba Adventures</b> This CBT is located in the Valley of a thousand Hills and has its main focus is on job creation and community involvement in tourism activities.	Listed under Durban Green Corridor, which is eThekweni Municipality community initiative. Owned solely by the community, gets funding from EPWP.	Community members are directly involved in the project, they provide various services to tourists.
<b>Embo Craft</b> This is an NGO in Hillcrest in the Valley of a Thousand Hills that is responsible for training local community members in various areas such as sewing, welding, painting, and producing vegetable. The community produces products that are sold in the curio shop.	Run by an NGO which greatly contributes towards poverty alleviating in the area.	Funded by overseas donors with the aim of uplifting local community's livelihoods skills development.

## SECTION 5: RESEARCH FINDINGS

Community Based Projects should generally provide benefits to the community collectively. Evidence of such benefits are shown through a number of development initiatives meant to benefit the community at large. Funds raised from CBT projects can be used for initiatives varying from infrastructural development to health care facilities. As evidenced from various CBT projects, opportunities for employment creation, development of small to medium enterprises and linkages with other industries such as agriculture is bolstered. To be able to be used as a community agency, CBT should be viable, running on a commercial basis and managed by the community its self. Even though there is agreement that CBT can bring about community benefits, it becoming increasingly difficult to separate personal needs of individuals from those of the community. Since community benefits can be contested, developing a universal definition of CBT is increasingly becoming difficult, hence there are various projects that extend benefits to communities. As can be seen below, most of the initiatives are community driven and are meant to benefit the community either directly or indirectly.

**Table 3: Responses on local community benefits**

S/N	Items	Strongly disagree	Disagree	Indifference	Agree	Strongly agree	Total
		%	%	%	%	%	%
1	As a result of tourism I have	42	18	17	9	12	98



# tourism

Department:  
Tourism  
**REPUBLIC OF SOUTH AFRICA**

	received an increase economic benefits.						
2	I have received an increase in sales of my local products.	46	18	13	13	8	98
3	I have been involved in tourism enterprise partnerships initiatives.	47	14	13	9	12	95
4	I have received tourism training/retraining opportunities.	39	12	6	31	10	98
5	I have seen a lot of road infrastructural development taking place	26	5	10	22	37	100
6	I have enjoyed improved sanitation services	17	12	19	24	28	100
7	I have witnessed an increase in rural development	20	14	20	26	20	100

N=160

The above evidence shows that 42% of the respondents strongly disagreed with the statement which says as a result of tourism I have received an increase in economic benefits. Communities have not seen any increase in sales of their local products (46%). Almost 47% of the respondents have not been involved in tourism enterprise partnership agreements which makes it difficult for communities to access to markets. About 39% of the respondents were of the opinion that they did not receive any tourism training/retraining opportunities. However, 37% strongly agreed that tourism has brought about a lot of road infrastructural development resulted in improved sanitation services (28%) and increase in rural development (26%).

**Table 4. Showing participants' responses to CBT project viability**

SN	Items	Strongly disagree	Disagree	Indifferent	Agree	Strongly agree	Total
		%	%	%	%	%	%
1	Tourism has increased enterprise profitability	23	7	26	29	4	89
2	Tourism has increased project sustainability	17	9	23	28	11	88
3	Tourism has enabled us to increase our product offering	15	16	25	18	12	86
4	There has been an increase in tourist inflows	16	9	20	28	12	85
5	Tourism has increased the opportunities for growth	17	21	10	33	6	87
6	Tourism has enhanced sustainable utilization of resources	15	7	29	24	14	89
7	Tourism has resulted in environmental friendliness	13	5	21	37	14	91
8	Tourism has improved environmental management practices	9	5	16	29	26	88
9	Tourism has resulted in the use of sustainable technologies	24	14	17	28	8	91
10	Tourism helps in sustaining the quality of	6	4	25	41	10	86



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Tourism  
REPUBLIC OF SOUTH AFRICA

	the KZN social, economic and environmental assets.						
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N=160

Contrary to the benefits received, 29% agreed that tourism has increased enterprise profitability resulting in increased product sustainability (28%) and offering (25%). There was general agreement that tourist inflows have increased (28%) thereby increasing the growth opportunities (33%). Most respondents agreed that tourism has enhanced sustainable utilization of resources (24%) and improved environmental management practices (29%). Through the use of sustainable technologies (28%) tourism has helped in sustaining the social, economic and environmental assets quality in KwaZulu-Natal (41%).

**Table 5. Showing responses on community standards of living**

SN	Items	Strongly disagree	Disagree	Indifferent	Agree	Strongly agree	Total
		%	%	%	%	%	%
1	Tourism has provided alternative employment opportunities for women and the youth	13	14	15	26	27	95
2	Tourism has led to the introduction of small business enterprises	19	8	16	41	8	92
3	Tourism has been used as a poverty reduction strategy	10	15	13	35	24	97
4	Tourism has led to better standards of living	15	4	28	38	12	97
5	Tourism is used as a source of income generation	12	13	21	26	12	84
6	Tourism has led to cultural revitalization and community pride	13	12	23	23	18	89
7	Tourism has led to biodiversity conservation and an appreciation of a place	11	10	17	27	27	92
8	Tourism has increased awareness of the importance of tourism	17	8	15	27	31	98
9	Tourism has increased positive attitudes towards the creative and innovative work	32	8	17	17	22	96
10	Tourism encourages investment on physical infrastructure such as highways	37	15	13	19	11	95
11	Tourism has improved the performance of other industries	15	19	15	23	24	96
12	Tourism has increased the opportunities of peace between KZN and other countries	8	2	17	36	33	96
13	Tourism has created more income and employment to local community	12	2	21	27	32	94

N=160



# tourism

Department:  
Tourism  
**REPUBLIC OF SOUTH AFRICA**

The above evidence shows that tourism has to some extent provided alternative employment opportunities for women and the youth (27%). Respondents agreed that tourism has led to the introduction of small business enterprises (41%). Tourism has been used as a poverty reduction strategy (35%) resulting in better standards of living (38%). As a source of income generation (26%), tourism has led to cultural revitalization and community pride (23%). About 27% strongly agreed that tourism has led to biodiversity conservation and an appreciation of a place thereby increasing awareness of the importance of tourism (31%). Despite its significance role in community upliftment, 32% strongly disagreed that tourism has increased positive attitudes towards creative and innovative work. Although communities have seen the construction of road infrastructure, 37% strongly disagreed that tourism encourages investment in physical infrastructure such as highways. However, 24% strongly agreed that tourism has improved the performance of other industries. Considering the increased numbers of tourists visiting remote areas, 36% agreed that tourism has increased the opportunities for peace between KZN and other countries which will significantly create more opportunities for income generation and employment for local communities.

**Table 6. Negative impacts of CBT projects**

SN	Items	Strongly disagree	Disagree	Indifferent	Agree	Strongly agree	Total
		%	%	%	%	%	%
1	Tourism has resulted in overcrowding and pollution	30	7	19	27	13	96
2	Tourism has changed the KZN traditional culture to be more positive, innovative and creative	15	4	35	13	27	94
3	Tourism may destroy the environmental and inherited cultural resources in KZN	31	27	25	3	7	93
4	Tourism has negatively affected the KZN way of life and increased the cost of living	34	11	24	18	7	98
5	Tourism has negatively affected the cultural identity of the KZN community	22	7	32	20	12	93
6	Local residents have suffered from unpleasant activities in tourist attraction areas	41	14	19	15	7	96
7	Construction of hotels and tourist facilities has destroyed the natural environment and agricultural land in tourist attraction areas	42	16	19	15	2	96
8	Tourism has resulted in traffic congestion, noise and pollution in destination areas.	30	7	25	25	9	96

N=160

Apart from the advantages that tourism has of local communities, 30% disagreed that tourism has resulted in overcrowding and pollution although positive, innovative and creative changes in the traditional culture have been noted (27%). About 31% of the respondents strongly disagreed that



# tourism

Department:  
Tourism  
REPUBLIC OF SOUTH AFRICA

tourism may destroy the tourism environmental and inherited cultural resources in KZN. In addition, 34% strongly disagreed that tourism has negatively affected the way of life and increased the cost of living in KZN. 32% of the community members were indifferent regarding the negative impact of tourism on cultural identity within the KZN community. Nevertheless, local residents have not suffered from unpleasant activities in tourist attraction areas (41%). About 42% of the respondents strongly disagreed that the construction of hotels and tourist facilities has destroyed the natural environment and agricultural land in tourist attraction areas. Furthermore, 30% strongly disagreed that tourism has resulted in traffic congestion, noise and pollution in tourist destination.

## 5.1. Statistical conclusion

Table 7. Statistics

	As a result of tourism i have received an increase economic benefits	I have received an increase in sales of my local products	I have been involved in tourism enterprise partnerships initiatives	I have received tourism training/ retraining opportunities	I have seen a lot of road infrastructural development taking place	I have enjoyed improved sanitation services	I have witnessed an increase in rural development
N Valid	98	98	95	98	100	100	100
Missing	2	2	5	2	0	0	0
Mean	2.2959	2.1735	2.2105	2.6020	3.3900	3.3400	3.1200
Std. Deviation	1.41574	1.36242	1.45788	1.51786	1.63234	1.43703	1.41621
Variance	2.004	1.856	2.125	2.304	2.665	2.065	2.006
Minimum	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum	5.00	5.00	5.00	5.00	5.00	5.00	5.00

### Hypotheses

Four hypotheses were tested as part of the study.

Hypothesis 1

Ho:  $\mu_1 = \mu_2 = \dots = \mu_k$

Ha: at least two of  $\mu_1, \mu_2 = \dots = \mu_k$ , are different.

One way Anova test was used to test the significant difference among members of local community in their attitudes and perceptions towards community based tourist projects. The three assumptions of using Anova include the response scale that must be quantitative i.e numeric scale, the distribution of the responses must be normal and the variation of the k value in each population must be close. The assumptions were tested and all the conditions were met.

### Decision rule



If the P-value is less than the pre-specified  $\alpha(0.05)$ , you have enough evidence to say that population means are different.

## Results

The result shows that the F distribution = .24, degree of freedom =84 and P-value 0.863

We cannot reject the null hypothesis because .863 is not significant i.e ( $>0.05$ ) .We don't have enough evidence to say K population means have any difference. The population mean of each of the population are equal. The test statistics shows that members of community do not differ in their attitude and perception towards community based tourism project.

## Hypothesis 2

Ho: Local community members do not differ in their perceptions on the social-economic benefits of CBT projects

Ha: Local community members differ in their perceptions on the social-economic benefits of CBT projects

## Decision rules

If the P-value is less than the pre-specified  $\alpha(0.05)$ , you have enough evidence to say that population means are different.

## Result

The test statistics shows that  $f=2.934$ ,  $df=98$ ,  $p\text{-value}= 0.37$

Since p-value 0.37 is greater than the  $\alpha$ , then we cannot reject the null hypothesis. We don't have enough evidence to reject the null hypothesis. We therefore conclude that local community members do not differ in their perceptions of the social-economic based tourism projects.

## Hypothesis 3

Ho: Local community members do not differ in their roles and level of involvement on CBT projects in KZN

Ha: Local community members differ in their in their roles and level of involvement on CBT projects in KZN

## Decision rules

If the P-value is less than the pre-specified  $\alpha(0.05)$ , you have enough evidence to say that population means are different.

## Result

The test statistics shows that  $f=1.702$ ,  $df=98$ ,  $p\text{-value}= .172$ . Since p-value .172 is greater than the  $\alpha$ , then we cannot reject the null hypothesis. We don't have enough evidence to reject the null hypothesis. We therefore conclude that local community members do not differ in their roles and level of involvement in CBT projects in KZN





## Hypothesis 4

Ho: Local community members do not differ in their expectations regarding CBT in KZN

Ha: Local community members differ in their in their expectations regarding CBT IN KZN

## Decision rules

If the P-value is less than the pre-specified  $\alpha(0.05)$ , you have enough evidence to say that population means are different.

## Result

The test statistics shows that  $f=3.890$ ,  $df=96$ ,  $p\text{-value}= .011$ . Since  $p\text{-value} .011$  is less than specified significant level ( $\alpha$ ), then we have enough evidence to say the population mean are different. We have enough evidence to reject the null hypothesis. We therefore conclude that local community members do differ in their expectations regarding CBT in KZN

## 5.2. Discussion of findings

Discussed below are the qualitative results which are then triangulated to the quantitative statistics. The discussion focusses on the evidence presented by CBT representatives, managers, entrepreneurs and employers. The discussion looks at different projects and how they have impacted on the local communities particularly on the socio-economic, cultural and environmental position.

### 5.2.1. Local Community benefits

**Collective benefits** are usually not enough in any community project. Although some of the privately run projects in the South Coast are inclined towards agriculture, the empirical evidence shows that local people sometimes sell their produce directly to big supermarkets and retail shops. There are some organisations such as “Siyavuna” that are involved in assisting communities in disposing their produce. These organisations facilitate workshops for community members where discussions on how to improve farming methods within the community are explored. As one of the NGO representative indicated, “even though we have small farming programmes in the community, it is not going as well as we would wish, sometimes people have different opinions which causes conflicts”. Conflicts take different forms, ranging from land ownership to distribution of benefits. One of the respondents gave an example of a conflict in the South Coast area and noted that,

*“it all depends on the local people, and what happens is, I don’t know if you will agree, but community dynamics are complex because just when you think everything is fine something happens. You know we also work with Tembe tribe in the north of the province. You know there is a piece of land there that was given to them. It seemed easy at the beginning because the Chief said this is a Community Trust through which we can work there and work with them. We found the perfect spot right opposite the Tembe Elephant Park. And then one day we were there plotting with the local contractors, e.g. planning where containers would go, just planning. And then this guy comes along, and asked what we were doing and what the project was about. We later found out that he was canvassing to be a councillor. He spoke to another Induna, and then there was this huge*



## tourism

Department:  
Tourism  
**REPUBLIC OF SOUTH AFRICA**

*drama and we had to move, just when we were about to put the foundation for the container. This was because we were right on the barrier between two Indunas' areas, and oh...And also when you are doing community tourism projects, everywhere we work, there is trouble. And then there is Induna and Councillor, some are ANC other IFP, there comes elections time, so it is a problem. You just have to say no we have come here to work and to help the community benefit".*

Contestations will always be there, considering that the benefits realised from these projects are small; increased yield can assist communities in reaping more dividends from their activities. We further observed that the goods and services sold are dependent on market demand. Although small farmers target local community members for their produce, sometimes they fail to get a ready market to sell their produce which includes, carrots, spinach and many more. Agricultural goods have a ready market varying from the locals themselves to hotels and restaurants.

Within Ethekwini, we realised that CBT is more organised than along the South Coast. For instance, Durban Tourism calls people within the INK area (Inanda, Ntuzuma and KwaMashu) for meetings, where they are encouraged to register their projects as part of INK, which enables them to benefit from mentorship and training programs available to Community Tourism Organisations (CTO) members. Nonetheless they have their own faults as one of the respondents noted,

*"we need effective structures, we need active ward councillors, and within those ward councils there must be substructures dealing with tourism, they must be trained. They must go to schools, tertiary institutions, there must be campaigns and exhibitions where we effectively market Inanda, or KwaMashu, such communities as Inanda, Ntuzuma, and KwaMashu must know that there is a CTO, and then there must be an open market where we sell things made by women from here in the community, stuff made by crafters, by local artists, we also need to have days for praise singers, so it must be an open market, and be taken to the community, for free, all in all it must be run by the community, for the community, so that if you make something, like painting a T-shirt, you get money as a community member. And what these people make must be safe and secure. Now we don't have such programmes, even food garden tourism is not here. So we need to have an open market, and a good programme, so that we plan our monthly activities, e.g. if we say next month is food garden month, tourists will come and see those garden exhibitions. Everyone will benefit".*

In the South Coast we noted that some Non-Governmental Organisations (NGOs) have been helpful in implementing community projects. One NGO representative explained, "With the craft, we have identified a number of cooperatives (coops), with the assistance of the Municipality who gave us the database. We have been conducting workshops in relation to how the crafters can better run their small businesses. I am looking at product development, capacity building, quality production, producing orders on time. So for the past four or five years we have been working on the South Coast with the crafters around those topics". As observed, private operators tend to have more relevant knowledge about the market than those involved in projects that are run by the community directly. For CBT projects to be viable, communities need to produce products that are market driven. Considering that tourism is seasonal, visitor numbers tend to fluctuate; therefore, knowledge of goods and services demanded is crucial. A respondent from the Gandhi Settlement elucidated,

*"we want to bring together crafters, tourist guides, tour operators, artists, accommodation, to bring them together, but now it has not been effective because people are not organized. Sometimes we use e-mails, word of mouth, phones etc., but it is not working. The CTO used to have an office here, that office there was their office. It is not working now because the CTO is no longer using them for*



## tourism

Department:  
Tourism  
REPUBLIC OF SOUTH AFRICA

*the community interests. The evidence shows that promoting CBTs is a complex task particularly considering the seasonality of the tourism industry”.*

Seasonality does not only affect tourist numbers but it also affects profitability. Hence for any CBT project to be sustainable, the number of tourists visiting the area matters. Currently most CBTs in the Ugu District Municipality are not integrated into the main stream tourism which creates its own problems. Consequently, for tourism to be used as an alternative form of livelihood, the length of stay in an area is important. The longer the tourists stay in an area the more impact it will have on the livelihoods of the local communities. We observed that there are a few products and services that can prolong the length of stay thereby limiting the potential of a place to give tourists a memorable experience. Thus, lack of products has a direct effect on tourists' expenditure. Even though most of the CBT operations are fairly small in the Ugu District, increased tourist expenditure can significantly change the community's lifestyles thereby enhancing tourism benefits to the community.

**CBT products** - although some of the products produced are viable, there are no established tourism routes in the area where these CBTs are located except for the Ethekeini region. The failure to match demand with accessibility seems to affect some of the operations. We further observed that there are some challenges regarding marketing and promotion of the CBT products. Hence most of the CBTs are relying mostly on the word of mouth. As one respondent explained the relationship between the Municipality and the CTO in the area,

*“actually this area, Bhambayi, falls under Gandhi Settlement Trust, this office belongs to Durban Tourism, they organised it as an office space here for the Phoenix Settlement Trust which this area falls under. Phoenix Settlement Trust works with Health, Housing, Education and Tourism sectors to discuss matters affecting this area. The Trust is more involved in issues of development, training and skills development. It builds training centres, and organises student Social Workers and student nurses from UKZN, and researchers, to come and train people here. Then there is a CTO that deals with tourism related issues, such as developing and promoting tourism establishments within here. It mentors people, develops tourism brochures, they are trained, and are also encouraged to form partnerships with CTOs from other areas i.e. from Umhlanga and Botha's Hill, to form a body. That is what the Municipality is doing. The CTO addresses local issues such as safety and security, school children related interests, artists and crafters interests and all those things, so there is a programme. The CTO is also trained on how to manage funds, record keeping, and at the end of the year they have to produce a financial statement. So, when there is a need for funds, the CTO tells the Municipality that ‘hey we need funds for this’, so there is a programme”.*

However, Ethekeini Municipality and the South Coast Tourism play a significant role in linking and promoting CBT. One of the respondents indicated that,

*“there are community projects done by local people such as craftwork, bead work, grass mats, other people make knob-kerries (traditional fighting sticks), tables, benches, and perform Zulu dances; all these people live here, so they can benefit from such CBT projects. Even when the Municipality has events here locally, they invite people to come and perform Zulu dance. There are people making traditional music drums (izigubhu) and traditional skirts (amabheshu) using cow skin”.*

However, the evidence shows that there are many guest houses and home stay facilities that are not registered. Although substantial marketing efforts are needed to promote CBT, developing acceptable



## tourism

Department:  
Tourism  
REPUBLIC OF SOUTH AFRICA

CBT products should be a priority. The results show that some influential people have hidden agendas as noted by one respondent enlightened us on some of the existing encounters,

*“well, people call meetings and come here with many agendas, they come here as if they want to attend the meeting, only to find that they are looking for something else. People come to meetings to push forward and support the project that belongs to his/her friends, coming here to promote the friends’ projects. These people are in influential positions, they come to meetings only to promote their friends’ projects. That project will succeed, they will benefit, and that is the end that is our problem”. The same issue was raised by another respondent who explained, “well, not so much, just that they have their own agendas, and they push those agendas, that is just how things are, you have to learn to negotiate with them, rather than seeing them as stumbling blocks. You just have to be patient. We often underestimate how long it takes to get things sorted out, with all those dynamics. I just think that any development project in the rural areas becomes complex because of people’s agendas, you know. I don’t think that it’s because people misunderstand what is going on. E.g., in Khula Village, the local Induna is part of it. So we don’t see these as obstacles and stumbling blocks, that is why we are still working there, it’s something that we have to work through”.*

The above narrative demonstrate the level of existing contestations that have a potential to derail some of the potential CBTs. To be able to cater for community needs, leaders need to root out some of these people who are causing disharmony amongst community members.

**Return on investment** - in general, tourism is perceived as low capital intensive, labour intensive but with high returns. Care has to be taken in developing products that require extensive capital investment and costs. Although most CBT operators indicated that tourism has a potential to grow other industries and opportunities, understanding profitability margins matters most particularly in places where operations are over reliant on money that has been borrowed. Therefore, for CBT projects to sustain their operations, the return on investment should be high. There is usually a general agreement about profitability as being able to earn an income over and above the initial capital, but in operating a CBT project there are many variables that can affect profitability. For example, one respondent said,

*“...we do, but the thing is they end up thinking for themselves, and caring less about the community. And no one else is saying to them ‘hey what you are doing is wrong’, so everything just falls through and disappears. They end up discussing things amongst themselves and decide for themselves.*

The evidence shows that most CBT operators have no formal training in tourism which makes it more complex considering that most of the operations are premised on business models, i.e. pricing a route or developing a cost effect itinerary. Whilst CBT products may be perceived as inferior to the main stream tourism, charging competitive and effect prices is the basis for profitability.

**Tourist interests** - tourists visit CBT projects for various reasons; some shop for prices whilst some are price sensitive. For instance, one respondent commented,

*“well, it can if we act on it, and if we encourage people to get into action. For example, when tourists come here they don’t come only for crafters. They also want the information, Ghandi wrote a lot about his life and experiences here, even in his newspaper here, he wrote a lot of stories in his books too. So tourists want to know those things, not just to get T-shirts, they must know things that*



## tourism

Department:  
Tourism  
REPUBLIC OF SOUTH AFRICA

*were written down, that Dube said this, Ghandi said this, Mandela said this, Shembe said this, you see, this place must be a learning/information centre. When students come here, the tour must be practical for them, things like the tour must teach students about non-violence, we all need peace, that violence won't help us. So we must make such visits to this settlement practical. So that is our programme here, that when young people come here, show them around and then sit them down and talk to them about how to stop violence in schools, families, communities, using some of Ghandi's ideas or lessons. When tourists come here they want to see some of Mahatma Ghandi's quotes, John Dube's quotes, at Inanda seminary they must be able to give tourists Albert Luthuli's quotes, all those things have meanings. We want to talk about things that those people used to do or talk about, things that still make sense to us now, our heritage, and to see if we are still following in their footsteps".*

Therefore, fixing very low prices can have a negative impact on both sales and tourists alike. Certain profitability margins need to be maintained to ensure tourists' satisfaction. Most of the respondents indicated that there were no feasibility studies done before the CBT projects were initiated. Creating demand for CBT products can be very challenging particularly if the needs and preferences of the target audience is not known. Currently there are no linkages between CBT and privately operated businesses. One of the respondents explained,

*"yes a huge role in South Africa, KZN is a good tourism destination, and South Coast is a paradise destination, so we just need to awaken people about tourism to make it work to improve people's lives. We need some support, maybe from private sector, to push it to that level".*

Building partnerships with the private sector is very essential in sustaining CBT. The private sector can provide insights and ideas on how CBT projects can be sustained based on their experience and product knowledge. We deduced that most CBT operators do not understand the tourism value chain. There are no linkages between tour operators and CBTEs. From the main stream tourism perspective, most businesses are linked to tour operators who channel tourists to different destinations. In tourism, it is acknowledged that tour operators have expert knowledge about the tourism product and markets. The involvement of tour operators from the onset is crucial to the success of the CBT enterprise.

**State of CBT** - since most of the community driven projects are either defunct or idle, it was difficult to gauge the quality, volumes and prices vis-à-vis supply and demand. Since some of the guest houses are not registered, standards in terms of quality, health and safety of tourists are compromised. Although CBT projects constitute a small percentage to the overall tourism product in KZN, it is agreed that they can be used as an alternative product that can stimulate competition and complement the mainstream product offerings. As one respondent noted,

*"actually they are supposed to be the ones organizing tourism projects and taking them to the community, but they don't go to people. They must use such platforms as Inanda FM and talk to people about such things, how will they go to the radio station without anything tangible or promising to tell people? E.g., you want to talk about June 16, the radio presenter will ask you as a member of CTO, 'what are you going to do for the youth?', and then what are you going to say? The Municipality must organise the June 16 youth event, and the women's month event, and we must know what to tell people at such events about such prominent figures as Bertha Mkhize, Helen Joseph, Lilian Ngoyi, to educate young people. Without any proper planning or programme, how do we organize such events? And say what at these events"?*



# tourism

Department:  
Tourism  
REPUBLIC OF SOUTH AFRICA

The above statements show that there is a growing recognition that CBT projects have an agglomeration effect resulting in direct and indirect benefits. Some benefits noted include employment opportunities, creation of small businesses, supply of community produced goods and services. Even though most CBT operators indicated that their market comes mainly from Gauteng, Eastern Cape and KwaZulu-Natal, lack of informed business advice, business intelligence and knowledge about profitable markets has affected the success of CBT.

## 5.1. 2. Local community's involvement in the implementation of CBT projects

**Community involvement** - the level of involvement of local communities in CBT projects is crucial to the success of the project. Although respondents are involved in CBT projects, their level of involvement is scanty. Some thought involvement is limited to employment, whilst others thought it includes ownership. Since the understanding of community involvement was varied and problematic, the perceived impacts of CBT projects on the local communities are shrouded by a number of factors and interests. Whilst most of the CBT projects have clear strategic plans, full participation is yet to be realised. One respondent explained,

*"if the government representatives come here, they must find us organised, we need councillors who listen to what people say. We need buildings that are functional in a sustainable way. We don't want to have buildings that are built for a particular purpose or event, and then after that they become like white elephants. Suppose, we build a gardeners' building, we need someone who knows how to handle gardens, a trained representative from the Municipality, or a graduate from agricultural college, to teach and encourage people to do things, so that after five years you see the impact of her or his teaching to those people who will take his/her advices and use them. We need such programs. We need a market to sell these things, you don't want to encourage people to plant something if you don't have a building that works as a market where they can sell their produce".*

Most of the respondents viewed the impacts of CBT projects in terms of tangible benefits. We observed that some of the projects are not functional despite the level of investment in infrastructure. Furthermore, another respondent indicated,

*"you see here we have establishments, owned by outsiders, they come here and build things along the Inanda route, where are the Inanda people? In Groutville, the accountant is a black local, a doctor is a black local, the local residents. We need Inanda people to have access to resources, John Dube, Ghandi and others lived here, we have a rich history and heritage. We don't even have homestays, we get people from Germany and other places, but they don't stay here when they visit, we must encourage that. When students come here to do in-service at local clinics, they must stay here, not to go to other townships such as Umlazi. We also need CPFs (Community Policing Forums), people sell woonga (drugs) here, we don't trust the police. This means that the police must also be members of the CTO, members of CPFs actually must become members of CTO as well. Tourism is everything, and for everyone, we are all stakeholders in it".*

Another respondent explained,



## tourism

Department:  
Tourism  
REPUBLIC OF SOUTH AFRICA

*“Part of it is increased income, increased visibility, and for us that is the most important thing because we have a huge interest in storytelling, telling people’s stories. For example, (showing some craft that is being made by the community members as part of storytelling). Most people that we work with are women, mothers and grandmothers, so there are total spinoffs, or incomes that help them support their families. We have captured a lot of those stories. Maybe not every member but some are benefitting”.*

However, most CBTs had viability problems as a result of lack of funding. The evidence shows that most of the community based projects rely on donor funding; for those that had no clean audit, donors withdrew their funding.

**Participant’s skills to run CBTs** - most of the community members have no business skills which makes it difficult for them to manage and account for the project funds effectively. Having a strategic plan is one thing and implementing it is another, which presents its own challenges to the community. Even where CBT projects have a clear strategy, not all stakeholders understand what has to be done. In some cases decisions are made based on political predisposition. Sometimes expectations are exaggerated, when outcomes are not realised, communities become frustrated. Most CBT projects do not have a sound business plan. The perception that the CBT projects are for the community undermines the application of pure business principles. The failure to separate working capital from profits and beneficiary income affects how the projects are managed. The evidence shows that some of the projects were initiated without any follow up. Lack of monitoring and evaluation has resulted in some project closing down. In some cases funders were more concerned about setting up the project without any exit strategy. Notably, one NGO representative commented,

*“it is been positive, we ran a year-long programme, and crafters were attending workshops regularly. Within that year there were different modules/workshops that they had to attend, so, yes it was positive”.*

Hence, this has resulted in lack of accountability and continuity. Since there is no continuous evaluation of CBT projects, lessons learnt are not used as draw cards for establishing new projects, measure the effectiveness of projects and their impact to beneficiaries.

**Community’s capacity to deliver** - lack of commitment has also affected the level of community involvement. One responded commented,

*“no, that is why people vandalize it. That is why we as a community and landowners have decided to take over the project and make it ours because we realize that these officials think about it in terms of money and tenders. When there is money involved, they organize their own people to come and do these things, without consulting the community”.*



## tourism

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Department:  
Tourism  
REPUBLIC OF SOUTH AFRICA

Currently the investment on CBT projects is not viewed as a major community upliftment strategy. This is evidenced by a laissez-faire approach to CBTs, hence there are no partnerships between different stakeholders. However, NGOs are playing a significant role in promoting local community's projects as noted by one NGO representative,

*“to add on what Buhle just said, here at Africa Ignite we don't just do capacity building and training, we also give access to market, so we have involved crafters from south coast in export orders, and though this is community tourism, we also create local market places where they can sell their product. We also have got data base, where all the crafters that we work with are on data base, with their details, and all the income which comes from their projects is recorded”.*

In order for CBTs to deliver tangible benefits, there is need to set up attractions that can either be man-made or natural. Although the land scape and other tourism assets present a unique tourism offer, lack of capacity has affected the success of CBTs.

**Community empowerment** - there is a general interest from the communities to engage in tourism, with some individuals expressing curiosity in starting their own guest houses. In some cases some have turned their homes into homestays and this is becoming a significant feature for those tourists who are interested in culture and lifestyle. The exponential growth in the number of people who are involved in tourism is slowly changing the community's livelihoods. However, the continued change in climatic conditions continues to limit the communities' livelihood choices. Although in the remote areas, communities rely mostly on agriculture for subsistence, drought continues to wreak havoc on other community livelihoods options. While organisations such as the South Coast Tourism and Ethekewini Municipality are involved in capacity building, the strategy may prove costly if it has to be rolled out for all the CBT projects. Rural-urban migration poses a new challenge to CBT. The youth flocks into urban areas looking for greener pastures leaving old women and children. Therefore, effective implementation of CBTs continues to be a challenge considering the capabilities of the community. We observed that in most cases funding dries up before CBTs are self-sustaining. One of the NGO representative noted,

*“so going back to the tourism in the South Coast, we have the project called 'Wow Zulu', 'Zulu' because Zulus are about tradition and culture. 'Wow' is really about adding interest and design, and through that in seven tourist destinations across KZN we are promoting community tourism. We are saying that if there are communities on the verge of where tourism would go, we want them to benefit from the tourism side”.*

The above notion demonstrates that communities need assistance, like what Africa ignite has done in various communities across the country for example at Isandlwana Battle field, where they have been working with Isandlwana Museum resulting in Sandlwana village benefiting from the project. The other example where they have left their foot prints is in Khula village, outside St Lucia, in the Smangaliso Wetland Park, where they are trying to get people to visit Isimangaliso. In Drakensberg, they have





# tourism

Department:  
Tourism  
REPUBLIC OF SOUTH AFRICA

constructed an amphitheatre for the Masisweni/Masisini community. On the South Coast, they have partnered with local stakeholders, and Ugu South Coast being one of them, to try and help people who are already doing tourism in their communities, or those who want to do it, to market it, develop it or package it, or promote it effectively. In the Eastern Cape Africa Ignite is developing a walk from the Eastern Cape up to Ramsgate, where community tour guides will walk with the people all the way up. In the processes they have created partnerships with local people, KwaNzimakwe inland of Mpenjathi. To promote tourism, visits to the Shembe Mountain will assist in promoting community tourism. We noted that that a building, a Wow Zulu Centre has been set up, that is where people are welcomed into the community, where there will be a viewing deck, from there people could go to isangoma, visit organic gardens, go to homesteads where there are cattle, and learn to beat drums and even beading.

We further noted that the failure to run CBT projects is sometimes influenced by the types of projects proposed. Communities have no capacity to develop tourism business proposals, let alone identify tourism assets. In some cases, CBT projects are initiated by consultants with minimum community involvement. One respondent noted that,

*“in fact, what I think should be done is firstly, unity, so that when the community identifies the tourism sites, the government (Municipality) or government officials do not take over everything and develop the sites, neglecting the community because they think the community is not educated or not developed according to their style or standard. We do not want to see the Municipality constructing things here in their own ways, without informing or involving the community because that creates tensions and divisions. We need a way of communicating, right now we are trying to develop a structure so that we can all work together professionally and respect one another”.*

The above notion shows that community members are happy to be part of and identify themselves with CBT projects. Although some of the project ideas are noble, communities may not have the capacity to run or implement them. Sometimes in the absence of developers or funders, communities may fail to contextualise the project itself. As one NGO representative noted,

*“well, we have been approached by other stakeholders who want us to advance further inland from the coast, but we think the challenge is capacity building on our side to really support these projects, some funders take only a year, others three years to work with us, like we need long term capacity building intervention; it is a new thing, it needs a lot of hand holding, so yes it is capacity building. So we need more people on board”.*

Henceforth, some of the projects are donor dependent and may not be viable on the expiry of donor funding. However, all things being equal, some entrepreneurs were keen to find ways on accessing start-up funds that would give them flexible repayment arrangements.

### 5.1.3. Community projects viability

**Project viability** - viability of CBT determines the impact of these projects on local communities. Even though most of the CBT representatives indicated that they had strategic plans to guide their



operations, no evidence was linked to sound business practices. Considering the state of the projects, in some cases there is enough evidence to conclude that CBTEs are not assessed/evaluated. We further observed that there are no clearly defined partnership agreements between the government, the private sector and NGOs. Each stakeholder operates independently which tends to impact negatively on the CBT projects and the community at large. Although there is abundant community tourism assets, only a few community members are engaged in CBT related operations particularly those who are informed about the resulting benefits. In-depth interviews with participants have shown that, to a certain extent, through ignorance, tourism is perceived as being a foreign thing, hence in some cases there are no available skills to run and manage CBT projects. Although funding of CBT has been provided by different role players, lack of micro-credit financiers with flexible repayment schemes has drawn some of the projects backwards. Due to lack of activities inland (Hinterland) where CBT projects are located, tourist expenditure is low. Furthermore, the seasonal nature of tourism has also affected the potential of CBT to uplift the community's livelihoods. Considering that the majority of tourists are domestic, coming from Gauteng, Eastern Cape and from within KZN, convenient inland routes towards the South Coast are non-existent. Therefore accessibility to CBT products remains a challenge. If CBT projects are not accessible, the profitability of these projects is at stake. To be able to deliver CBT products that are unique, novel and profitable, communities need to understand visitor needs and expectations. Although the tourism assets are abundant in the remote areas where CBT is located, strategic positioning of these products to stimulate community tourism businesses is still a challenge. Since the linkages between the private sector and CBT is still at its infancy, there is poor market access and intelligence. As a result, CBT projects are poorly prepared to compete effectively or use the available tourism resources for market leadership. In some cases, communities lack skills to run and manage community driven tourism ventures.

## 5.2. Social Capital

The following selected case studies demonstrate how community projects can be used as a tool for democratic participation. The cases show how decisions about community projects are made and the degree of community involvement in those projects. The case studies demonstrate how CBT can be used as a community agency thereby becoming a part of their social capital. As shown above, CBT has helped communities and individuals to understand each other better, assist them in developing shared values and increased trust amongst each other as they work together.

**Table 8. Selected case studies**

***Ntelezi Msane and Isivivane SikaShaka: Umzumbe***

*Ntelezi Msane Memorial is located in a site where the court of the Trial of the Poll Tax Uprisings took place on the 20<sup>th</sup> March 1906. That is also where 36 participants of the said uprisings were arrested and sent to St Helena, the event which links this island with Umzumbe up until this day. Ntelezi Msane is still under construction and once finished it is planned to have a museum and an amphitheater which resembles the court. In 2006, there was a commemoration of the 1906 uprisings in Umzumbe that was initiated by the Office of the Premier which included the Bhabatha kaMancinza Musical Epic as well as the Poll Tax Uprisings.*



## tourism

Department:  
Tourism  
REPUBLIC OF SOUTH AFRICA

*Ntelezi Msane Memorial is a community-driven project and participation levels of the community are high. The community is in consultation with Umzumbe municipality with regards to the progress of this project, funded by COGTA and Umzumbe Local Municipality. Ugu South Coast Tourism is directly and actively involved.*

*This project will be of great benefit to the local community since the community members want to know what happened to their loved ones who were arrested in 1906 and never to be seen again. Rolling out this project involves conducting more research on the whereabouts of the people that were arrested in 1906. This project is also aimed at keeping the memory of the people who made a contribution to liberating this country. The economic benefit of this project is through employment and sustaining B&Bs in the area. Annually on the 20<sup>th</sup> March, there are reporting back sessions in the form of public hearings on what has been achieved, i.e. the progress made with regards to research. Information dissemination is done through ward committees and Community Development Workers and Traditional Leadership. The involvement of the disadvantaged communities is prioritized by informing them about anything that is done and there is greater consultation with these communities. The input from the local communities forms the greater part of this project as it is the initiative of the community right from the start.*

*The motivation for this project lies more on the long-term vision for alleviating poverty by creating permanent employment. CBT in the area of Umzumbe is seen as a catalyst to poverty alleviation. This project has also resulted in the provision of training and skills development; several tour guides have qualified from the family members that were the victims of the arrest of the 1906 Poll Tax Uprisings. This training was funded by South Coast Ugu Tourism. There is a plan for the benefits and profits to be shared equally amongst the beneficiaries once the project is finished. To this effect, a model was developed at UKZN together with South Coast Ugu Tourism. People will be employed to market the project and appropriate marketing material will be developed (print and electronic) with a dedicated website. Various tourism routes have been conceptualized but they are still at an infancy implementation stage. Some research has been conducted with regards to the project but the challenges encountered in this project include marketing of the Centre, linking it to the outside world. To improve the status quo, stakeholders such as EDTEA, DAC need to come on board.*

### **Bhoshongweni Arts and Crafts Centre**

*The project started in 2003 as Gobhela Arts and Craft Centre initiated by Gobhela Primary School learners located in Umzumbe. The project has a Co-operative certificate, PTO certificate, BEE Certificate and certificate of operation from the local traditional leadership. Meetings between the management and employees are held every Tuesday lasting for about 2-3 hour. According to the policy of this project, all members get a monthly salary from the income made from training and products manufactured by members. These funds assist in particular the marginalized members of the community, that is, the elderly, the youth, women and people living with disabilities. This project specializes in training, skills development and community outreach projects with the main focus being on the manufacturing of craft and visual art. The other focus is on training the local community in ceramic, beading, weaving, candle making and manufacturing of raffia shoes. The initiator of the project had a vision to develop the local community. The community has benefitted from this project in various ways. Some have even started their own businesses due to the training and mentorship received. Ultimately, the project was initiated to be a business aimed at creating jobs for the community.*

*Since the project was initially a school project, it was originally funded by the Department of Education. With the growth of the project, a new site was needed and the existing structure was built by EPWP by donating R500 000. Other funding came from the Department of Arts and Culture. With regards to partnerships, negotiations are underway with Umzumbe Local Municipality to assist. In 2015, the project did not get a clean audit, therefore, the funding was withdrawn. Initially the project had plus or minus 15 employees but all have since left as they were not paid due to lack of funding.*

### **Siyavuna**

*The vision of Siyavuna, is to stimulate economic activity amongst community members, enhance food security and entrepreneurial activity. The mission of this project is to create opportunities and training for rural people to be farmers at different levels. The socio-economic objective of this project is to raise and sustain the economic livelihoods of the local farmers. The project is funded by overseas funders. In the PGS category, farmers register to Siyavuna where they agree to work in partnership with the project. Siyavuna has different farmer*



## tourism

Department:  
Tourism  
REPUBLIC OF SOUTH AFRICA

organisations and two co-operatives. The new strategy is to establish a herbal co-op, which is aimed at taking full ownership at a later stage. The farmers are given support and mentorship in the form of training and workshops. Siyavuna as a project is implemented in 10 communities, 7 in Hibiscus Coast Local Municipality and 3 in Umdoni Local Municipality. This project implements modern, sustainable community programmes with the knowledge that there is potential in the local communities to practice successful farming.

The services offered by Siyavuna to the local communities include, training and mentoring of farmers as well as selling their produce. Siyavuna has employed community fieldworkers who work closely with farmer associations. In these farmer associations, the discussions are about training, produce design, as well as pricing of their products. There is greater consultation with the local community through local traditional leadership and farmer associations. Participatory guaranteed system is used with the belief that all the participants are members of the association. The location of Siyavuna was agreed upon after consulting with the local chief and various other community members to establish themselves in an area that is more viable and an agreement was made to establish four collection points. Plus minus 600 PGS farmers are registered in the Siyavuna database at different levels. The levels are as follows: 1) Basic/ entrance level, 2) Secondary Level where farmers plant vegetables for own consumption, 3) M3 – this is an advanced level whereby the farmers only concentrate on selling. There is a plan to add mentorship programmes where the farmers at M3 level share knowledge with emerging farmers on best practices. The project is highly viable since all the farmers belong to the association of farmers with pretty intense communication linkages.

### **Ethekwini Community Tourism Organisations (CTO)**

Inanda Heritage Route, (Inanda Community Tourism Organisation) is a registered entity with the CIPC as a Section 21 company, so it is a legal entity and its membership is based on Tourism businesses within the INK area. These businesses are in the entertainment, accommodation and hospitality sectors; there are moreover tour operators, tourist guides, crafters, etc. Local CTOs have a constitution which formally outlines things such as the AGM, membership, appointment of management committees, appointment of chairpersons, office bearers and programmes of action. The role of the Municipality is to make sure that they are registered as legal entities and have programmes of action. They have a data base of all businesses that operate within that area. The CTO has its own management committee which is appointed by the members at the Annual General Meeting which is held every year. The Municipality assists them in terms of developing their constitutions. The Department of Local Economic Development has a programme of how they are going to provide support to those businesses, identify their needs and offer intervention strategies. Ethekwini funds CTOs up to 50% percent of their budget. However, the municipality has a number of demands that are more urgent, for example, the provision of water, housing, and sanitation; so funding of Inanda Community Tourism ultimately depends on availability of funds. For the past three to four years the Municipality has been able to fund CTOs to dispel the perception that people cannot run their own organisations and that they cannot handle finances. By funding CTOs the Municipality is empowering communities to run their own programmes without the municipality actually everything for them. However, the Municipality provides capacity in terms of governance, financial management, and submission of audited financial statements as a prerequisite for further funding. By so doing, communities have gained a sense of ownership, and have managed to run their businesses along strict business lines. Through monitoring and evaluation, the Municipality is able to identify different types of tourism businesses, determine the type of assistance needed and design appropriate intervention strategies i.e. running an incubation program for accommodation and restaurant business owners or tour guiding program based on sector specific needs.

### **5.3. Perceptions about Community Based Tourism projects**

**Improving livelihoods** - although there is a growing recognition that tourism can contribute significantly to improving people's livelihoods, we observed that in some cases there is generally apathy towards tourism related activities. There were a number of reasons given in this regard, ranging from lack of interest to ignorance regarding tourism opportunities. Most community members did not know about tourism hence it was difficult for them to appreciate the associated benefits. Apart



## tourism

Department:  
Tourism  
REPUBLIC OF SOUTH AFRICA

from interest, some community members perceived CBT projects as belonging to a certain clique hence CBT was viewed with suspicion and scepticism. Most of the community members have no experience in tourism related activities and in most cases they lack basic understanding of what constitutes tourism. Hence, lack of knowledge of the CBT concept has affected the level of participation in CBT projects. One LED respondent explained,

*“yes, there are such projects, the only problem is that the community does not have knowledge, full knowledge, how to use these projects to their benefit. Here, we have “Isivivane sika Shaka”, but it has not started working at its full potential, it is still just a proposal at the moment, it has not yet fully started to even attract tourists because it has not started working. Mandla (not real name) here works with the South Coast Tourism as a registered tour guide, so we hope it will happen one day now that he is a registered tour guide within South Coast Tourism”.*

Another respondent retorted, “No, we have not yet reached that level. We still need to work on that hard.” Although people participate in the projects, a lot more needs to be done to create awareness about the role of tourism in improving their livelihoods.

**Community participation** – participation in tourism differs in many ways, these range from the initial project consultation phase and identification to planning and implementation. Communities participate in workshops, training sessions, and by voluntarily providing labour where necessary. In most cases, they are involved in the identification of tourism resources/assets and even site identification. As noted by one LED representative,

*“we are still teaching them (our people) now. This year we have had the second community tourism awareness campaign, which means we are busy teaching them about tourism here in Mzumbe. Even tomorrow, we will be doing another awareness campaign up there in KwaNdelu, there are tourism sites there about which we want to teach people, they must know how important these sites are, so we are teaching people that they must not demolish these sites because they (the sites) are a helpful resource to them; they will help them when tourism comes here”.*

Although assistance is still needed for specialised areas such as business development, the land for CBT projects is sometimes donated by the Municipality or the community itself. Depending on the requirements of the project, trainees are identified by community members and candidates are trained as tourist guides, in food service, food preparation and other activities. One respondent noted that,

*“at KwaNzimakwe, for example, the community has formed an NPO, to ensure that many people benefit. They have had community meetings, so people know about them. As we said earlier, we will have home stays, but not all of us will have them, but we will try to have more and more. It is a difficult thing. We have had different community meetings, but sometimes it happens that there is this competition. At first you think that all the crafters came together, and everyone was involved, but after a while you realise that you are miles apart”.*

The approach to community based tourism projects varies from one community to the other based on community dynamics. Therefore, people need to be motivated to do certain things, and they need assistance to do certain things better particularly those who are already involved in tourism related activities. The study has shown that if people are not really interested in CBT, you cannot really



## tourism

Department:  
Tourism  
REPUBLIC OF SOUTH AFRICA

help them in any way. However, there are ways of promoting CBTs as explained by one NGO representative,

*“No, it is a community thing. Actually we partner with local tourist establishments to tell their guests to go into the community. In Drakensberg we partner with hotels because their guests do activities such climbing mountains, and later they want something different to do, so they are sent to communities. On Wednesday we have a meeting with Waffle House, in Ramsgate, we want to look at them as a place where we can sell craft, and from where we can send people out since it is such a popular place. So for us it is important to have such places from which tourists can find out about communities.”*

Since community participation differs from community to community, people cannot have partnerships and/or form steering committees with representatives from different sectors. Hence it is difficult to work with individuals, but preference should be given in places where partnership is directly linked to the community.

### 5.4. Poverty alleviation through community based tourism projects (CBTs)

**Poverty alleviation** - the abundant literature demonstrates that at macro-level, tourism plays a significant role in economic growth and contributes significantly to Gross Domestic Product. The ongoing debates on pro-poor tourism have continued to focus on how tourism can significantly impact positively on the livelihoods of local communities. We observed that CBT projects have a positive impact on the livelihoods of local communities particularly on income generation and non-wage impacts. In the South Coast, 67% of the Ugu Municipality revenue comes from tourism, therefore, the potential of CBT to create employment opportunities cannot be overestimated. As discussed above, CBT projects are compatible with other livelihood options, i.e. there are a number of agriculture related projects which are now viable as a result of tourism. As noted by one respondent,

*“in terms of the South Coast, it’s quite new, we are being funded by South Africa’s Job Fund; they are being great, they are part of the tertiary industry, they help to create jobs. They funded our community tourism projects, we need to report to them, to provide them with figures, like how many people are employed there. We also provide them with figures on other projects, like how many people are employed ..... ”*

For instance, during peak tourism periods, there is a high demand for vegetables and fruits which the community can easily supply from their garden projects. As a result, this has stimulated a number of economic activities resulting in local economic development. Since there are a number of economic activities taking place within the local economy, the multiplier effect is increased resulting in collective community benefits. There is abundant evidence that CBT has also inculcated a sense of pride in local culture and heritage, inclusivity and environmental consciousness.



## 5.5. Opportunities and Challenges of CBTs

**Opportunities for CBTs** - there are a number of opportunities presented by the existence of CBT. The opportunity of drawing tourists away from the coast presents a window of opportunity for the local communities to enjoy tourism benefits. Since tourism has an agglomeration effect, an increase in the number of tourists going into the hinterland will result in direct and indirect benefits. Some of the benefits may include the provision of accommodation services, home stays, trails, employment in various tourism areas, establishment of small businesses and the creation of linkages with various activities. CBT presents opportunities for establishing more tourism sites/attractions, as one of the respondents explained,

*“no, right now here the community is proposing to communicate with any relevant stakeholder who will assist with the proposed organization for the site, to assist in terms of organizing whatever will attract the tourists and the community around here, so that tourists and local people do not go away (for tourism). We are working on a plan, in terms of structures related to the site to be erected around here, so those are our plans right now to make the plan work for the community”.*

Opportunities for communities to engage in tourism related activities are abundant, however, on their own communities may not be able to establish and run viable tourism products. Therefore assistance in terms of establishing or identifying sites with touristic value could be helpful in developing what works for the community.

**Challenges for CBTs** - however, there are a number of challenges faced by CBTs. Some of these challenges include the shortages of material resources, lack of funding, dilapidated buildings and old machinery, lack of skills such as financial management, book keeping, marketing and entrepreneurial skills. Communities still need assistance in skills training to produce various products. For instance, in KwaXolo, there is only a structure there, and we were informed that the government invested a lot of money in that place but to date only 25% of the project has been completed. Some projects need continuous monitoring and evaluation and finding markets for the community's products. One respondent noted,

*“we need a platform where people can share their ideas. From there, there is need for monitoring to see if these ideas are materializing or not, a follow up of some sort. Entrepreneurship should be promoted at an early stage of child development so that people don't grow up thinking that they can only work for other people, but that they can also open their own businesses. I started selling sweets at school, and then learned from there that I can actually open my own business.*

The results show that educational institutions must play a significant role in promoting township or rural tourism. Considering the existing potential in CBTs communities need to be equipped with skills on how they can seize tourism opportunities rather than overcrowding in well-established tourism areas. We further observed that there is a gap existing in terms of business appreciation. We noted that CBT projects are usually taken for granted, and usually people without any business aptitude engage in these businesses without getting any support, especially young people, who are trying or



# tourism

Department:  
Tourism  
**REPUBLIC OF SOUTH AFRICA**

wanting to open businesses. The results show that most CBT projects may need financial assistance. Hence, buy-in from various departments including EDTEA, DAC, etc. is essential. The other challenge is on rural-urban migration, trained community members get opportunities to go somewhere else; it delays progress when it comes to the recruitment and training of newly appointed members. The other challenge is that CBT projects often rely on donor funding. For instance in Thanda we noted that they have plans to change the old court where the Ndelu and Qwabe Chiefs used to hold their meetings into a museum. There are also plans to diversify the project by enhancing active citizenship through citizen exchange program whereby children from the suburbs spend time in the rural areas, learning more about and experiencing rural life and vice versa. Without funding, it will be difficult to achieve the objectives of the project. Responding to the issue of funding, one respondent explained,

*“Yes, it is a huge challenge, we keep fundraising. The Fund Factor was even telling us that we should have asked twice as much as we did in our funding proposal and request, imagine they told us that. But we keep moving on. Therefore, more funders are needed to come on board, including the government in order to retain the trained facilitators”.*

Furthermore, another respondent explained, *“to a degree yes we mentioned the problems, the politics, and the fact that we work in rural areas all over the province, long distances, poor roads, poor communication, but these are not problems, but realities that you need to work through. We need more marketing to make it sustainable.”*

As noted above, there are challenges facing CBT projects and these vary depending on where the project is located. Hence development and accessibility is not uniform and realities on the ground differ from one place to the other.

## **SECTION 6: CONCLUSION**

### **6.1. Conclusion**

Communities participate in tourism in many ways varying from project identification to planning and implementation. However, to be able to deliver products that are unique, novel and profitable, communities need to understand visitor needs and expectations. Even though most of the CBT project representatives indicated that they had strategic plans that guide their operations, no evidence was linked to sound business practices. Hence viability of CBT determines the impact of these projects on local communities. Considering the state of some of the projects, it is evident that monitoring and evaluation is lacking. Although the results show that communities participate in workshops, training sessions and voluntary provision of labour where necessary, their level of involvement does not translate into tangible benefits. Some of the respondents were of the opinion that community involvement has to do with employment whereas some thought involvement includes ownership. As reported above, we observed that CBT has a positive impact on improving the livelihoods of local communities particularly in income generation and non-wage impacts. As the study focused on two case study sites, the main findings for CBT in the South Coast region were that the products are viable in principle, but there are no established tourism routes in the area that can draw tourists to the





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Department:  
Tourism  
**REPUBLIC OF SOUTH AFRICA**

hinterland. Henceforth, the failure to create demand for CBT products has affected some of the operations. The main findings for CBT in the eThekweni municipal area were that the municipality has initiated a number of programmes to incubate small tourism businesses particularly those run by the previously disadvantaged groups. Despite a number of challenges observed regarding marketing and promotion of the CBT products, the study concludes that CBT projects have a potential to spread benefits to local communities particularly in remote areas.

## 6.2. Recommendations

Based on the results of the survey, the following recommendations are made:

- Develop and determine the viability of CBT projects to enhance community participation and increase collective benefits.
- Ensure that CBT projects are market driven and are owned and run by communities themselves following strict business principles.
- Draw up partnership agreements with the private sector and develop cost effective routes that will lure tourists into the hinterland.
- Provide on-going training for CBT operators to ensure that they charge competitive prices and manage their businesses profitably and accountably.
- Increase access to affordable micro-credit financial schemes for different role players to ensure continuity of some of the projects.
- Increase tourism activities in the Hinterland in order to increase the length of stay of tourists and increase tourist expenditure.
- Increase accessibility of CBT to both domestic and international tourists and ensure optimum satisfaction on goods and services provided.
- Deliver CBT products that are unique, novel and African and teach communities how to identify visitors' needs and expectations.
- Increase market access and intelligence and strategically position CBT products in order to stimulate community tourism businesses and build linkages between the private sector and CBT projects.
- Carefully revisit the grading of CBT considering the available tourism resources, market leadership and skills to run and manage community driven tourism ventures.

## 6.3. Directions for future research

The future of CBT in stimulating community development is promising particularly if economic linkages are developed between different economic sectors. However, the development of these projects should be preceded by feasibility studies to determine the viability of these projects. For CBT to be viable and sustainable, strong marketing and joint venture agreements should be initiated. Even though some CBT projects have generated a significant amount of revenue, the private sector should



## tourism

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Department:  
Tourism  
**REPUBLIC OF SOUTH AFRICA**

be involved to ensure that these projects deliver the expected benefits. Currently, most of the projects are dependent on donor funding which creates a number of challenges should the donor funds dry up. Generally, it takes approximately five years for any business to realise any profits but most donors only fund CBTs for periods less than five years. CBT projects need to be set up along business lines from the onset in order to realise any returns. Even though CBT does not realise a lot of revenue as compared to private sector run businesses, there is agreement that these initiatives can result in community empowerment. The greatest challenge discussed was finding markets, whilst there are a number of opportunities in developing CBT projects, climate change accompanied with extreme weather conditions is affecting a lot of upcoming entrepreneurs particularly the emerging farmers. Seasonality and fluctuations in the demand can significantly affect production. For CBT projects to be viable, there is need to create more linkages with other tourist attractions in the area, e.g. restaurants, museums etc. and develop agri-hubs that will act as synergies to give tourism a boost. Directions for future research should focus on the following:

- Research on obstacles in community participation processes;
- Conduct more research on what capacity building should provide;
- Identification of specific needs for government and policy interventions;
- Conduct research on the development and grading CBT products; and
- Representation of CBT in the South African context considering its complexity;

## 7. Appendices

### Appendix 1

### ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Tourism has increased enterprise profitability	Between Groups	16.727	3	5.576	3.766	.014
	Within Groups	124.364	84	1.481		
	Total	141.091	87			
Tourism has increased project sustainability	Between Groups	8.849	3	2.950	1.754	.162
	Within Groups	139.587	83	1.682		
	Total	148.437	86			
Tourism has enabled us to increase our product offering	Between Groups	22.737	3	7.579	5.156	.003
	Within Groups	119.075	81	1.470		
	Total	141.812	84			
There has been an increase in tourist inflows	Between Groups	16.909	3	5.636	3.576	.017
	Within Groups	126.079	80	1.576		
	Total	142.988	83			
Tourism has increased the opportunities for growth	Between Groups	19.499	3	6.500	4.304	.007
	Within Groups	125.352	83	1.510		
	Total	144.851	86			
Tourism has enhanced sustainable utilisation of resources	Between Groups	5.366	3	1.789	1.093	.357
	Within Groups	139.106	85	1.637		
	Total	144.472	88			
Tourism has resulted in environmental friendliness	Between Groups	37.298	3	12.433	1.105	.352
	Within Groups	967.602	86	11.251		
	Total	1004.900	89			
Tourism has improved environmental management practices	Between Groups	137.487	3	45.829	1.529	.213
	Within Groups	2487.134	83	29.965		
	Total	2624.621	86			
Tourism has resulted in the use of sustainable technologies	Between Groups	17.096	3	5.699	3.355	.023
	Within Groups	146.060	86	1.698		
	Total	163.156	89			
Tourism helps in sustaining the quality of the KZN social, economic and environmental assets.	Between Groups	.751	3	.250	.240	.868
	Within Groups	84.473	81	1.043		
	Total	85.224	84			

### Appendix 2

### ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
As a result of tourism i have received an increase economic benefits	Between Groups	7.455	3	2.485	1.247	.297
	Within Groups	185.266	93	1.992		
	Total	192.722	96			
I have received an increase in sales of my local products	Between Groups	33.272	3	11.091	7.094	.000
	Within Groups	145.388	93	1.563		
	Total	178.660	96			
I have been involved in tourism enterprise partnerships initiatives	Between Groups	23.216	3	7.739	3.978	.010
	Within Groups	175.093	90	1.945		
	Total	198.309	93			
I have received tourism training/retraining opportunities	Between Groups	25.026	3	8.342	3.961	.010
	Within Groups	195.861	93	2.106		
	Total	220.887	96			
I have seen a lot of road infrastructural development taking place	Between Groups	14.870	3	4.957	1.937	.129
	Within Groups	243.150	95	2.559		



# tourism

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Tourism  
**REPUBLIC OF SOUTH AFRICA**

	Total	258.020	98			
I have enjoyed improved sanitation services	Between Groups	21.289	3	7.096	3.690	.015
	Within Groups	182.711	95	1.923		
	Total	204.000	98			
I have witnessed an increase in rural development	Between Groups	16.451	3	5.484	2.934	.037
	Within Groups	177.569	95	1.869		
	Total	194.020	98			



		Sum of Squares	df	Mean Square	F	Sig.
CBT projects fail because local residents do not have start-up capital to develop their own tourism businesses	Between Groups	6.260	3	2.087	.888	.450
	Within Groups	216.146	92	2.349		
	Total	222.406	95			
Local residents are fully involved in decision-making process on CBT in KZN	Between Groups	24.530	3	8.177	3.369	.022
	Within Groups	223.304	92	2.427		
	Total	247.833	95			
Local residents lack expertise in tourism and therefore cannot participate fully in CBT development	Between Groups	8.548	3	2.849	1.405	.247
	Within Groups	178.409	88	2.027		
	Total	186.957	91			
Successful implementation of CBT projects is depended on the resident perceived benefits from tourism in exchange for expected returns	Between Groups	26.600	3	8.867	6.289	.001
	Within Groups	119.849	85	1.410		
	Total	146.449	88			
Local residents are spearheading the process of CBT planning in KZN	Between Groups	9.687	3	3.229	.765	.516
	Within Groups	384.039	91	4.220		
	Total	393.726	94			
Local residents have an input in CBT policy formulation	Between Groups	25.113	3	8.371	4.130	.009
	Within Groups	184.424	91	2.027		
	Total	209.537	94			
Community participatory process followed in KZN is not effective	Between Groups	11.221	3	3.740	1.702	.172
	Within Groups	208.739	95	2.197		
	Total	219.960	98			

Appendix 4

## ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Tourism has provided alternative employment opportunities for women and youths	Between Groups	7.466	3	2.489	1.319	.273
	Within Groups	169.768	90	1.886		
	Total	177.234	93			
Tourism has led to the introduction of small business enterprises	Between Groups	3.353	3	1.118	.658	.580
	Within Groups	147.790	87	1.699		
	Total	151.143	90			
Tourism has been used as a poverty reduction strategy	Between Groups	12.311	3	4.104	2.556	.060
	Within Groups	147.679	92	1.605		
	Total	159.990	95			
Tourism has led to better standards of living	Between Groups	4.700	3	1.567	1.054	.373
	Within Groups	136.706	92	1.486		
	Total	141.406	95			



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Tourism  
REPUBLIC OF SOUTH AFRICA

	Total	141.406	95			
Tourism is used as a source of income generation	Between Groups	6.274	3	2.091	1.354	.263
	Within Groups	122.015	79	1.544		
	Total	128.289	82			
Tourism has led to cultural revitalisation and community pride	Between Groups	14.565	3	4.855	2.936	.038
	Within Groups	138.889	84	1.653		
	Total	153.455	87			
Tourism has led to biodiversity conservation and an appreciation of a place	Between Groups	21.284	3	7.095	4.365	.007
	Within Groups	141.397	87	1.625		
	Total	162.681	90			
Tourism has increased awareness of the importance of tourism	Between Groups	22.767	3	7.589	3.890	.011
	Within Groups	181.418	93	1.951		
	Total	204.186	96			
Tourism has increased positive attitudes towards the creative and innovative work	Between Groups	49.295	3	16.432	8.002	.000
	Within Groups	186.852	91	2.053		
	Total	236.147	94			
Tourism encourages investment on physical infrastructure such as highways	Between Groups	8.612	3	2.871	1.354	.262
	Within Groups	190.877	90	2.121		
	Total	199.489	93			
Tourism has improved the performance of other industries	Between Groups	14.825	3	4.942	2.525	.062
	Within Groups	178.080	91	1.957		
	Total	192.905	94			
Tourism has increased the opportunities of peace between KZN and other countries	Between Groups	15.790	3	5.263	4.250	.007
	Within Groups	112.694	91	1.238		
	Total	128.484	94			
Tourism has created more income and employment to local community	Between Groups	20.084	3	6.695	4.492	.006
	Within Groups	132.647	89	1.490		
	Total	152.731	92			



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