



tourism

Department:
Tourism
REPUBLIC OF SOUTH AFRICA



**UNIVERSITY OF
ZULULAND**

NDT- UNIZULU RESEARCH PROJECT REPORT

TOPIC:

THE PLANNING, DEVELOPMENT AND MANAGEMENT OF TOURISM RESOURCES, FACILITIES & ACTIVITIES IN MUNICIPALITIES IN TWO (2) PROVINCES IN SOUTH AFRICA

Research Undertaken by
Department of Recreation and Tourism,
University of Zululand
In Collaboration with the
National Department of Tourism,
Government of South Africa

University of Zululand
KwaDlangezwa
MARCH, 2014

ACKNOWLEDGEMENTS

The Department of Recreation and Tourism at the University of Zululand, wishes to express a word of appreciation to the National Department of Tourism for funding and collaborating in executing the research project entitled: “*The Planning, Development and Management of Tourism Resources, Facilities &Activities in Municipalities in two (2) Provinces in South Africa*”. In addition, the Department of Recreation and Tourism is delighted to show its appreciation to the Vice-Chancellor and Rector of the University of Zululand for facilitating the Memorandum of Agreement between the University and the National Department of Tourism.

The staff and researchers within the Department of Recreation and Tourism deserve to be thanked for their active participation in this research project. They have not only participated in the research process, but have taken time to teach postgraduate and senior students about the various methodologies of undertaking research. All the stakeholders and local communities in the study areas are expected to contribute significantly to the success of this research investigation.

EXECUTIVE SUMMARY

The planning, development and management of tourism is a cornerstone for the socio-cultural, economic and natural growth of the tourism industry. In this regard, tourism has come to be known as a major economic force in many countries and regions throughout the world, seeking to increase jobs and thus alleviate unemployment and poverty. It is generally accepted that the growth of tourism depends largely on effective planning, developing and management of resources (facilities and activities), particularly in developing countries so as to escape poverty and inequalities (Wahab, 2000).

The major research question in this study is whether there is an adequate legislative framework that effectively addresses issues of planning and development of tourism resources, facilities and activities. What makes some municipalities perform better than others in tourism resource management and development? Are there sufficient planning guidelines that facilitate integrated tourism development approaches? Lastly, what is the role and level of involvement of tourism practitioners and stakeholders in the planning, development and management of tourism resources, facilities and activities. Some other research questions that need to be attended to are as follows: What are the major relationships between national and local policies on tourism resource planning and management?. What levels of tourism planning and management capacity in municipalities need to be identified and improved? What are the existing practitioners and stakeholders' perceptions of tourism management and development in the provinces of South Africa?

The study is limited to two provinces in South Africa, namely KwaZulu-Natal and the Eastern Cape, also covering various district and local municipalities within these regions. Both qualitative and quantitative methodologies are used. The total sample size for municipalities in both provinces is 384 respondents. The details of the methodology are discussed later, laying emphasis on the target population, sampling units and strategy as well as the research instrument.

It was anticipated that findings of the study would reveal the extent to which policy and legislative frameworks guide the planning, development and management of resources, facilities and activities operating in the two provinces under investigation. Existing gaps in the implementation of existing policies in the planning, development and management of tourism are highlighted. The study also explores the notion that provincial tourism policies are accessible to tourism practitioners and other stakeholders. The study finally comes up with recommendations that are useful to all relevant practitioners and stakeholders, as well as decision-makers, in terms of strategies that would facilitate effective planning, development and management of tourism resources in the study area.

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ACRONYMS AND ABBREVIATIONS

TERM	DESCRIPTION
ASGISA	Accelerated and Shared Growth Initiative of South Africa
BEE	Black Economic Empowerment
CTO	Community Tourism Organisation
DEAT	Department of Environmental Affairs and Tourism
DoT	Department of Tourism [National]
DRT	Department of Recreation and Tourism
DTF	District Tourism Forum
DTI	Department of Trade and Industry
EKZNW	Ezemvelo KwaZulu-Natal Wildlife
IDP	Integrated Development Plan
IMP	Integrated Management Plan
KZN	KwaZulu-Natal
KZNTA	KwaZulu-Natal Tourism Authority
LED	Local Economic Development
LTA	Local Tourism Association
LTF	Local Tourism Forum
LTO	Local Tourism Organisation
NDT	National Department of Tourism
NEMA	National Environmental Management Act
NGPF	New Growth Path Framework
NPC	National Planning Commission
NTSS	National Tourism Sector Strategy
PAC	Previously Advantaged Community
PDC	Previously Disadvantaged Community
PDF	Provincial Development Framework
PTC	Provincial Tourism Committee
PTF	Provincial Tourism Forum
RTO	Regional Tourism Organisation
SDF	Spatial Development Framework
SPSS	Statistical Package for the Social Sciences
SWOT	Strengths, Weaknesses, Opportunities, Threats
TGF	Tourism Growth Forum
TKZN	Tourism KwaZulu-Natal
TOR	Terms of Reference
UNWTO	United Nations World Tourism Organisation

DEFINITIONS

(a) Tourism

In the context of this research project proposal, the term “tourism” is defined as “the process, activities and outcomes arising from the relationships and the interaction among tourists, tourism suppliers, host governments, host communities and surrounding environments that are involved in the interacting and hosting of visitors” (Goeldner & Ritchie, 2009: 6). This research study also places emphasis on relationships and interactions between tourism suppliers, practitioners, government and host communities, also designated as stakeholders.

(b) Community Tourism

According to Telfer and Sharpley (2008), community tourism is known as local tourism developed in local communities in innovative ways by various individuals and groups. Furthermore, Telfer and Sharpley (2008) argue that community-based tourism is one type of tourism that incorporates high levels of community involvement under the sustainable umbrella. On the other hand, McIntyre (2002) has argued that community tourism refers to managed tourism in its profoundest sense, taking into account evolving travel trends in such areas as the environment, study and research, senior travel and special interest tourism groups. In addition, he states that community tourism fosters opportunities at the community level for local people wishing to participate more fully in the tourism industry. Community tourism is a relatively new phenomenon. It is a spirit that permeates all sectors of the tourism industry. It is a philosophy proposing that tourism products are about new levels of relationships between the host country and the visitor (McIntyre, 2002).

(c) Planning and Strategic Planning

According to Hall (2000), planning is concerned with anticipating and regulating change in a system to promote orderly development so as to increase the social, economic and environmental benefits of the development process. Planning must therefore be regarded as a critical element in ensuring the long-term sustainable development of tourist destinations (Hall, 2000:11). Following on these cited definitions, Evans, Campbell and Stonehouse (2003) have described ‘strategic

planning' as a process whereby the leadership and staff of an organisation go beyond day-to-day activities and give a big picture of what the organisation is going to do and where it is going. It relates to closing the gap between where the organisation is now and where it aims to be in the future. Importantly, strategic planning helps with making sure that everyone in the organisation, including the leadership and all the staff, is working from the same script. It provides a common understanding to everyone of what should be done and how the organisation proposes to go about doing it. Thus the strategic plan gives unity of purpose and action across the organisation.

(d) Tourism Planning

According to Goeldner and Ritchie (2009) "planning" is defined as an ordered sequence of operations and actions that are designed to realise one single goal or a set of interrelated goals. However, Page (2007) sees tourism planning as being about the public sector leading the endeavour to organise, plan and control tourism development in relation to policies in each destination or community. Tourism planning requires, for example, complex co-ordination of stakeholder interest, visitors, residents, private sector and public sector agencies. This study is particularly interested in regulating change in the municipal system so that orderly development is promoted and social, economic and environmental benefits are achieved.

(e) Development and Tourism Development

Goeldner & Ritchie (2009) define development as modification of the environment to whatever degree, and the application of human, financial, living, and non-living resources to satisfy human needs and improve the quality of human life. Similarly Thirlwall (2005) sees development describing change and the process of economic and social transformation within a country. Aaronson (2000) seems to agree with the above definition that development is associated with positive social change, which means moving forward to something better than at present. The two definitions highlight the issue of change and transformation, but the second definition stresses that it is not just any change, but a positive one. Furthermore, Wall and Maccum-Ali (1977) sees development as value-laden, incorporating a mix of material and moral ideas encompassing both present and future states, what

currently exists and how it came to be, as well as what might be brought into being in the future. In its basic form development is concerned with human betterment through improvement in lifestyles and life opportunities.

According to Keyser (2010), tourism development is seen as an activity that seeks to improve the livelihood of society. In other words, it is the process of economic and social transformation within countries. Goulet (1971) on the other hand distinguishes some basic components in the meaning of tourism-related development, which seek to promote community beneficitation by providing life sustenance through the provision of basic needs, so as to raise people out of primary poverty.

(f) Tourism Resources

According to Ivanovic (2008:111), a tourism resource is any factor – natural or man-made, tangible (material) or intangible (immaterial) within a country, region or defined geographic area – which makes a positive contribution to tourism. In addition to this definition, Goeldner and Ritchie (2009) define the concept “tourism resources” as any natural element, any human activity or any product that is usable and integrated into a comprehensive tourism product (Goeldner & Ritchie, 2009). Viljoen and Tlabela (2006:1) add another dimension to this definition when they assert that tourism resources may also consist of leisure activities carried out in the natural environment and seeking to benefit community-based tourism, ecotourism, cultural tourism, adventure tourism and agritourism.

The term “tourism resources” in this project relates to people visiting an area dominated by natural, conservation features, facilities and related activities, where specific natural, economic and socio-cultural features are harmoniously integrated so as to create unique tourist products (Gopal, Varma, & Gopinathan, 2008:512). Fundamentally, the concept “resource” refers to natural and/or man-made material goods and assets that are acquired or constructed to benefit humankind in the improvement of the quality of life. The concept also refers to real objects in nature which are useful to people or the satisfaction of their needs. It also relates to those possessions or assets found in nature which have got the capacity to hold out against technological and institutional modifications.

Tourism resources are elements of attraction modified by people and have a clear interest either by nature or by the use to which they were designed, as with ancient architecture, landmarks and natural features. Resources are original sites and phenomena that attract tourist flow to a given destination.

(g) Community

The term “community” in this context means a social organisation of people based on (i) shared values and beliefs by the individuals; (ii) direct and many sided relations between individuals and (iii) the practice of reciprocity (Stoddart, 1993). For the purposes of this project, community refers to the local people who come into contact with tourists as the hosts in a particular environment, such as the tourism route passing through their area. The community provides means through which the curiosities, attractions and experiences of tourists are fulfilled and satisfied.

(h) Management

In this study, the term “management” refers to a totality of actions that include planning, organising, directing and controlling processes aimed at the optimal conservation of resources in the study areas (Goeldner & Ritchie, 2009). In other circumstances, management can also refer to the implementation of policies, and is aimed at carrying out public policy and planning for the benefit of local communities.

According to Drucker (2005), management as a discipline is seen as consisting of the interlocking functions of formulating corporate and tourism policy and organising, planning, controlling and directing an organisation’s resources to achieve its fundamental policy objectives. In the context of tourism, management of tourism resources includes the control, protection, conservation, maintenance and rehabilitation of these natural resources with due regard to the promotion of resource development and community-based practices and benefit-sharing activities in the area of concern (DEAT, 2001).

(i) Policy

The Department of Environmental Affairs (DEA, 2010) defines a policy as a definite method of action to guide and determine present and future decisions. It is usually a set of rational decisions and a common long-term purpose, which means that government policies are mostly supported by legislation. Goeldner and Ritchie

(2009) define “tourism policy” as a set of regulations, rules, guidelines, directives, and development-promotion objectives and strategies that provide a framework within which the collective and individual decisions directly affecting tourism development and the daily activities within a destination are taken. Tourism policy therefore seeks to ensure that the hosting of visitors is done in a way that maximises the benefits to stakeholders while minimising the effects, cost and impacts associated with ensuring the success of a destination. Tourism policy also seeks to provide high quality visitor experiences that are profitable to destination stakeholders, while ensuring that the destination is not compromised in terms of its environmental, social and cultural integrity.

(j) Tourism Facilities

The concept of tourism or recreation facilities includes a wide range of resources, services and environments, such as game parks, cultural villages, outdoor and facilities in and around residences in urban and rural environments, or in the countryside (Torkildsen, 2005). Tourism facilities therefore, denote the physical and non-physical structures that cater for both outdoors and indoors leisure and sporting activities and for socio-cultural necessities enjoyed by the travellers. In planning for provision of tourists facilities, planners and local authorities have to provide a wide range of facilities and services for all forms of leisure and for community participation in social and cultural programmes.

The term “facility” is also understood to refer to the infrastructure and amenities, which are provided for communities specifically for participation in tourism-related activities (Jones, Openshaw, & Robinson, 1998). The concept “facility” has also, been interpreted to refer to a service or activity which is non-physical in character but facilitates participation in tourism and recreation activities (Magi, 1989). For example, a tourism programme as a plan or means of participating in leisure activities has been known or defined as a facility.

CHAPTER 1

BACKGROUND AND CONTEXT OF THE STUDY

1.1 INTRODUCTION

The planning, development and management of tourism is a cornerstone for socio-cultural and economic growth of the sector. Hence tourism has come to be known as a major economic force in many countries. In South Africa, tourism is recognized as a sector with the potential to bring about economic growth and employment creation. The country's New Growth Path Framework and National Tourism Sector Strategy (NTSS) identify tourism as one of the areas expected to contribute to the growth of the economy, the creation of jobs and the development of rural areas. The growth of tourism is however, dependent upon the successful planning, development and management of tourism resources, which include facilities and attractions.

While there are various policies in place seeking to grow the tourism sector, some municipalities in South Africa have either struggled to achieve or have actually achieved good planning, development and management practices. The National Department of Tourism (NDT) therefore recommended that research be conducted to assess the policy and legislative frameworks that exist and operate in local municipalities to plan, develop and manage tourism resources. The study will also assess the involvement of tourism practitioners and stakeholders in the planning, development and management of tourism resources.

1.2 BACKGROUND OF THE STUDY

Tourism resources can broadly be classified as either primary or secondary. Primary resources include natural resources (climate, landscape and ecosystems), cultural resources (urban heritage, arts, archaeological values, traditions, science values, folk crafts and subcultural formations), and social resources (potential tourism developers with socio-demographic characteristics, abilities, financial capital knowledge a healthy - environment - property security system, local community interests etc.). Secondary resources are often categorised as the

accommodation sector (hotel, motel, camping, guest house etc.); catering sector (café, restaurants, bistro etc.); travel organisation sector (agencies, tour operators etc.); transportation sector (air, boat, train, bus, etc.); entertainment sector (gambling, shopping, etc.); information sector (tourism information network) and supplementary services which include facilities and service infrastructure. This study will focus on the secondary tourism resources.

The White Paper on the Development and Promotion of Tourism (DEAT, 1996) specifies that tourism is most often driven by the private sector and firmly based in local communities. Besides planning and developing infrastructure, local government functions include provision of recreational and cultural services for the community - for example, sporting facilities, art galleries, museums, parks, gardens, historic buildings, public entertainment, visitor information facilities, libraries, pools, historic precincts and other amenity areas. All these have a great potential to attract visitors and tourists. And thus such, the successful management of these resources will lead to a growth in tourism performance for a destination and a country.

There are a number of stakeholders involved in the management of tourism resources, namely, private sector, local government and local tourism practitioners and stakeholders. All stakeholders involved have different interests in the tourism planning, development and management process. For example, the private sector might be concerned with the profitability of the tourism resource while local government might be interested in the availability of infrastructure and the development of policies that would maximise the benefit of the tourism resource for the local businesses. Collaboration amongst the different tourism stakeholders in the planning, development and management of tourism resources is important for the sustainability of the resource. As tourism encompasses a wide range of activities, services and amenities, local government input is critical to ensure that tourism is well planned, managed and developed, and that it is sustainable.

1.3 PURPOSE OF THE STUDY

The purpose of this study is to assess the policy and legislative frameworks that exist and operate in municipalities of KwaZulu-Natal and the Eastern Capeto plan, develop and manage secondary tourism resources. Emphasis will be on KwaZulu-

Natal as the core study area, with the Eastern Cape playing a confirming and supportive role in what actually exists. The study will also assess the involvement of local tourism practitioners and stakeholders in the planning, development and management of secondary tourism resources.

1.4 RESEARCH QUESTIONS

Research questions are different from general questions that require just a response. These questions give room to the researcher to ask relevant questions so as to get answers that permeate a particular research problem. Furthermore, Vithal and Jansen (2004) emphasise that research questions must relate and be conceptually linked to the purpose of the study as well as clear for the reader to understand without any follow-up questions. These questions must be phrased in a manner that allows them to be independent and researchable questions.

The research questions presented below are in line with the objectives of the study.

- Which tourism resources are available in municipalities across the two provinces?
- Which policy legislative frameworks/tools/guidelines are available in local municipalities and used in the planning, development and management of tourism resources in municipalities across the two provinces?
- What is the role and level of involvement that tourism practitioners and stakeholders play in the planning, development and management of tourism resources in municipalities across the two provinces?
- What are the positive and negative characteristics/elements that can be used or discarded to improve the planning, development and management of tourism resources?
- What are the types of best practice examples readily available to learn from in Africa or in the global environment?

1.5 AIM OF THE STUDY

The broad aim of the study is to assess the policies and legislative frameworks that operate in municipalities of KwaZulu-Natal and the Eastern Cape, with a view to plan, develop and manage tourism resources, facilities and activities.

1.6 OBJECTIVES OF THE STUDY

The objectives of the study are as follows:

- (a) Identify and describe tourism resources available in municipalities across the two provinces.
- (b) Identify and assess policy legislative frameworks-tools-guidelines that are available in local municipalities and used in the planning, development and management of tourism resources in municipalities across the provinces.
- (c) Examine the role and level of involvement that tourism practitioners and stakeholders play in the planning, development and management of tourism resources in municipalities across the two provinces.
- (d) Identify the positive and negative characteristics that can be used to improve the planning, development and management of tourism resources.

1.7 METHODOLOGY

Since this study was to describe and interpret the current status of tourism resources within the study area, a survey design was adopted. Conducting this survey included identifying the target population, selecting the sample, conducting interviews using questionnaires followed by data analysis and interpretation.

1.8 STRUCTURE OF THE REPORT

The report is organised into six chapters as follows:

- Chapter 1: Background and Context of the Study
- Chapter 2: Theoretical Framework
- Chapter 3: Environmental Scan of Municipalities
- Chapter 4: Research Methodology
- Chapter 5: Analysis and Interpretation of Data
- Chapter 6: Conclusions and Recommendations

1.9 SUMMARY

This chapter provides the context and main thrust of the study. It further suggests that a well-integrated approach to tourism policy in local municipalities ought to afford tourism a sustainable future. The future is expected to benefit stakeholders and practitioners, who are expecting some reward from the industry. The enhancement of the planning of tourism resources and facilities would stimulate tourism benefits for local communities.

CHAPTER 2

THEORETICAL FRAMEWORK

2.1 INTRODUCTION

The main subject of discussion in this research project is the planning, development and management of tourism resources, facilities and activities in municipal areas in South Africa. On the whole, the planning and management of municipal resources is the responsibility of government authorities. However, it is worth cautioning that “tourism planning should not be only in the hands of the central government and some private entrepreneurs (who have strong relations with central government), but also be in the hands of civil society and other local actors” (Erkus, 2010:120). The adoption of insights from a variety of stakeholders usually affords the tourism industry a broader perspective for the planning and management of resources.

According to Stynes and O’Halloran (2004, tourism is one of many activities in a municipality or community that requires planning and coordination, and not just any planning, but an integrated and comprehensive planning procedure. Such a procedure would consider all of the tourism resources, facilities, markets and programmes within a district or local municipality. Comprehensive planning also considers social, economic and environmental, as well as institutional, aspects of tourism development. It must also be noted that existing tourism policies play an important role in facilitating the success or failure of such planning, development and management of resources. This research study focuses on the role of integrated management planning as a mechanism for enhancing service delivery and beneficiation for all (EKZNW, 2009).

2.2 TOURISM POLICIES FOR DEVELOPMENT IN SOUTH AFRICA

The tourism industry in South Africa as a whole seems to be performing relatively well despite inefficiencies in implementation, and slack management processes in some provinces. There are evident challenges in some municipalities regarding the manner in which officials understand existing policies which has an impact on planning and development of tourism resources.

2.2.1 Two Decades of Policies

The most evident transformation of tourism policies in South Africa occurred during the Mandela (1994-2000) and post-Mandela (2001-2013) periods (Magi, 2012). This is when policies ranging from the White Paper on the Development and Promotion of Tourism in South Africa (DEAT, 1996) to more recently, the Rise of Responsible Tourism in South Africa (NDT, 2012b), which is associated with the development of the National Minimum Standard for Responsible Tourism (NMSRT) (NDT, 2012c) as part of the strategic objective of creating a sustainable tourism industry. The establishment of a sound tourism policy framework in South Africa was initiated in the Mandela Period and was designed owing to the need to forestall what the Tourism White Paper (DEAT, 1996: 19) identified and called "the tourism missed opportunities". These weaknesses include (a) inadequate funding directed towards tourism; (b) deficient tourism education and training; (c) limited involvement of local indigenous communities; (d) ineffective safety and security measures and crime prevention; and (e) the lack of integrated national, provincial and local tourism development and management structures. The new policies and strategies sought to promote tourism development and its management in district and local municipalities. Over the last two decades a variety of tourism policies and strategies have come into play, and have sought to establish the socio-economic potential of tourism as a new trajectory for job creation, employment and poverty alleviation.

The Mandela and post-Mandela governments in collaboration with tourism authorities, have come up with a number of policies and strategies for enhancing tourism planning, development and management. Some of these policies include the following (DEAT, 1996; 1997a; Rogerson & Visser, 2004; Magi & Nzama, 2008, 2009b):

- (a) White Paper on the Development and Promotion of Tourism of 1996
- (b) The National Small Business Act 102 – 1996
- (c) Growth, Employment and Redistribution Strategy (GEAR) of 1998
- (d) Tourism in GEAR: policy for entrepreneurship and community shareholding (DEAT, 1997a and b)
- (e) Employment Equity Act No 55 of 1998
- (f) The Transformation Strategy for South African Tourism of 2000

- (g) The National Responsible Tourism Guidelines of 2002
- (h) The Skills Development Act No 23 of 2003
- (i) The Responsible Tourism Manual and Handbook of 2003
- (j) The Tourism Black Economic Empowerment (BEE) Charter of- 2003
- (k) The Tourism Growth Strategy of 2004
- (l) The Strategic Framework for Sustainable Tourism Development (DEAT, 2006b).
- (m) Accelerated and Shared Growth Initiative for South Africa (ASGISA) of 2007
- (n) National Minimum Standard for Responsible Tourism (NMSRT) of 2011
- (o) Rise of Responsible Tourism in South Africa of 2012 (NDT, 2012b).

Notwithstanding these policy and legislative initiatives, the national, provincial and local governments have received much criticism from labour unions and some local communities for the failure of the policies to result in employment opportunities, service delivery and poverty alleviation. For example, in an effort to salvage the policy of GEAR, another policy known as the Accelerated and Shared Growth Initiative for South Africa (ASGISA) was introduced with a view to stimulating the economy and addressing matters of job creation, employment and service delivery, among other things (NDA, 2007).

It stands to reason that success in these policies and strategies listed above depends on the effective understanding and implementation of the tourism strategies as envisaged by the national authorities. The testing of the success of the competitive strategies is based on two views held by the previously disadvantaged communities: (a) that notwithstanding a decade's existence of the tourism policies and strategies, there have been negative and poor achievements from the stakeholders (Matola, 2005; Lediga, 2006): (b) that legislation aimed at benefiting the previously disadvantaged communities [PDCs] has ushered in some modicum of economic benefit to those concerned (DTI, 2004). Furthermore, numerous stakeholders have viewed strategies for benefiting indigenous communities as an appropriate policy to address inequalities from the past (Magi, 2009a, 2009b).

The policy- and strategy-related arguments referred to above are not only typical of the national and provincial tourism landscapes, but also of the various local municipalities in KwaZulu-Natal and the Eastern Cape.

2.2.2 Policies in Various Disciplines

In South Africa, policies exist at national, provincial and local levels. At national level, the White Paper on Development and Promotion of Tourism (DEAT, 1996) has been regarded as providing a policy framework for tourism enhancement towards achieving effective planning and management of resources and facilities in district and local municipalities. These resources and facilities are those related to nature-based features as well as socio-cultural characteristics. In all these circumstances, the tourism White Paper always sought to promote what is known as “responsible tourism”, meaning:

tourism that promotes responsibility to the environment through its sustainable use; responsibility to involve local communities in the tourism industry; responsibility for the safety and security of visitors and responsible government, employees, employers, unions and local communities (GSA, 1996:vi).

In this regard, the White Papers have been presented not only for tourism, but also for employment, entrepreneurship, environment and so on. Like tourism policies, the natural environment policies are generated at the national level and devolved to the provincial and local level. It should be noted that this devolution of policy should facilitate local development and support of strategic planning and management, at local and regional level, for sustainable tourism policies (DEAT, 1996). Furthermore, this procedure could also support more effective environmental education and interpretation approaches at the regional level.

The environment-related policies are spelt out in a number of national White Papers (DEAT, 1991; DEAT, 1996; DEAT, 1997a; DEAT, 1999a). Up to 2001, only three provinces had published comprehensive policy documents (Lubbe, 2003). The Gauteng Tourism White Paper addresses matters such as tourism infrastructure; tourism training and education; tourism financing and investments; tourism and economic empowerment; tourism marketing and promotion; and safety and security (GTA, 2002). The nature and type of policies developed and implemented vary according to the size and nature of the enterprise. A small tourism agency is managed according to a number of basic rules and guidelines. Large enterprises

also have separate financial and human resources, and marketing, trade, local and international trade policies that guide its decision-making and operations in each of these areas (Magi, 2010b; Jenkins, 1991).

According to Rogerson and Visser (2004) and Spenceley (2004), some of the most important policy documents, which have been listed earlier are associated with tourism, employment, environment and Black economic empowerment or entrepreneurship. These policy and strategy initiatives have been regarded as the basis for tourism transformation or in South Africa. Pigram and Wahab (2000: 28) have argued that “change is a powerful and positive force which, when harnessed constructively, challenges individuals, groups and organisations to perform to their optimum capability”. Some of the key aspects of these policies are job creation and employment, host community beneficiation, tourism marketing and sustainable tourism development.

2.2.3 The Role of Municipalities in South Africa

In order to understand how local government should be engaged in good planning, development and management of tourism resources, it is important to know the role of municipalities in the country as a whole. Municipalities are designed, inter alia, to develop tourism facilities that are expected to benefit local communities. The Constitution of the Republic of South Africa (GSA, 1996) mandates local government to:

- provide democratic and accountable government for local communities;
- ensure the provision of services to communities in a sustainable manner
- promote social and economic development
- promote a safe and healthy environment
- encourage the involvement of communities and community organisations in matters of local government.

For tourism, local government provides the core utility as well as the infrastructure on which the tourism industry is based which includes district and municipal roads, lighting, water and sewerage, public transport systems, signs and in certain instances airports and ports. Local government has a role to play in the operation of

attractions such as museums, art galleries, sports stadiums, convention centres, parks, gardens, events, tours and other amenities. It is evident that developing tourism in local communities is not the sole responsibility of local government; it is a collaborative effort between local government and all other stakeholders. Tourism is also a local economic development directive that is mandated by the South African Constitution of 1996 and, the Tourism Act of 1993.

2.3 BEST PRACTICES IN TOURISM RESOURCE PLANNING AND MANAGEMENT

Tourism planning is about the conversion of tourism assets and other related developments into a marketable commodity. Before tourism planning starts, it is important to set tourism objectives, which will outline what the plan sets out to achieve. The objectives are then formulated into a tourism policy statement, setting parameters or guidelines, which steer planning and future developments. This practice as policy then becomes a point of reference against which planning decisions should be made. It is in this context that the policy and planning of the development of tourism as economic activities can be initiated by municipalities. In many municipalities the spatial development framework [SDF] has come to be the main planning document for these government entities. In this regard, many human economic activities have come to regard tourism as one of the leading revenue generators as well as a good remedy for communities that have been affected by unemployment, poverty and inequality.

2.3.1 International Best Practices in Tourism Resource Planning

Throughout the world, countries engage in structuring and formulating tourism best practices in the planning, development and management realm. Countries that are largely dependent on tourism growth usually regard this practice as an important activity for stimulating sustainable development of resources. Williams and Associates (2002) argue that tourism best practice is an innovative policy, strategy, programme, process or practice that is designed to produce superior results in a country or municipality. For the purposes of this research study, planning, development and management best practices can be illustrated in case studies

undertaken in Botswana, Gambia, Canada, the Bahamas, Bulgaria, Trinidad and Tobago as well as South Africa (refer to Table 2.1).

TABLE 2.1 SOME BEST PRACTICES IN SOME COUNTRIES

Country	Type of Best Practice	Example of Best Practice
Botswana	Planning & Development Process	National Ecotourism Strategy
The Gambia	Service Delivery	Redistribution of Resources
Canada	Sustainable Development	Tourism, Development and Sustainability Model
The Bahamas	Service Design	One-stop Online Booking
Bulgaria	Planning Process	National Tourist Council
Trinidad & Tobago	Management of Linkages	Tourism Certification Programme
South Africa	Planning Process	National Planning of Tourism

Sources: Williams and Associates 2002; SCBD, 2009; NDT, 2011.

(a) Botswana's Best Practice

- The government of Botswana decided in 2001 to develop a National Eco-Tourism Strategy (NES) with the help of different stakeholders, and sought to achieve community development;
- The new products developed were to achieve the social, cultural, economic, and environmental needs of local communities
- by minimising negative social, cultural, and environmental impacts;
- by maximising the involvement in, and the equitable distribution of economic benefits to all stakeholders and host communities in particular; and
- by maximising the revenues for reinvestment in conservation and educating visitors and local people on conservation and cultural principles.
- Stakeholders participated in promoting planning, development and management of ecotourism as best practices.

(b) The Gambia's Best Practice

- The government of The Gambia in the 1990s noticing that packaged tours from Britain were financially benefiting tour operators in foreign lands, decided to develop a strategy aimed at benefiting local tour operators.

- As a best practice approach the authorities established the Gambia Tourism Concern (GTC), which liaised with similar groups in Britain, supporting the practice of fair trade in tourism.
- Various small-scale organisations in The Gambia were encouraged to cooperate and work together towards improving earning capacity. This practice led to the development of the Association of Small Scale Enterprises in Tourism (ASSET) in 2000.
- The success of ASSET led to The Gambia identifying barriers to increased performance and revenue growth, which led to the success of the local tourism informal sector.
- In order to stabilise success, codes of conduct have been adopted for various stakeholders, and the entire practice has been useful in promoting good management of tourism resources in The Gambia.

(c) Canada's Best Practice

To achieve a successful practice in tourism, biodiversity and poverty reduction, the Convention on Biological Diversity (CBD) of Canada has set up a programme that seeks to address biodiversity activities in developing countries. The CBD's main objectives are (i) the conservation of biodiversity; (ii) the sustainable use of its components; and (iii) fair and equitable sharing of benefits arising out of the use of genetic resources. Some of the best practices are:

- Recognizing that biodiversity is the diversity of life on Earth. Simply put, biodiversity is the variety of all living things, the places they inhabit, and the interaction between the two (SCBD, 2009).
- Recognizing that biodiversity is directly responsible for around 40% of the world's economy, mainly in agriculture and forestry, and for ecosystem services such as clean water and soil fertility. 70% of the world's poor live in rural areas and depend directly on biodiversity for their survival and well-being.
- Recognizing that many tourism attractions in developing countries, such as South Africa, Peru, Mexico, and Brazil, are closely linked to biodiversity, such as for example, protected areas, beaches and cultural heritage and traditional ways of life.

- Private sector and governments taking steps to strengthen the pro-poor benefits of tourism.
- Companies developing stronger economic linkages, by either adapting their supply chain, or stimulating local tourism service providers and cultural products.
- Governments boosting opportunities for participation by the poor in improving tourism and hospitality skills, strengthening community or local tenure over resources, small business support, and infrastructure for tourist transport and services in less privileged areas.
- Governments creating incentives for stakeholders to invest and operate in pro-poor practices, by adapting their licensing, getting concessions, and marketing policies.
- Governments moderating negotiations between different stakeholders and practitioners. At times different agencies and ministries represent different groups of stakeholders. Also fostering consistency in the interrelationship between different policies and strategies (tourism, poverty reduction and biodiversity), and levels of government

(d) The Bahamas' Best Practice

In an effort to achieve competitive tourism experience as best practice, the Bahamas has focused on two areas that many developing countries have overlooked – how tourists select and book destinations, and how to collect critical market information from visiting tourists (Williams & Associates, 2002). This practice has been achieved by the Bahamas:

- Allowing prospective tourists to create an online “account” in which they can book and change reservations, and pass them to friends and family.
- Launching the new Bahamas Immigration Card (IC), which sought to improve national security by assessing visitor information logged into the immigration database without physically searching individual records.
- Undertaking visitor survey research by asking three questions such as (a) give the main reason(s) for choosing the Bahamas; (b) rate the Bahamas competitively, using a scale from “Much Better” to “Much Worse”; and (c)

rate the likelihood of wanting "recommend the Bahamas to friends and relatives" for a vacation.

- Using research as a means of building sustainable tourism visitor management in the Bahamas

(e) South Africa's Best Practice

One of the prominent best practice scenarios available in South Africa is that of the "Fair Trade in Tourism South Africa (FTTSA)", which represents a non-profit organisation that encourages fair and responsible tourism development in South Africa. It is a voluntary certification programme, which seeks to uphold the following values (SCBD, 2009):

- **Fair share:** Participants involved in a tourism activity should get their fair share of income in proportion to their contribution to the activity.
- **Democracy:** Participants involved in a tourism activity should have the right and opportunity to participate in decisions concerning them.
- **Respect:** Both host and visitor should have respect for human rights, culture and the environment.
- **Reliability:** The services delivered to tourists should be reliable and consistent, and basic safety and security should be guaranteed to visitors and host communities.
- **Transparency:** Tourism businesses should establish mechanisms of accountability.
- **Sustainability:** Tourism businesses should strive to be sustainable through, for example, responsible use of resources and reduction of economic leakage through local purchasing and employment.

The Best Practice approach is not only available in many countries of the world, but also in South Africa (FTTSA, 2008). Researching the planning, development and management of tourism resources is one way of assessing whether this approach is viable in South Africa.

2.3.2 Tourism Policy-Related Practices in Municipalities

Municipalities have to plan, manage and execute tourism-related activities in terms of national and provincial tourism policies and strategies. The broad intention of these policies is to develop and promote tourism in the municipal area with a view to achieving certain tourism related community benefits and related initiatives. Some of these benefits and opportunities include the following: job creation; reduction of unemployment; poverty alleviation; skills development; small business and entrepreneurial development; infrastructural development; and tourism development. While the government has been mainly responsible for developing policies that support tourism development, local communities have been expected to participate actively in tourism planning, development and management, and also to take advantage of the entrepreneurial opportunities created by the private sector (Magi & Nzama, 2008, 2009a, 2009b). Over the last decade the South African government, in an effort to create job opportunities, has come up with a number of policies and strategies for enhancing tourism development. These policies are briefly discussed below.

2.3.3 Infrastructure and Tourism Development

The planning, development and management of good infrastructure to the tourist destination, which could also boost profits and efficiencies of the business should be a priority. Good roads are not only expected to ensure effective policy implementation, but also facilitate effective movement of tourists into municipal destinations. Good communication facilities should also be developed, including telephone connection, broadband and internet (banking, purchasing and getting relevant information and email contacts). The organised tourism service providers should be given a chance to participate in tourism management. For example, informal service providers in South Africa who are part of the tourism interface are struggling to make sales of their products or wares to international tourists who prefer to use electronic payments owing to insecurity and the crime rate in the country. Lots of business opportunities and profits are lost to these shortages of advancements.

The planning, development and management practices in municipalities are expected to stimulate travel from one area of South Africa to another. The transport

component of tourism needs to be planned systematically so that it can improve tourism delivery and related business opportunities. The infrastructural improvements are expected to stimulate tourism business development opportunities.

2.3.4 The Spatial Development Framework as Good Practice

Tourism is closely related to the workings of spatial development framework [SDF] processes. By definition, the spatial development framework is a process through which organisations prepare a strategic spatial development plan for a five-year period in order to assist in the execution of the integrated development plan [IDP]. It is evident that the SDF is needed for various reasons (DRDLR, 2006):

- To guide the form and location of future spatial development within a municipal area in order to address the imbalances of the past.
- To give the planning process a legal framework and leverage, as by its nature it supersedes all other spatial plans that guide development at local government level.
- To reinforce the municipal constitutional rights, which afford these municipalities major developmental responsibilities to ensure that the quality of life of its citizens is improved.
- To enable the municipality to be able to manage its land resources in fulfilling its developmental responsibilities.
- To apprise the municipality about the problems affecting its municipal land area by information and about available resources.
- To strengthen the municipality in its bid to develop and implement appropriate strategies and projects to address spatial problems.

In this regard the SDF should be seen as the long-term strategic planning initiative for a local municipality, and thus representing the acceptable elements of good practice in any evolving municipality. In many South African municipalities tourism is seen as an agent of change and development, which, if properly planned, could yield different benefits attributable to variations in the economic structure of destinations and their geographical location. If not properly planned, tourism can lead to more costs than benefits in terms of environmental and cultural degradation

(Magi, 2009c). The SDF and tourism are a good-practice means of introducing new growth to declining economies, and introducing new opportunities for the previously disadvantaged people. The much needed hard currency that the tourists bring from the more affluent countries is essential for major investments in the South African environment.

In an effort to stimulate tourism growth as good practice, Lickorish and Jenkins (2000) have seen the following steps as important towards tourism planning, development and management:

- Definition of the system in terms of type, character, size, market and the purpose of the development.
- Establishment of tourism objectives to give the project direction and sustainability.
- Data collection to find out how the local people receive development, and also to analyse existing facilities and identify target markets.
- Consultation of policy guidelines to make sure that the development does not deviate from the national plans.
- Spelling out the implementation programme to ensure that the plans are carried out within the planned time period.
- Putting monitoring mechanisms in place to assess if the development plans meet their objectives.
- Review and evaluation of the progress, to revise and refine the objectives as required.

One of the fundamental needs in assessing the tourism industry in municipalities is to structure a system, if not policy, which should be able to reverse the long-standing negative effects of tourism inequalities established during the apartheid era. This can be achieved by addressing the planning, development and management processes in the tourism industry. Lickorish and Jenkins (2000) have argued that tourism planning should also be able to address matters such as:

- The type and scale of tourism products to be developed or supplied.
- The manner in which tourism is marketed in the economy.
- The marketing segmentation, which depends a lot on the facilities that the

destination has on offer.

- The likely impacts arising from the policy choices, also relating to benefits of the local community.
- The various people or groups that are going to be developed so that they can benefit significantly from tourism in their region.
- Policy guidelines for future development should be in place.
- How the barriers to development are going to be removed to encourage tourism.
- How the negative effects such as crime, overcrowding, environmental degradation and other matters are going to be mitigated.

The tourism good-practice is a reasoned consideration of alternatives of how to best allocate the scarce resources, and the cost involved in using resources one way and not the other. It has been argued that the policy for good practice tourism is the prerogative of the government, and in this manner it should be able to benefit all the people of the land. It is through such good practice that the inequalities of the past can be addressed (DTI, 2004).

2.4 TOURISM-RELATED GAPS IN RESOURCE PLANNING AND MANAGEMENT

In a study seeking to establish how district and local municipalities engage in planning, developing and managing tourism resources, facilities and activities, it is important to indicate the gaps in the process. This research study therefore aims at addressing the practicalities of tourism planning, development and management, in the context of the municipal initiatives, and towards achieving effective planning, development and management. To address existing gaps, it may be necessary to introduce appropriate management plans, with a view to facilitate replanning and restructuring of related tourism policy initiatives. It is anticipated that with the remodelling of policy and practice, the delivery of tourism opportunities would become an attainable reality in the municipal areas. The thrust of investigation and analysis of the present tourism IDP, SDF and IMP in municipalities would be based on some of these pertinent principles. The greatest difficulty in the realm of tourism, and more specifically in the rural areas in South Africa, is that there is a scarcity of

current and relevant research information. The tourism related IDP, SDF and IMP policies in many municipalities are not performing as they are supposed to.

There is also the thinking that there is a critical need for support from government, communities and the hospitality industry to ensure that the tourism industry brings about a success story for the South African communities (Mkhabela, 2009). Without the support of this industry, potential damage to South Africa's rich and diverse natural and cultural resources would become real. Environmental impact assessments should be conducted for all tourism projects. The tourism industry could be a major industry, and thus should receive greater priority at national and provincial level (ANC, 1994). Notwithstanding this growth and reliance on the IDP, SDF and IMP initiatives, these would not be complete without the transformation of tourism policies in the country (Lubbe, 2003).

2.5 CHALLENGES IN TOURISM PLANNING AND DEVELOPMENT

The White Paper on Tourism Development (DEAT, 1996) has mentioned the following constraints on tourism development:

- Limited integration of local communities and previously neglected groups into tourism.
- Inadequate tourism education, training, and awareness.
- Lack of inclusive, effective national, provincial and local structures for the development, management and promotion of the tourism sector.
- Lack of information and awareness, lack of expertise and training, lack of interest on the part of existing establishments to build partnerships with local communities and suppliers.
- There is the concern from the black people that tourism is a white man's thing and not for them. Tourism is perceived as catering to the predominantly white upper-middle class, and is not within reach of the previously neglected.
- The majority of South Africans have never been meaningfully exposed to the tourism industry. Communities have reduced access to natural and cultural resources.
- Lack of knowledge and understanding of what tourism really is.

In appreciating and understanding the operations related to the planning, development and management of tourism resources, facilities and activities in municipalities, it becomes important to know some of the factors that play a role in tourism advancement.

2.6 TOURISM ORGANISATIONS, AGENCIES AND ASSOCIATIONS

Among the types of tourism organisations that are found in municipalities in KwaZulu-Natal and the Eastern Cape are those that cater for local communities and stakeholders. The organisations provide tourist services to all stakeholders and practitioners, and also offer comprehensive services either through their own tourist facilities (for example, hotels, restaurants, and means of transportation) or through leased facilities. These organisations are also known as tourist agencies and associations, which act as intermediaries in offering the tourism activities and services. Some of these organisations include: Community Tourism Organisations (CTO); Community-based Tourism Organisations (CBTO); Local Tourism Organisations (LTO); Regional Tourism Organisations (RTO); Local Economic Development (LED); Local Tourism Associations (LTA); Local Tourism Forums (LTF); District Tourism Forums (DTF); Provincial Tourism Committees (PTC); and Provincial Tourism Forums (PTF). The naming of these organisations does not only vary from place to place, it also varies in terms of local legal preferences. On the whole, the strategic objectives of most of these organisations are to:

- Establish linkages between communities, private sector, practitioners and government.
- Ensure coordination of tourism marketing and publicity activities at a local level.
- Provide institutional framework for uniform establishment and functioning of the CTOs and other related organisations in the province.
- Facilitate equal access to tourism opportunities by local communities and other stakeholders.

- Ensure the legality of community-based organisations and similar agencies and associations and their alignment with the provincial Destination Management Organisation.

In many instances, organisations such as forums, agencies and associations in both KwaZulu-Natal and the Eastern Cape are linked and associated with the community, and are owned and managed by local communities. Most of these structures are, however, not properly constituted, and do not serve the interests of all tourism stakeholders in their localities. These organisations are sometimes isolated institutions which do not have any formal relationship with their local municipalities. In certain cases the lack or misreading of provincial strategy governing the establishment of community-based tourism organisations has in turn caused mushrooming of a number of illegal tourism operators. Such operators that disseminate unreliable information about the local areas are a discredit to the tourism industry.

It has been suggested that Community Tourism Associations (CTA) encompassing all the Local Community Tourism Organisations in both KwaZulu-Natal and the Eastern Cape, including all other forums and agencies, have an important role to play in tourism enhancement. Some of these responsibilities include:

- Encouraging tourists to visit municipal destinations and experience what they have to offer, thus benefiting the local community economically.
- Stimulating and developing ways in which a community can be more aware of, and skilled in tourism so that members of the community treat tourists correctly.
- Ensuring, as custodians of local tourism that the right kind of market-driven and sustainable tourism infrastructure is developed and effectively managed in its locality – this includes, attractions, accommodation, roads and craft-shops for tourists.
- Supporting some of the organisations to provide a coordinated point of dialogue and obtain the true benefits of tourism,
- Giving the organisations an opportunity to representatives of all people in the community to be autonomous. The organisations must focus on being truly

representative of the communities, and not take on the role of DMOs or the “for profit” role.

- Getting involved and participating in local planning with, for example. the IDPs, LEDs, and the Provincial Tourism Master-plan processes.
- Participating in processes where projects are agreed on. This includes, but not limited to, rejuvenation projects, poverty alleviation projects, and capacity building projects.
- Championing compliance with BBBEE objectives. In addition to the activities espoused in the White Paper, the organisations must also play critical operational roles of facilitating registration and monitoring of all tourism products in the local area.

Beyond the responsibilities cited above, it is important to list some of the operational challenges that are associated with Local Community Tourism Organisations. Some of these are grouped into the following categories, political support for tourism; funding constraints; community involvement; tourism awareness in communities; poor infrastructure (roads, signage, town appearance); service quality in tourism facilities; Insufficient furniture and equipment; unsuitable premises; and lack of marketing skills.

2.7 PLANNING AND MANAGEMENT OF TOURISM RESOURCES

The significance of planning and management of tourism resources cannot be overstated as these are the vehicle for influencing directing, organising and managing tourism as a human activity. Page and Thorn (1998) argue that even though tourism has been alluded to an activity that is planned the reality is that it is not a discrete activity that is given prominence within the public framework of many countries. It is evident that tourism is still not a core element in the planning process despite its apparent economic significance for many localities (Page & Thorn, 1998). For countries whose primary focus is on international arrivals, tourism should be integrated in the planning process.

Municipalities need to develop strategies that would form the basis for planning, development and management of tourism resources activities and focus on the

services that are mostly needed, and on communities that seem to be neglected. When the strategies are reviewed municipalities need to take into account constraints and development priorities to ensure alignment with and integration in national and provincial priorities. The strategies should also ensure that priority areas specific to the municipality are addressed. All tourism planning projects and implementation in the municipalities should comply with the Environmental Management Act of 1998 (NDT, 2012b). The aim of planning in a municipal context is to try and unravel the backlogs and ensure that local spatial development planning principles shape the future tourism development and management of resources in local municipalities.

In the past, tourism was not the core element in the planning process of municipalities in South Africa, despite its well documented economic significance worldwide. It is only recently, when tourism gained recognition as an economic sector with a potential to make a contribution towards development, that policy makers began to include it into national development plans either as an economic driver to attain growth or as a supplementary to the economic sector (Rogerson & Visser, 2004). Tourism planning has become one of the features in the Integrated Development Plans. Recently the issues of planning and management of tourism resources have been included in the Integrated Development Plans (IDPs) of district and local municipalities (Rogerson & Visser, 2004).

An Integrated Development Plan (IDP) is a strategic plan which municipalities prepare to guide and inform planning, budgeting, management and decision-making in their area of jurisdiction. This plan is prepared for a five-year period and is reviewed annually to assess the municipal performance and changing circumstances. The plan is prepared and reviewed in terms of the Local Government Municipal Systems Act (MSA), Act 32 of 2000 which requires a review of the strategic development plans to assess whether these plans are aligned to the needs of stakeholders. Studies have identified the need for integrated planning which lead to the identification of the gaps in the management of the tourism industry (Hall & Lew, 1998). Tourism resource planning requires complex coordination of stakeholder interests such as the private and public sector agencies, local communities etc. It is acknowledged that the planning and management functions within the public sector organisations are the

main vehicles for influencing, directing, organising and managing tourism as a human activity. Heeley (1981), cited in Hall and Lew, (1998:173), argues that the effectiveness of planning for tourism is likely to depend on the extent to which appropriate planning and management functions exist to guide and monitor its development.

Page (2007) sees tourism planning as a process by which the public sector leads, organises, plans and controls tourism development in relation to policies as they apply to each destination. As indicated earlier, planning, development and management of tourism resources is the cornerstone for the socio-cultural and economic growth of the sector. Management of tourism resources implies the development of views on optimal use, and implementing these in the planning options and instruments. The presence of tourism resources in any destination offers an opportunity to develop tourist products which address the current need and demand. A primary and crucial decision in terms of planning and management of resources is made when the type of touristic use is being selected (Wahab & Pigram, 1997:251).

Sustainability in planning and management of tourism has been widely adopted. Sustainable management is defined as "managing the use, development and protection of natural and physical resources in a way or at a rate which enables people and communities to provide for their social, economic and social well-being and for their health and safety" (Hall & Lew, 1998:176).

2.8 STAKEHOLDERS' INVOLVEMENT IN RESOURCE PLANNING AND MANAGEMENT

The Tourism White Paper (DEAT, 1996) has proposed the participation or involvement of stakeholders in the planning, development and management of resources, facilities and services in tourism destinations. These are tourism operators, practitioners, tourists, tourism officials and the host communities and government. The White Paper argues that communities must organise themselves as role players, identify tourism resources, seek financial assistance for tourism planning and development, engage in partnerships, enhance the positive benefits of tourism and promote responsible tourism. On the other hand, Ashley and Roe, (2002) have argued that community-based tourism has emerged from three

different perspectives, that is, conservation in communal areas, sustainable local development and tourism planning, development and management. These three perspectives have progressively led to the emergence of community involvement in tourism. The cooperation between key stakeholders in municipal areas would provide benefits for all persons involved in the tourism industry.

The active involvement of stakeholders as categorised above, in making decisions about the implementation of policy, is the essence of participatory development theory. Participatory theorists favour the exercise of people's power in thinking, acting and controlling resources and activities in a collaborative development framework (Dinbabo 2006). In the field of resource planning and development, the various stakeholders, officials, tourists and practitioners would help all those involved to work together.

2.8.1 Role Players in Tourism Policy, Planning and Management

According to Veal (1992:4), an overall policy and planning framework for viewing the recreation, leisure and tourism delivery system has five elements as given below:

- a) Stakeholders – relating to individuals, tourists, officials, operators and host communities.
- b) Organisations – public and private sector organisations involved in the provision of recreation and tourism facilities and services, including voluntary organisations, commercial companies, governments, and organisations, forums associations and agencies, as were referred to earlier.
- c) Recreation and tourism resources, facilities and services – including complement of line managers and front-line staff.
- d) The environment – the natural and built physical environment as found in municipalities.
- e) The processes – which link these various elements, including planning, development, management, marketing, political processes and the use, purchase and consumption of services.

The key role players in tourism policy, planning and management provided below are meant to contextualise the key role players involved in tourism policy and planning in KwaZulu-Natal. The literature used provides a number of perspectives and contexts in terms of which institutions are generally responsible for tourism policy, planning, development and management in general to indicate why the different organisations that were targeted for this study as respondents were selected.

2.8.2 The Private Sector Component

It has been argued that no business can achieve greatness and function successfully without capital and efficient management. The private sector is involved in the development of all stakeholders because most of the time the local communities lack capital. The private sector plays a crucial role in the development and promotion of community tourism. In terms of the White Paper on Tourism (DEAT, 1996) the sector provides amenities that seek to enhance tourism satisfaction among the tourists and practitioners. The functions performed by the private sector are put forward in the Tourism White Paper (DEAT, 1996). However, only a few are mentioned here:

- a) The private sector must involve the local community in the tourism industry through establishing partnership ventures with communities outsourcing the purchase of goods and services from local communities.
- b) It must develop and promote socially and environmentally responsible tourism.
- c) It must enable local communities to benefit from tourism development, such as new reticulations and village electrification programmes.
- d) It must advertise and promote individual services as well as the country, locally, regionally and internationally. The private sector must operate according to high standards.

It is not often heard that the private sector has been used successfully in promoting tourism in municipal areas. The collaboration of tourism operators, practitioners, tourism officials and the host community with the private sector is likely to bring

success to all stakeholders in local and district municipalities. This outcome is the ultimate goal and mission of the tourism authorities.

2.8.3 Tourists and Recreators

In the tourism industry, tourists and recreators are of key importance in the planning, development and management of tourism resources and facilities. Tourists are often widely viewed as the major cause of the problems of tourism management, yet this depends on the efficiency of the local tourism practitioners. The tourists as stakeholders play a major role in promoting nature-based and cultural heritage tourism in many municipalities of South Africa. It is essential that tourists are encouraged to respect the local stakeholders and community, as well as the environment they are enjoying.

When the outward appearance of tourists and their behaviour is in marked contrast to that of local people, it is easy to accuse them for any problems occurring locally (Mason, 2005:114). Therefore, any tourism policy, planning and development should take into account the varying needs and preferences of tourists. Policy must give primacy to the perceptions, knowledge and development needs of local communities (Sharpely, 2009:25). The creation of sustainability and high levels of responsible tourism should facilitate the growth of tourism and use of resources and facilities (Mason & Mowforth, 1995).

2.8.4 The Government

As suggested in the Tourism White Paper (DEAT, 1996), the government has a major role to play in the planning, development, management and promotion of tourism resources and facilities, as well as the industry as a whole. For the tourism industry to flourish, the government must establish a safe and stable political environment, which is one of the indirect demands of the tourist and tourism development. Legally speaking the government in South Africa has a responsibility to facilitate, coordinate, regulate, monitor and develop the promotion of the tourism industry.

A successful tourism industry depends on the construction of partnerships between government, private sector and host communities who play a hosting role to

tourists. It is the responsibility of the government to provide a range of infrastructural support, such as land, roads, electricity, water and sewage disposal facilities, and safety and security to the industry as a whole. The provision of the infrastructure not only benefits the tourists, the local communities, but also benefits them in a sense that they make use of the facilities provided. This is fundamentally relevant to the subject matter of this research inquiry.

Seaton and Bennett (1996) believe that worldwide governments play an important role in land ownership and the development and management of tourism. Through government policies community tourism can become a sustainable phenomenon, even in places such as the district and local municipalities of KwaZulu-Natal and the Eastern Cape.

2.8.5 The Host Community

It has been generally agreed that host communities in many a tourist destination, are the people who enjoy or suffer the main impact of tourism. Tourism should involve and allow host communities to participate in tourism development programmes and ensure that they are given a fair opportunity to compete (de Kadt, 1979). As the tourism industry depends greatly on the goodwill and cooperation of host communities, there is no amount of attraction that can compensate for rudeness or hostility that the tourist can experience from host communities. The Tourism White Paper (DEAT, 1996) and Bennett (2002) have proposed the following guidelines that can be used to encourage community involvement in the tourism industry:

- a) Communities must be encouraged to participate in land-use planning, and rural development around the nature reserves.
- b) Communities should be made to respect tourism facilities, take advantage of tourism opportunities and be encouraged to share tourist resources and amenities.
- c) Tourism planning must be based on the goals that are identified by local residents so that it can maintain their lifestyle, keep development within their caring capacity and balance the change of pace with local desire.

- d) The local communities should oppose any development that is harmful to the local environment.
- e) Encourage broad-based involvement in tourism events, as it is the homes of local residents which are being put on display.
- f) Communities must seek partnership opportunities with the established tourism private sector.

The host community can act as a major attraction for tourists. More often than not, it is the cultural manifestations of the community, including craft and art works, as well as less tangible factors such as music, dance and religious festivals that can act as important attractions.

According to Robinson, Heitman and Dieke (2011:78) the host community can be classified as stakeholders with low power over or little influence on decision making, but they have a keen interest in the tourism business and its actions. Nevertheless, they may make their concern obvious, and may be able to influence powerful stakeholders and affect their behaviour if their interest is not considered in a suitable manner, or if there is a damaging impact on their quality of life.

2.8.6 The parastatal organisations

In some countries parastatal organisations and voluntary non-profit-making organisations have become a major stakeholder in the tourism planning, and the development and the management of resources and facilities. The perceived responsibilities of the parastatal and voluntary organisations are to facilitate, coordinate, regulate and monitor the development and promotion of the tourism industry. Some of these organisations include the following: Community Tourism Organisations (CTO); Community-Based Tourism Organisations (CBTO); Local Tourism Organisations (LTO); Regional Tourism Organisations (RTO); Local Tourism Associations (LTA); Local Tourism Forums (LTF); District Tourism Forums (DTF); Provincial Tourism Committees (PTC); and Provincial Tourism Forums (PTF). As suggested in the Tourism White Paper (DEAT, 1996:57) these organisations have the following functions:

- (a) To develop policies and plans for the tourism industry, which bind the government, local communities and the private sector,

- (b) To assist the community and community-related groups in organising themselves, preparing them to implement tourism projects
- (c) To educate, train, facilitate and bridge the community on the content of the Tourism White Paper and related legislation.
- (d) To assist the government by conducting tourism and environmental awareness programmes for the tourism industry.

The above-mentioned functions are rendered by the parastatal organisations and the voluntary non-profit-making organisations to develop, spread and facilitate the development of tourism. The parastatal organisations also assist the local community by attracting donor agencies to boost the projects that are developed by the community. These organisations also help the local community by providing skills such as starting a community project or cultural village, bookkeeping, management procedures and project development cycles. These management techniques are vitally important and needed by the various components of the district and local municipalities.

The government organisations and agencies are frequently referred to as the public sector of tourism. They are not commercial organisations intent on making a profit, but are meant to represent the views of taxpayers and voters. Most of these organisations are funded from taxes and in most developed countries are run by democratically elected representatives supported by paid civil servants. In some parts of the world, particularly some developing countries, governments are headed by unelected dictators or military rulers, and in such cases the rationale suggested for the involvement of the public sector in tourism is not necessarily that provided below.

2.9 SUMMARY

In closing this chapter, it is evident that to assess the application of tourism policies towards achieving effective planning, development and management of resources and facilities in municipal areas of South Africa, it would be necessary to involve all tourism practitioners and stakeholders. The efficient management of tourism resources and facilities in municipal areas is a function of good policy

implementation, which is believed to provide an impetus for change towards local economic development and community beneficiation.

It is important to confirm and accept the statement by Hall and Page (2006:321) that“ planning for tourism occurs in a number of forms (development, infrastructure, promotion and marketing), structures (different government and non-governmental organisations), scales (international, national, regional, local, sectoral) and times (different time scales for development, implementation and evaluation)”. In this regard, planning for tourism has been seen as likely to fail if damaging impacts are not adequately addressed. As Riddell (2004:178) notes:

unplanned and under-regulated tourism expansion, with little thought or heed for the wellbeing of the actual environment, the actual heritage, the actual communities being visited, or indeed the actual tourist’s enjoyment, will wear down the very attractions on which the industry is predicated.

This research study seeks to investigate such weaknesses, and try to forestall them through good planning and management. The occurrence of deficient tourism development that would give many municipalities a poor legacy of social, economic and environmental problems has to be opposed (Murphy & Murphy, 2004).

CHAPTER 3

ENVIRONMENTAL SCAN OF MUNICIPALITIES

3.1 INTRODUCTION

It is important to understand the nature and features of the physical and social environment that is under investigation. The environmental scan of the municipalities under review provides the researchers with an opportunity to analyse and understand the research study. The main elements of the environmental scan constitute the attributes of the research area, focusing on the tourism resources that are available. The American Marketing Association (AMA, 2012:1) sees the environmental scan or analysis as: "the systematic collection and study of past and present data to identify trends, forces, and conditions with the potential to influence the performance of the business and the choice of appropriate strategies." It was necessary to scan the environment so as to establish the tourism resources which are affected by the implementation of existing policies on planning, development and management of tourism resources in the study area.

The spatial description of the study area is limited to two provinces in the South African socio-economic landscape, comprising KwaZulu-Natal and the Eastern Cape [refer to Table 3.1]. The province of KwaZulu-Natal has eleven (11) district municipalities, and only four (4) district municipalities with eight (8) local municipalities were selected to constitute the sample for this study, while the Eastern Cape has six (6) district municipalities and the investigation focuses on two (2) district municipalities comprising nine (9) local municipalities, which were all selected to constitute a sample for this research project.

In KwaZulu-Natal the main local municipalities that were investigated consisted of the following: Ntambanana; uMhlathuze; Jozini; Mtubatuba; Abaqulusi, Ulundi; KwaDukuza and Ndwedwe local municipalities, which were located mainly in the northern coastal and inland regions of KwaZulu-Natal. In the Eastern Cape the local municipalities that were dealt with were nine in number. These were: Matatiele; Umzimvubu; Great Kei; Mnquma; Nkonkobe; Nxuba; Amahlathi; Mbashe

and Ngqushwa local municipalities, which were largely influenced by the availability of the stakeholders and practitioners.

TABLE 3.1 DELIMITATION OF THE RESEARCH STUDY

No	PROVINCE & DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	LOCAL MUNICIPALITY
A	KwaZulu-Natal Province	KZN	KZN
1.	Uthungulu District Municipality	Ntambanana Local M.	uMhlathuze Local M.
2.	Mkhanyakude District Municipality	Jozini Local M.	Mtubatuba Local M.
3.	Zululand District Municipality	Abaqulusi Local M.	Ulundi Local M.
4.	iLembe District Municipality	KwaDukuza Local M.	Ndwedwe Local M.
B	Eastern Cape Province	ECP	ECP
5.	Alfred Nzo District Municipality	Matatiele Local M.	Umzimvubu Local M.
6.	Amathole District Municipality	Great Kei, Mngquma, Nkonkobe, and Nxuba, Local M.	Amahlathi, Mbashe and Ngqushwa Local M.

3.2 UTHUNGULU DISTRICT MUNICIPALITY

Uthungulu district municipality is located in the north-eastern region of KwaZulu-Natal and covers an area of 1832 square kilometres with the landscape that stretches from the flat coastal belt to the escarpment 900m above sea level. This municipality has six local municipalities, namely: Mhlathuze, Ntambanana, uMlalazi, Mthonjaneni, Nkandla and Mbonambi. Tourism and infrastructural development are prominently reflected in the LED plans of each of these local municipalities. The LED of the district municipality stresses that successful local tourism should create employment, business success, new enterprises, a larger rates base, more investment, improved quality of life and a cohesive and thriving local community (UDM-IDP, 2012).

3.2.1 Spatial Location of Municipalities

This study focuses on two of these local municipalities, (a) uMhlathuze and (b) Ntambanana local municipalities. Both local municipalities are located not far away from the main town of Richards Bay, which has well developed tourism resources

and facilities (UDM-IDP, 2012). The reason for selecting these municipalities is that they have well developed IDPs which seem to have integrated the policies that relate to tourism development.

(a) UMhlatuze local municipality is situated on the north, eastern coast of KwaZulu-Natal, spanning some 796 square kilometres and is the third largest economy in KwaZulu-Natal comprising urban and rural settlements, with farms, nature reserves and the deep-water harbour at Richards Bay. This municipality has the highest portion (39.5%) of the population of the district municipality that is influenced by the existence of the City of uMhlatuze, particularly Richards Bay, which is a fast developing economic hub of Northern KwaZulu-Natal. The population is estimated at 349 576, distributed equally between rural and urban areas. About 38% of the population is located in the formal urban areas, 27% in rural nodes and another 35% in the remaining rural areas. The existing tourism facilities and activities do not have a long history in the uThungulu district municipality. However, tourism development has grown substantially in these municipalities.

Existing tourism resources include the area's lakes and indigenous forests, which are of great recreational significance, and along with conservation areas such as the Southern Mzingazi Nature Area, the Sanctuary and the coastal dune zone, provide excellent opportunities for nature observation, and environmental education and protection. Facilities include all the usual and more adventurous sporting disciplines, as well as anything related to water or nature. The city's all-encompassing appeal is set to be boosted further by the development of marina and waterfront facilities in the sheltered bay at Pelican Island, turning the bayside area into a vibrant tourist playground.

(b) Ntambanana local municipality is predominantly rural and its main employment sector is agriculture; therefore the tourism sector currently plays a minimal role in the economy. However, the Spatial Development Framework has identified opportunities for tourism and recreation development in areas adjacent to the game reserves.

Existing tourism resources include Mfuli, Game Ranch, Nyala Game Ranch and Thulathula Game Reserve. The proposed Royal Zulu Reserve could change the tourism potential of the area. This project aims to link up land in Ntambanana with the Hluhluwe-Mfolozi game reserve and would increase the overall size by 50% (NM-IDP, 2013). Tourism opportunities are therefore created by the existence of these few privately owned game reserves, and some forms of market for SMMEs or cooperatives to sell their products at these game reserves' curio shops.

3.2.2 Tourism-related Infrastructural Profile of Local Municipalities

As indicated, tourism features prominently in the LED of the district municipality. However, some differences are observed across the six local municipalities because of the uneven distribution of tourism attributes in these areas. Tourism development is one of the key economic issues with the uThungulu district. The main focus is on harnessing tourism opportunities and identifying potential threats to tourism development and operations. Efforts are put into the development of tourism services and infrastructure to position the city of uMhlathuze and Ntambanana local municipality as a tourism gateway to ecotourism and cultural attractions and fostering these municipalities as tourism-friendly destinations.

3.2.3 Institutional Framework of Local Municipalities

UThungulu district municipality is main governing body which responsible for the planning and development of tourism resources in the north-coastal region. It is also the main municipality responsible for the governance of all six local municipalities. uMhlathuze and Ntambanana are the selected local municipalities to represent the all local municipalities.

Several structures have been established to handle tourism development matters within the district municipality. The structures are as follows:

- UThungulu district municipality; uMhlathuze Tourism Association formally constituted with a full complement of elected members on 4 March 2014; Empangeni Tourism Marketing Forum; Afrikaans Handelsinstituut and the Zululand Chamber of Business.

3.3 UMKHANYAKUDE DISTRICT MUNICIPALITY

UMkhanyakude district municipality is situated in the north-eastern part of KwaZulu-Natal, extending from the uMfolozi River up to the Mozambique border, “Umkhanyakude” refers to the greenish tree with some thorns (Acacia Xanthophloea Fever Tree) that grows in the district. It literally means “that shows light from afar”. Jozini and Mtubatuba local municipalities form the focus areas of this research. The key drivers of the local economy are agriculture, services, tourism and retailing (UIDP, 2010).

3.3.1 Spatial Location of Municipalities

(a) Jozini local municipality is located in uMkhanyakude, and is one of five local municipalities with a population of about 207 250 people.

Existing tourism resources include the Jozini Dam, which draws its water from Maputaland’s Pongola River, and also forms an integral part of the economy of the region. The Jozini Dam is regarded as the lifeblood of the regional tourism infrastructure, and is regarded as one of Umkhanyakude district municipality's competitive advantages. Jozini is one of the richest areas in KwaZulu-Natal in terms of cultural heritage. The key cultural heritage features include: Hlathikhulu indigenous forest, the late Inkosi Dingane’s grave at Hlathikhulu forest, the Lebombo Mountains and His Majesty King Zwelithini’s Palace at Emachobeni. The rugged terrain, streams, rivers and game ranches provide opportunities for adventure tourism.

(b) Mtubatuba local municipality: This municipality is situated on the coastline of north–eastern KwaZulu-Natal. It is one of the five local municipalities within uMkhanyakude district. To the west of Mtubatuba are rural villages of the Mpukunyoni Traditional Council administered by the Ingonyama Trust Board; to the south-west lies KwaMsane Township; to the north-east of Mtubatuba lies iSimangaliso Wetland Park; and it is bordered by the Mfolozi River to the south.

Existing tourism resources in the Mtubatuba local municipality include St Lucia Estuary, which is the gateway to the eastern shores of Lake St Lucia, and the iSimangaliso Wetland Park, a World Heritage Site encompassing five different

ecosystems. Its wetlands, swamps, mangroves and lagoons attract many eco-tourists and nature lovers. Accommodation is provided at St Lucia Estuary in three camping and caravan grounds. St Lucia also offers hippo cruises, walking trails, kayak safaris, night safaris, and game safaris. Nearby Cape Vidal is a gorgeous stretch of beach where one can swim, snorkel, fish and sail.

3.3.2 Tourism-related Infrastructural Profile of Local Municipalities

On the whole, the economy of the sub-region of Jozini and Mtubatuba municipalities is dominated by community services (26%) followed by agriculture (15%) and wholesale and retail (13%) sectors with 14% of the municipal economies being attributed to undetermined sectors. Tourism is regarded as one of leading such sectors. Tourists usually benefit from such infrastructure, particularly within the iSimangaliso Wetland Park and the Hluhluwe-iMfolozi Game Park

(a) Jozini local municipality, boasts of an exciting variety of attractions from renowned wildlife experiences and adventure activities to Zulu cultural offerings. The large area of Jozini jurisdiction falls under the ownership of the Ingonyama Trust. Some areas are privately owned by individuals and others are owned by the state. The socio-economic anchors in the area are tourism and agriculture. The Jozini Dam, which draws its water from Maputaland's Pongola River, also forms an integral part of the economy of the region.

(b) Mtubatuba local municipality, The area is typically rural in character with two small towns, Mtubatuba and St Lucia. It comprises subsistence farming and major nature conservation centres such as iSimangaliso Wetland Park (a World Heritage Site) and Hluhluwe-Imfolozi Park. Both Mtubatuba and St Lucia are tourism and service centre for the surrounding rural area of Mpukunyoni and a scenery belt serving the passing R618 traffic which links Mtubatuba and St Lucia. There exists a significant number of opportunities for tourism development within both municipalities. They are boosted by local tourism facilities which are supported by a good infrastructure, nature reserves and parks, as well as cultural tourism resources.

3.4 ZULULAND DISTRICT MUNICIPALITY

The Zululand district municipality comprises five local municipalities, namely: Abaqulusi, Ulundi, eDumbe, UPhongolo and Nongoma Local Municipality. This study focuses on the first two of the listed local municipalities which are discussed below.

3.4.1 Spatial Location of Municipalities

(a) Abaqulusi local municipality is one of the five local municipalities that make up the Zululand district municipalities. This municipality is about 4 185km². According to SSA (2011), the municipality has a population of about 211 060 people which make up a 30% contribution to the total Zululand district population. The municipality is named after a Zulu clan, Abaqulusi who used to reside in the Vryheid area. Vryheid is the main commercial, business and industrial centre within Abaqulusi local municipality. The municipality has a great potential for ecotourism with places such as Ithala Game Reserve, Ngome Forest and Thendeka Wilderness Area, and private game farms. Game farming provides export opportunities for the district.

Existing tourism resources include its main tourism potential which lies in its close links with the Battlefields Route, ecotourism and outdoor adventures. Cultural tourism includes exposing tourists to local customs, traditions and heritage sites. The development of the Battlefields Route has this municipality on the tourists' map. Major tourism products include:

- Ithala game reserve, which offers wildlife, scenery and accommodation.
- The Ngome forests, which include the Ntendeka Wilderness area.
- Private game farms attracting a growing number of tourists.
- Princess Mkabayi's and King Dinizulu's graves at Coronation.

(b) Ulundi local municipality is the second of the five local municipalities making up the Zululand District. The municipality is 3 250km², which includes towns and rural settlements such as Ulundi, Nqulwane, Mahlabathini, Babanango, Mpungamhlophe and KwaCeza. Ulundi is the only urban centre within the municipality surrounded by densely populated peri-urban communities. The town accommodates about 40 000 people. The municipality is mostly made up of commercial farms and forests, and supports a substantial agricultural community.

Existing tourism resources include the history of Ulundi, which revolves around King Mpande's kraal. King Mpande's grave draws tourists from all over the world. There are a number of very interesting tourism attractions at Ulundi local municipality. These include:

- Amafa aKwaZulu Heritage site, which is the original site of King Cetshwayo's kraal, and administers all the other heritage sites in Ulundi.
- Ondini battlefields, the site of the conclusion of the Anglo-Zulu conflict in 1876 with victory being secured over the Zulus.
- Spirit of eMakhosini - the guides are available to provide visitors with an understanding of the history of the Zulu nation.
- Ceza Cave, used by King Dinizulu as shelter when he was under attack from the English forces.
- The uQweqwe area, which attracts substantial French interest every year as the site where Prince Glenn Flanagan was captured.
- The Zulu Reed Dance, celebrated every year at Nsibaya/Enyokeni.

3.5 ILEMBE DISTRICT MUNICIPALITY

The iLembe district municipality comprises five local municipalities, namely: KwaDukuza, Ndwedwe, Maphumulo and Mandini. This study focuses on the first two discussed in detail below.

3.5.1 Spatial Location of Municipalities

(a) KwaDukuza local municipality is located about 73 km from the city of Durban and about 50 km from King Shaka International Airport, which is located at the following co-ordinates: 29° 20' 17" S; Longitude: 31° 18' 58" E; and feature description: town; area/state: KwaZulu-Natal. The population range of places is between 50000 and 100000 as against the total population of 582617 found in the whole iLembe district municipality.

Administration of KwaDukuza tourism resources

One of KwaDukuza's main tourism features is the King Shaka Heritage Route which is directly managed by the KwaDukuza Local Municipal Council. The main tourism features associated with the route include a number of tourism nodes, such as the King Shaka Visitor Centre, and a number of outdoor nodes important as historical,

cultural or heritage features for the area and the resident communities. These sites or nodes include: King Shaka's Cave and Bathing Pool; Spring and Memorial Gardens; Mavivane Execution Cliff; Observation Rock or High Rock; KwaDukuza Cemetery; and the Visitor and Interpretive Centre.

These cultural and heritage resources in KwaDukuza are known to contribute indirectly to tourism facilities such as transportation, accommodation, cultural events, entertainment, conference centres, travel agents, sports facilities and shopping centres. The question of accessibility to some of the KwaDukuza tourism resources is a challenge that needs to be attended to. The tourism resources managed by tourism agencies within the KwaDukuza municipality seem to improved significantly.

(b) Ndwedwe local municipality is located about 48km from the city of Durban and is about 30 Km from King Shaka Airport. The spread of the municipal area is 1153 km² and accommodates a population in the region of 130 140 people. The overall population density is approximately 145 people per km². 68% of Ndwedwe consists of traditional authority land, and the remainder is made up of commercial farmlands (Ndwedwe IDP, 2012).

Strategic Development in Ndwedwe. The local municipality has various strategies in place seeking to promote service delivery in water and sanitation, electricity, housing, road infrastructure, refuse removal, telecommunication, community facilities (provision of libraries, halls, crèches, clinics and pension pay-point shelters). There is a great need to provide a strong business and political leadership that will create a conducive business environment where tourism as a major employment and revenue contributor will be harnessed effectively. Tourism creates east-west linkages through route development, tour guiding and adventure tourism.

Key tourism-related features in Ndwedwe. According to the Ndwedwe IDP (2012), the key features that define Ndwedwe are basically the opportunities that have emerged at various levels. The following opportunities have been identified through numerous studies that have been conducted before. These opportunities

are part of a flagship programme and are being driven aggressively at the various levels, including the marketing thereof.

Ndwedwe is better situated to meet the demands of Dube Trade Port and King Shaka International Airport:

- (i) Business cluster developments (manufacturing warehouses and distribution)
- (ii) Business parks
- (iii) Agro-processing plant for processed food and semi-perishables
- (iv) Agricultural distribution warehouses
- (v) Housing estates at Mona Area (10km radius of Dube Trade Port) and at Ndwedwe Village

Ndwedwe town development thrives on the delivery of residential, commercial, and other services, as well as development of unique tourism attractions (Zulu Rural Cultural Trail):

- (i) Nhlankakazi Holy Mountain – which represents a significant cultural and religious attraction
- (ii) Beautiful mountains: Ozwathini Mountain; KwaMatabata Mountain; Carmen Mountain; KwaMkhalanga Mountain and Goqweni Mountain. These will accommodate activities such as 4x4 routes, hiking trails, horse trails, camping sites, caravan parks and birding.
- (iii) Other attractions include Malangeni Game Reserve; and KwaLoshe Forests for ecotourism.

Finally, Ndwedwe local municipality is well situated to have its high agricultural potential realised (e.g. sugar cane and traditional foods) by being exported through the Dube Trade Port.

3.6 MATATIELE LOCAL MUNICIPALITY

The information below is based on the Matatiele IDP, 2012:2013. The Matatiele local municipality is situated in the far north-eastern corner of the Eastern Cape. It is within the Alfred Nzo district municipality, which is one of the smallest in the Eastern

Cape. Matatiele is endowed with natural resources, hence its vision is: “Where Nature, Agriculture, and Tourism are Investments of Choice” (Matatiele IDP, 2013). The vision is guided not only by constitutional imperatives, but also by resources endowment, which require local government structures to be service delivery oriented. The mission of Matatiele municipality is: “To create an awareness of nature conservation, to promote and support agricultural activities, to promote and market local tourism organisations and Small, Medium and Micro Enterprises” (Matatiele IDP, 2013).

3.6.1 Resources and Socio-Economic Opportunities

The local economic development of the Matatiele area is fundamental to the growth of the people living in the area. The municipality's development strategy is based on new policies as introduced in the Constitution, and given effect in terms of legislation establishing local government structures. This mandate could be summarised as follows (Matatiele IDP, 2012):

- (a) Economic development geared towards creating opportunities for employment and sustainable livelihoods.
- (b) Social development, which includes promoting access to facilities, social services, addressing vulnerability, discrimination and poverty, and broadening access to the asset bases for the poor.
- (c) Infrastructure development as a means to address service backlogs and create opportunities for economic development.

In dealing with these opportunities, it is important to explain some of them:

- (a) Heritage and ecotourism in Matatiele have the potential to grow and provide opportunities for development, provided these are harnessed appropriately.
- (b) The largely rural wilderness areas are available for development of ecotourism and wilderness education.
- (c) The rugged terrain with its relatively undisturbed vegetation and water sources presents an appropriate environment for biodiversity conservation initiatives.

Since Matatiele municipality is rural, agricultural, and a tourism area, it was recommended that activities compromising agriculture, such as the subdivision of land, settlement and infrastructure development should be avoided in the area. Agritourism related to food production, cultivation, planting, animal husbandry, Irrigation, biodiversity, timber and crop production must be improved.

3.6.2 Resource Accessibility for Local Communities

It is evident that without the participation of the local people in the planning and management of resources and facilities, the intentions of local policies might not be able to promote community beneficiation. However, one of the objectives of the study is to understand resource and facility operations.

(a) Tourism Facilities

Tourism ought to provide tourism facilities to local people as well as involve them in a sustainable manner in managing tourism which aims to increase and maximise the benefits – economic, social and environmental – and minimise costs for both visitor and host/destination (NDT, 2012). In this regard, responsible tourism seeks to generate economic benefits for the stakeholders and local people, enhancing their well-being as well as involving them in decision-making processes.

3.7 UMZIMVUBU LOCAL MUNICIPALITY

The information below is based on the Umzimvubu IDP (2011). Tourism planning and development do not feature strongly as one the growth areas of Umzimvubu local Municipality. Despite the fact that the municipality has an abundance of natural and cultural resources that can stimulate tourism development. Umzimvubu local municipality has a potential for both tourism and SMME development. The IDP (Umzimvubu IDP, 2011) indicates that this municipality derives its income from the primary sector, which is dominated by agriculture, forestry and fishing; the secondary sector, which includes construction, food industry and wholesale as well as the tertiary sector which is dominated by the community and public sectors. Based on the local economic development (LED), Umzimvubu local municipality adopted a strategy that institutionalised a number of programmes some of which are tourism related. The LED is informed by the Umzimvubu local municipality IDP

(2010/2011), and serves as a strategic pillar and guide within all spheres of development related to this local municipality (Umzimvubu IDP, 2011).

This IDP is considered as the main strategic planning instrument which guides all planning, budgeting, management and decision-making processes in the municipality. Every attempt was made to ensure that the IDP process is inclusive of all role players which included the following: council, task teams, executive committee, IDP officer, municipal manager, IDP steering committee, idp representative forum (councillors, ward and stakeholder representatives as well as community representatives, non- governmental organisations, traditional leaders, youth organisations, community based organisations and municipal officials) (Umzimvubu IDP, 2011).

3.7.1 Establishment

Umzimvubu local municipality (EC4420) is a Category B municipality established in terms of Chapter 2 of the Municipality Structures Act 1998. It is one of the two local municipalities situated within the Alfred Nzo district municipality (DC44) located in the northern region of the Eastern Cape. The municipality is located in the Eastern part of the Eastern Cape and comprises an area of 2 506 km² formed by two towns, Mount Frere and Mount Ayliff. This local municipality is made up of 27 wards with 65 councillors. Amongst them are 11 traditional leaders who serve on the Council.

Umzimvubu local municipal area accommodates a significant rural/traditional population, both community-based and communal farming as well as urban and rural settlement. Non-urban land is characterised by distinctive enclaves of rural settlement where rural and peri-urban settlements accommodate over 90% of the total municipal population. The rural settlements comprise at least 250 villages throughout the municipal area.

3.7.2 Demographic Profile

Umzimvubu local municipality has a total population of about 220 636, of which 10% lives in urban areas (22 064). The distribution is as follows: Mount Frere (15 444) and Mount Eylliff (6 618) are urban, and approximately 198 567 people are rural. Of this total number, 99.8% of the population are Africans and the remaining

0.2% of the population includes the Coloureds, Asians and Whites. The average population density of Umzimvubu local municipality is 88 people per square kilometre. The municipality is 54% female and 46% male.

3.7.3 Infrastructural Profile

Infrastructure forms the basis for development in any municipality. Tourism development is also influenced by the existence of various infrastructures. Among others, the municipal administration has units that are pivotal to infrastructure and planning. There is also a project management unit that is responsible for overseeing the implementation of municipal infrastructure projects. The municipality is currently upgrading some of the recreation facilities. Roads play a pivotal role in economic development. The National Road (N2) passes through the municipal area and is a gateway to KwaZulu-Natal. One of the major routes is R405 which is a secondary route (Umzimvubu IDP, 2011).

The priorities of national government as articulated by the stakeholders were aligned with the national and provincial development imperatives such as the National Spatial Development Perspective (NSDP), Accelerated and Shared Growth Initiatives for South Africa (ASGISA) and the Eastern Cape Provincial Growth the Development Strategy (PGDS). Fortunately, tourism planning features more as a sector plan under Sector Planning (Umzimvubu IDP, 2011).

3.8 AMATHOLE DISTRICT MUNICIPALITY

The Amathole district municipality is situated within the Eastern Cape, between Port Alfred and Port St John's, and includes the city of East London. The district stretches from the Indian Ocean coastline in the south to the Amathole Mountains in the north. The District includes large parts of the former Ciskei and Transkei homeland areas, which means that the district has large disparities within its borders. It is bordered by the Cacadu, Chris Hani, and OR Tambo municipalities. The Amathole district municipality has a land area of approximately 21 229km².

3.8.1 Spatial Location of Municipalities

The Buffalo metropolitan city is the largest urban conglomerate in the Eastern Cape. The Amathole district municipality, is the largest district municipality and

consists of seven local municipalities, which include: The Great Kei, Amahlathi, Mbashe, Mquma, Ngqushwa, Nkonkobe and Nxuba.

The **Great Kei local municipality**, comprises the town of Komga, the small coastal towns of Kei Mouth, Haga Haga, Morgan Bay and Cintsa, and a number of rural settlements. For example, the major developmental areas or key performance areas (KPAs) in this municipality are associated with the following areas: infrastructure, community services, local economic development, resource management and governance (GKM-IDP, 2012). **Amahlathi local municipality**, comprises the towns of Stutterheim, Cathcart, Kei Road and Keiskammahoek, which are landlocked places and have numerous peri-urban and rural settlements. **Mbashe local municipality**, is the northern-most coastal municipality, comprising the towns of Idutywa, Elliotdale and Willowvale, as well as numerous peri-urban and rural settlements. The physical and infrastructural characteristics of the **Mbashe** and **Mquma local municipality** are largely determined by the influence of the coast and the National Road which dissects them in an east-west direction.

Next is **Mquma local municipality**, which comprises the main town of Butterworth, the small towns of Ngqamakwe and Centani, as well as numerous peri-urban and rural settlements. **Ngqushwa local municipality** is the southern-most municipality, and comprises the town of Peddie, the coastal town of Hamburg, as well as numerous peri-urban and rural settlements. **Nkonkobe local municipality**, is the most westerly landlocked municipality, comprising the towns of Alice, Fort Beaufort and Middledrift, the smaller towns of Hogsback and Seymour, and numerous peri-urban and rural settlements. Similarly, **Nxuba local municipality**, is in the landlocked west, comprising the towns of Bedford and Adelaide, and surrounding rural areas.

3.8.2 Infrastructural and Resource Use

The resources that make up the business activities in the Amathole district municipality as well as all local municipalities (The Great Kei, Amahlathi, Mbashe, Mquma, Ngqushwa, Nkonkobe and Nxuba) have been identified by the ADM-IDP (2012) as comprising community services (47%), finance (17%), trade (14%),

manufacturing (12%), transport (4%), agriculture (2%), construction (2%), electricity (1%) and mining (1%).

According to ADM-IDP (2012) the economy of Amathole district municipality is dominated by the community services sector which contributes 47% to the gross geographical product (GGP). This sector is also the major employer in the municipalities accounting for 43% of all jobs in 2010. The second most important sector is the finance and business services sector which contributed 17% to the GGP of the district in 2010. However, this sector is not labour intensive as it contributes only 4% of the formal jobs in the Amathole district. The retail sector, agricultural and mining sectors contribute about 15% of Amathole's GGP and jointly employ about 24% of the job market.

3.8.3 Resources and Facilities Contributions by Local Municipality

In this section, analytical results of transport, electricity, housing and vehicles are given on the basis of Amathole district municipality and related local municipalities such as The Great Kei, Amahlathi, Mbashe, Mquma, Ngqushwa, Nkonkobe and Nxuba.

The effective public transport coverage by settlements in local municipalities is dominated by the Mquma municipality which has 318 settlements (286 707 people) the high density of the settlements are in this municipality. The other municipalities with less settlements have less settlement densities.

With regard to electricity, the Amathole district suggests that the bulk of the electricity is consumed by Mquma because of the largest population and number of households it contains. The housing statistics are generally difficult to verify. As a result the issue of determining the housing backlog is always a contested issue (ADM-IDP, 2012). All types of housing supplied (formal, informal and traditional) in the district of Amathole is dominated by the Mquma municipality with 74 295 housing units supplied in the 2010 financial year. Next is Mbashe local municipality with 67 482 units, and lastly is Nxuba local municipality with 7003 units in the 2010 financial year.

Finally, an analysis of the type of vehicles (minibus, sedan and bakkie) used in the transport industry was reported in the Amathole district IDP (ADM-IDP 2012). The leading vehicles, in general, were in Mngquma local municipality simply because of the population density in this municipality. Municipalities such as Nkonkobe and Nxuba were not accounted for.

3.8.4 Municipal Development and Outcome

Local municipalities such as The Great Kei, Amahlathi, Mbashe, Mngquma, Ngqushwa, Nkonkobe and Nxuba intend to foster development initiatives and outcomes. These include a comprehensive rural development strategy linked to land and agricultural reform, as well as programmes seeking to build social and economic sustainability. The initiatives are expected to be achieved through an efficient, competitive and responsive economic infrastructure network, a healthy life system for communities of Amathole district municipality as well as sustainable human settlements and improved quality of household life. Also important in the Amathole district is to achieve decent employment through inclusive economic growth as well as accomplish vibrant, equitable, sustainable rural communities contributing towards food security for the local people.

3.9 SUMMARY

This section of environmental scanning has attempted to present the physical and spatial attributes of resources, facilities and services in municipalities of KwaZulu-Natal and the Eastern Cape. What is apparent is that there are spatial matters worthy of understanding and being linked to the development of resources in municipalities. The planning, development and management of such tourism resources and facilities is the basis for better run municipalities.

CHAPTER 4

RESEARCH METHODOLOGY

4.1 INTRODUCTION

This section provides a research design and process on the research strategy and general approach that ought to be adopted in conducting this particular research study. This section presents the methods, techniques and procedures that are employed in the process of implementing the research design as well as the underlying principles and assumptions that underlie their use. At this stage it is important to address issues that relate to research design, sources of data, procedure for collecting data and data analysis.

4.2 RESEARCH DESIGN

Owing to the complex nature of this study, a combination of both quantitative and qualitative approaches is used. The choice of this approach was informed by the nature of the research questions, the setting in which the research was conducted and the background of the problem investigated. A mixed method mode of enquiry, was, therefore, adopted for this study to address the research questions and also to add depth and detail to the findings. The mixed method approach guided the collection and corroboration of data and enhanced the validity and credibility of the study (McMillan & Schumacher, 2001:428; Finn; Elliot-White & Walton, 2008). The other reason for using the mixed method is that each of the approaches has its strengths and weaknesses, therefore using a mixed method mode of enquiry maximises the strengths and minimises the weaknesses of each approach, thus making the approaches complementary to each other and adding depth and detail to the findings. Mixed methods also yield results that are richer, more valid and more reliable. The value of a combination of these approaches is that it leads to multiple realities (Henderson, 1990:181). The findings obtained through the qualitative approach were checked against those obtained through the quantitative approach, that is, triangulation was also used in this study. Triangulation is critical in facilitating interpretive validity, establishing data trustworthiness/confirmability, and enhancing the credibility of the researcher. In this study, triangulation was applied by using a variety of data sources, mixing methods of addressing the research

question, using more than one researcher to interpret the data and using multiple perspectives to interpret a single data set.

4.3 TARGET POPULATION

The aggregation of respondents from which the sample for this study was selected consists of two provinces: KwaZulu-Natal and the Eastern Cape. Each of these provinces is geographically divided into district and local municipalities. KwaZulu-Natal has eleven (11) and the Eastern Cape has six (6) district municipalities. For the purpose of this study, the sample for KwaZulu-Natal consisted of four (4) district and eight (8) local municipalities. In the Eastern Cape the focus was on two (2) district and nine (9) local municipalities. The justification for selecting more district municipalities in KwaZulu-Natal as against those in the Eastern Cape is that the former is the main study area and the latter a complementary area, playing a confirming and supportive role and also because of time and distance constraints.

4.4 SAMPLING UNITS AND STRATEGY

The sampling units will be the tourism practitioners (government tourism officials, LED/tourism officials, regular tour operators and tourism stakeholders (tourism associations, local tourism organisations, local tourism committees and small business entrepreneurs). Tourism practitioners were interviewed as individuals while tourism stakeholders were interviewed as focus groups. Municipal tourism officials are responsible for planning, development and management of tourism resources, facilities and activities. Studies have emphasised the significance of involving tourism practitioners and other relevant stakeholders in the decision-making process from the planning to the implementation and evaluation stages.

In order to make this study a success, it is imperative that data were collected at predetermined points. Appointments were made with tourism practitioners and tourism stakeholders. Respondents were invited to a specific venue where they were interviewed in each municipality as indicated in Table 4.1 below. Owing to the lack of a sampling frame, non-probability sampling was the most appropriate sampling strategy for this study, and the purposive sampling method was used to select respondents to be included in the sample.

TABLE 4.1 FREQUENCY DISTRIBUTION OF RESPONDENTS

LOCAL MUNICIPALITY	FREQUENCY	PERCENTAGE
Mtubatuba	10	09
Jozini	13	12
Abaqulusi	11	10
Ulundi	21	20
Mhlathuze	17	16
Ntambanana	15	14
Dukuza	13	12
Ndwedwe	08	07
TOTAL	108	100

The reason for selecting purposive sampling was that this study relied mainly on available municipal officials, practitioners and stakeholders. These respondents were therefore selected on the basis of the researchers' knowledge and understanding of the population, its elements, and the nature of the research problem. Even though the purposive sampling strategy, which is non-probability sampling was used, attempts were made to ensure that bias was eliminated and that the sample was representative of the population.

4.4.1 Sample size

The details of the sample size are shown in Annexure C, where the selected district and local municipalities are given a total sample size of 384 for all district and local municipalities in the two provinces of KwaZulu-Natal and the Eastern Cape. This sample size was deemed to be representative and large enough to provide reliable findings. The purpose of selecting this sample is to gain information concerning a population. Since inferences concerning a population are made based on the behaviour of a sample, it is imperative that the sample be representative and sufficiently large, and that care be taken to avoid possible sources of sampling error and bias.

4.4.2 Research instrument

Questionnaires were designed and used as a research instrument. All questions in the research instrument were guided by the objectives and the research questions of the study. Structured questions were formulated to collect quantitative data on predetermined variables and semi-structured questions were used for collecting qualitative data. Face-to-face and semi-structured interviews were conducted in order to elaborate on qualitative data. Semi-structured questions allow more probing to seek clarification and elaboration.

4.5 METHOD OF DATA COLLECTION

Data collection was done through literature review and survey methods. Theoretical review was used mainly to collect data that relate to existing policies and legislative frameworks, and also to best practices regarding planning, development and management of tourism resources, facilities and activities. The survey method was used to collect data that relate to the roles and levels of involvement of tourism practitioners and stakeholders. The survey method is regarded as “the most important source of information for tourism analysis, planning and decision-making” (Finn, et al., 2008:91).

Five (5) research assistants were employed to assist the research administrator to execute the data collection process. The survey aimed to establish the following:

- Existence of tourism resources available in municipalities in the study area.
- Existence and awareness of the tourism policies that guide planning, development and management of resources, facilities and activities in the study area.
- Role and levels of involvement of tourism practitioners and stakeholders in the planning and management of tourism resources in municipalities across two provinces.
- Key factors responsible for facilitating the implementation of policies that promote community involvement in tourism facilities and activities.

The collection of data through the survey method was undertaken during the November-December- period of 2013 through to January 2014. It was anticipated

that stakeholders and practitioners would be mainly available in November 2013 and January 2014.

4.6 DATA ANALYSIS AND INTERPRETATION

Data analysis was carried out using the SPSS programme. A sequential strategy was used, that is, quantitative data were analysed first and were then followed by the qualitative data. Both quantitative and qualitative data were interpreted together (by triangulation) once all the data had been collected, captured, processed and results condensed (Creswell, 2003). In addition, location maps were used to indicate the spatial distribution of places, distances, relativity and scale-size of district and local municipalities. It was anticipated that the outcomes of analysis would give an indication of what is truly the role of planning and management of resources and facilities in the various municipalities in the study areas.

4.7 ETHICAL CONSIDERATIONS

This type of research process requires certain ethical standards to be observed and maintained. The applicable ethical standards that were going to be followed in this research were:

- Voluntary participation of all the subjects that were interviewed. They were treated with the outmost care.
- The research investigation was conducted in accordance with the ethical and professional guidelines specified by the University's Ethics Committee.
- All research was preceded by a thorough review of the literature to ensure, as far as possible, all cited literature had been acknowledged. The study is based on tourism policy, planning and management. All related literature was reviewed to give context and direction to the research inquiry.
- Prospective research participants were fully informed about the procedures and risks involved in the research process and were required to give their informed consent to participate in the research.
- Participants were not going to be put in a situation where they might be at risk of harm as a result of their participation.
- Participants were assured that information given by them would not be made available to anyone who was not directly involved in the study (confidentiality).

- The confidentiality of the information acquired from respondents in the study area was protected.
- Participants in the research study would remain anonymous throughout the study process.
- Subjects that were going to be chosen for interview purposes were those that were going to be seen to benefit the research project, not the easy-to-access groups.
- The research findings were not purposely affected by the researchers' biases and opinions.
- The falsification of research results or the misleading reporting of results is regarded as unethical, and was not entertained. The results of the study were ultimately based on objectives and research hypotheses; and
- For the dissemination of the findings of the research (in whatever form), a consent from both parties was sought.

The ethical considerations that are dealt with in this research project are those that are prescribed for all researchers working within the University of Zululand. These ethical elements are, however, universal, as are those of social research.

4.8 LIMITATIONS OF THE RESEARCH STUDY

Like any other research inquiry, this research project is likely to have some limitations. The anticipated limitations to this study are the following:

- **Time:** the amount of time allocated to the research process appears to be short, given the nature of the research problem.
- **Distance:** the spread of the study area, involving two provinces as well as seven district municipalities, is huge and would require extensive travelling.
- **Lack of prior research studies on the research problem:** this type of research demands a literature review that would help in the understanding of

the research problem. There are relatively few books available in the University library that treat topics related to the research problem.

- **Lack of available and/or reliable data:** a lack of reliable data should require this investigation to limit the scope of its analysis, i.e the size of the sample, or it can be a significant obstacle in finding a trend and a meaningful relationship. The researchers need not only to describe these limitations, but offer reasons why researchers believe data is missing or is unreliable.

4.9 SUMMARY

This section on the methodology of the study has attempted to address the following matters:

- Devising the method of collecting data using methods such as theoretical framework, environmental scan, series of interviews from different sources in the study area.
- Analysing the specific tourism resources and facilities in two provinces. KwaZulu-Natal and the Eastern Cape as well as all related district and local municipalities.
- Engaging in research design using appropriate (quantitative and qualitative) data collection methods such as the questionnaire and survey methods.
- Using the SPSS programme would provide frequency tables, bar graphs, pie graphs and the analysis of Likert Scale types question.
- Noting that the analysis and interpretation of data would lead to the confirmation of proposed objectives of the research study.

It was anticipated that the research processes described above would be effectively used in an empirical manner to analyse the various objectives designed for this study, so as to reveal the extent of community beneficiation in the study area. .

CHAPTER 5

ANALYSIS AND INTERPRETATION OF DATA

5.1 INTRODUCTION

It is generally accepted that research is not only a mechanism for establishing the truth about an issue, but also a means of bringing about change on a matter that needs improvement. In another sense, research is an essential instrument for matching theory with spatial reality for the improvement of the society's spatial and non-spatial situations and environments (Magi 2009a and b). In a situation where researchers need to investigate the role played by planning, development and management of tourism resources and facilities for the betterment of society, it is necessary to understand the role of the policy framework in improving socio-cultural and economic growth in an area, and more specifically a local or district municipality. In the context of this study, the planning and development of tourism resources and facilities present an opportunity for the local community to benefit in terms of job opportunities, skills development, economic empowerment and social development. It is anticipated that the analysis and interpretation of data collected from various municipalities in KwaZulu-Natal and the Eastern Cape would go a long way in establishing whether policies play a role in developing tourism resources in municipalities. Furthermore, in identifying practices participated in by tourism practitioners and stakeholders, whether these practices offer any benefits to the local community and the research area as a whole.

The data analysed in this chapter were collected from various municipalities in the provinces of KwaZulu-Natal and the Eastern Cape. The basis of data collection was through the tourism practitioners and stakeholders found in the study area. The practitioners and stakeholders were extracted from the following organisations: Community Tourism Organisations (CTO); District Tourism Forums (DTF); Local Economic Developments (LED); Local Tourism Associations (LTA); Local Tourism Forums (LTF); Local Tourism Organisations (LTO).

In handling the analysis and interpretation process, an attempt was made to reveal the extent to which practitioners and stakeholders are conversant with the policies associated with the planning, development and management of tourism resources and facilities. The next section of this chapter is the restatement of objectives of the research investigation. This procedure is important for driving the research process and coming up with some research findings.

5.2 RESTATEMENT OF OBJECTIVES

In order to refamiliarize and refresh the reader about the objectives of this research inquiry, it is necessary to restate the fundamental intentions of the study. It is hoped that this procedure will provide a clear direction or starting point for the analysis, interpretation and eventual findings (recommendations) of the investigation. The restated objectives that are mentioned in Chapter One are as follows:

- (a) Identify and describe tourism resources available in municipalities across two (2) provinces.
- (b) Identify and assess policy legislative frameworks-tools-guidelines that are available in local municipalities, and used in the planning, development and management of tourism resources in municipalities across two (2) provinces.
- (c) Examine the role and level of involvement that tourism practitioners and stakeholders play in the planning, development and management of tourism resources in municipalities across two (2) provinces.
- (d) Identify the positive and negative characteristics - elements that can be used to improve the planning, development and management of tourism resources.

Without doubt these objectives will assist the researchers to arrive at reasonable and educated conclusions regarding this research investigation. All this is done for the purpose of establishing emerging scenarios relating to the planning, development and management of tourism resources and facilities in the study area. Finally, the restatement of objectives seeks to facilitate the making of judgements and drawing of conclusions and recommendations from this research process.

5.3 DEMOGRAPHIC VARIABLES RELATED TO TWO PROVINCES

The researched demographic variables were the following: gender, age, level of education and employment status. These demographic variables are analysed and aggregated in Table 5.1. The demographic variables were analysed in order to indicate the composition of the respondents in terms of gender balance, age distribution, level of education and employment patterns which might have an influence in the information provided by the respondents.

TABLE 5.1: DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

VARIABLE	SUB-VARIABLE	KWAZULU-NATAL n=108		EASTERN CAPE n=94		TOTAL n=202	
		Freq	%	Freq	%	Freq	%
Gender	Males	44	41%	49	52%	93	44%
	Females	64	59%	45	48%	109	56%
Age	15-24	13	12%	03	03%	16	17%
	25-34	31	29%	25	27%	56	29%
	35-44	41	38%	47	50%	88	34%
	45-54	15	14%	12	13%	27	12%
	55 +	08	07%	07	07%	15	08%
Education	No Formal Educ.	00	00%	04	04%	04	02%
	Primary	02	02%	10	11%	12	06%
	Secondary	22	21%	26	28%	48	24%
	Tertiary Diploma	55	51%	29	31%	84	42%
	Tertiary Degree	29	26%	25	26%	54	26%
Employment Status	Unemployed	39	44%	26	28%	65	32%
	Fully Employed	26	25%	53	56%	79	39%
	Pensioner	02	02%	03	03%	05	02%
	Business Owner	35	22%	09	10%	44	22%
	Other	06	07%	03	03%	09	05%

n=202

The outcome of the analysis and interpretation of these demographic variables is briefly presented, as well as drawing and making strategic observations on some low scores and high scores shown by the responses of the tourism practitioners and stakeholders in the study area. Some of these are as follows:

- (a) The aggregated **gender variable** is dominated by females in KwaZulu-Natal (59%) and males in the Eastern Cape (52%). The possible reason for this

outcome is that more females in KZN participate in municipal activities than in the Eastern Cape.

- (b) The **age variable** that dominates activities in both provinces is largely between the ages of 15 to 44. The possible reason is that the respondents who participated more were relatively young.
- (c) The **education variable** was dominated by respondents who had a tertiary diploma qualification in both provinces: 51% in KwaZulu-Natal and 31% in the Eastern Cape. It is worth noting that 4% of the respondents in the Eastern Cape had no formal education and 11% had a primary education.
- (d) A significant number of respondents in both provinces indicated that they were unemployed: 44% in KwaZulu-Natal and 26% in the Eastern Cape. The findings also indicate that 22% of the respondents in KwaZulu-Natal and 10% in the Eastern Cape were business owners. The reasons for this outcome could probably be that respondents were either aspiring business owners who were subsequently unemployed, business owners or government employees.

5.4 ANALYSIS BASED ON OBJECTIVE ONE

The respondents in both provinces were asked to identify and describe tourism resources that are available in their areas. The outcome of the analysis is shown in Table 5.2 below. The resources or facilities that were identified by the majority of respondents (practitioners and stakeholders) were in the accommodation, transportation and entertainment sectors, and travel agencies in both provinces. The most likely reason for this outcome is that these resources were seen as readily available by the majority of respondents. On the other hand, the resources that were seen as least available were transportation (airline facilities) and recreation parks. What is also interesting is that the entertainment: community halls in both provinces were poorly scored (23% and 10%) in KwaZulu-Natal and the Eastern Cape. Finally, there was a divergent response to the facilities of conferencing (conference centres) in both provinces. In KwaZulu-Natal conference centres were little regarded (20%) but highly regarded in the Eastern Cape (56%).

TABLE 5.2: TOURISM RESOURCE AVAILABLE AS IDENTIFIED BY THE RESPONDENTS

RESOURCES OR FACILITIES	KZN (n=108)		EC (n=94)	
	Freq	%	Freq	%
Accommodation: Hotel	89	82%	90	96%
Accommodation: Guest House, B&B	57	53%	45	48%
Conference Centre	22	20%	53	56%
Transportation: Motor Car Hire:	59	67%	51	54%
Transportation: Buses, Combi Taxis	54	55%	12	13%
Transportation: Airline Facilities	06	06%	04	04%
Transportation: Trains	27	25%	20	21%
Travel Agencies	52	48%	63	67%
Entertainment: Community Halls	25	23%	09	10%
Entertainment: Cinemas	62	57%	51	54%
Entertainment: Clubs, Shebeens/Taverns	60	56%	57	61%
Sports Facilities: (Soccer, Rugby, Tennis)	42	39%	35	37%
Recreation Parks	08	07%	12	13%
Any other (specify):	07	06%	06	06%

Respondents gave more than one answer

It is interesting to compare what respondents identified and what is really on the ground in terms of the data base of the secondary resources. Refer to the attached database of resources.

TABLE 5.3: TOURISM RESOURCES IN KWAZULU-NATAL

Resources	uThungulu DM		Mkhanyakude DM		Zululand DM		iLembe DM	
	Ntamba Nana	Mhlathuze	Jozini	Mtuba	Abaqulusi	uLundi	Kwa Dukuza	Maphu mulo
Accom: Hotel	0	8	1	7	3	1	8	0
Accommodation: B&B, guest.	2	42	9	98	17	16	138	6
Conference centres	0	10	1	7	3	3	8	1
Transport: car hire	0	2	1	4	3	1	8	0
Transport: comb/bus,	11	61	30	43	27	33	35	21
Trans: air lines	0	1	0	0	1	1	2	0
Transport: Trains	0	0	0	0	0	0	0	0
Travel Agents	0	2	0	2	1	1	4	0
Entertainment: comm. halls	1	4	3	3	2	4	5	2
Entertainment: cinema	0	1	0	0	0	0	2	0
Entertainment: clubs tavern	2	4	0	2	4	6	8	0
Sports: soccer. rugby.	0	1	0	1	5	5	6	0
Recreational Parks	0	5	1	6	6	2	6	0
Game reserve Ranch	3	6	1	4	5	4	2	3
Heritage sites	0	3	2	4	20	13	8	3
Dams	0	0	1	0	1	0	0	3
Forests	0	2	3	2	11	7	2	3
Restaurants	0	10	0	4	6	2	18	0

TABLE 5.4: TOURISM RESOURCES IN THE EASTERN CAPE

Resources	Alfred Nzo DM		Amathole DM						
	Matatiele	Mzimvubu	Great Kei	Mnquma	Ngqushwa	Nxuma	Nkonkobe	Amahlathi	Mbashe
Accom: hotel	1	1	6	3	1		2	1	1
Accom: B&B, guest houses	8	8	22	1	4	4	2	3	2
Conf. centers	0	1	1	1	0	1	1	1	1
Trans: car hire	4	3	1	3	2	1	1	2	0
Trans: comb/ bus,	3	6	3	5	3	2	3	3	1
Trans:air lines	0	0	0	0	0	0	1	0	0
Trans: trains	0	0	0	0	0	0	0	0	0
Trav. agents	0	0	2	0	2	1	1	1	1
Entert: comm.halls	2	1	2	2	1	1	1	1	1
Entert: cinema	0	0	0	0	0	0	0	0	0
Entert: club/tarven	1	4	2	5	3	1	1	2	0
Sports: socc/rugby	1	1	7	2	1	2	1	1	1
Recr parks	18	1	3	1	1	1	1	2	1
Game resv Ranch	1	0	3	1	5	1	4	4	2
Hert. Sites	1	1	7	2	4	2	0	1	5
Dams	3	2	6	0	0	0	1	2	0
Forests	1		0	1	0	1	6	2	0
Restaurants	1	4	2	5	2	3	6	4	2

From these findings it can be concluded the local municipalities in both provinces do have secondary tourism related resources such as accommodation. Transportation and entertainment sectors were mainly associated with work and making a living requirements.

The findings indicate that the first objective which sought "to identify and describe tourism resources available in municipalities across two (2) provinces" has been successfully met.

5.5 ANALYSIS BASED ON OBJECTIVE TWO

The second objective of the research study sought to identify and assess policy legislative frameworks/tools/guidelines that are available in local municipalities and used in the planning, development and management of tourism resources in municipalities across two (2) provinces. In answering this question, respondents (practitioners and stakeholders) were asked to indicate policies that they knew of and that were available in their municipalities. The findings of this analysis are shown in Table 5.3.

TABLE 5.5: TOURISM POLICIES AVAILABLE IN LOCAL MUNICIPALITIES [%]

RELATED POLICY AREAS	KZN (n=108)			EC (n=94)		
	Yes	No	Not sure	Yes	No	Not sure
Policy on planning of tourism resources and facilities	35%	59%	06%	21%	55%	24%
Development of tourism resources and facilities	32%	66%	02%	22%	60%	18%
Management of tourism resources and facilities	28%	69%	03%	18%	67%	15%
Any other policies:						

It was established that policies on planning, development and management of resources are available. However, the majority of respondents indicated that they were not aware of the availability of policies relating to planning (KZN=59% and EC=55%), development (KZN=66% and EC=60%) and management (KZN=69% and EC=67%) of resources and facilities in their areas. It is interesting that practitioners and stakeholders, who by the nature of their work and responsibilities should be aware of the availability of these policies are not aware of them. Possible reasons for not being aware of existing policies may be that they do not give themselves time to participate in policy development and implementation.

Respondents were also asked to indicate policies that they were aware of as having been implemented in their local municipality. The list of policies that respondents

saw as having been implemented are shown in Table 5.4 below. The tourism related resource and facility policies were listed under the following segments: accommodation, transportation, conference centres, travel agencies, entertainment, sports facilities and recreation parks. What is most interesting is that a significant majority of respondents indicated that most of the tourism policies, associated with the segments given had been implemented successfully in municipal areas. The main reason given by those who did not express positive responses about the implementation of these policies was a limited follow-up on the implementation processes.

TABLE 5.6: TOURISM POLICIES THAT WERE SEEN AS IMPEMENTED [%]

EXAMPLES OF TOURISM POLICIES	KZN (n=108)			EC (n=94)		
	Yes	No	Not sure	Yes	No	Not sure
Accommodation, Hotel	94%	06%	00%	90%	09%	01%
Accommodation: Guest House, B&B	88%	10%	02%	95%	05%	00%
Conference Centre	84%	13%	03%	100%	00%	00%
Transportation: Motor Car Hire:	52%	46%	02%	100%	00%	00%
Transportation: Buses, Combi Taxis	83%	14%	03%	98%	02%	00%
Transportation: Airline Facilities	67%	31%	02%	69%	31%	00%
Transportation: Trains	33%	67%	00%	62%	38%	00%
Travel Agencies	59%	38%	03%	62%	38%	00%
Entertainment: Community Halls	87%	12%	01%	65%	35%	00%
Entertainment: Clubs, Shebeens /Taverns	82%	18%	00%	64%	36%	00%
Sports Facilities: (Soccer, Rugby, Tennis)	87%	13%	00%	61%	39%	00%
Recreation Parks	91%	07%	02%	62%	36%	02%

Some of these respondents also indicated that there were no sufficient and clear systems that were in place to monitor the implementation process in some local municipalities in the study area.

Based on the findings the second objective of the study, which sought to "identify and assess policy legislative frameworks/tools/guidelines that are available in local municipalities and used in the planning, development and management of tourism resources in municipalities across two (2) provinces" has been successfully addressed. The outcome being that the majority of practitioners and stakeholders indicated that most of the tourism policies associated with many tourism segments had been successfully implemented in municipal areas.

5.6 ANALYSIS BASED ON OBJECTIVE THREE

The third objective sought to examine the role and level of involvement that tourism practitioners and stakeholders play in the planning, development and management of tourism resources in municipalities across two (2) provinces. Studies conducted in this area reveal that it is imperative that practitioners and stakeholders play an active role in the planning, development and implementation of resources in their local municipalities. The findings relating to the involvement of practitioners and stakeholders in planning and development of tourism resources are presented in Table 5.7 below.

TABLE 5.7: PRACTITIONERS' INVOLVEMENT IN PLANNING, DEVELOPMENT AND MANAGEMENT OF TOURISM RESOURCES [%]

INVOLVEMENT OF RESPONDENTS	KZN (n=108)			EC (n=94)		
	Yes	No	Not sure	Yes	No	Not sure
In policy formulation	34%	59%	07%	26%	59%	15%
In planning of tourism resources	37%	59%	04%	21%	55%	14%
In development of tourism Resources	26%	70%	04%	22%	60%	18%
In management of tourism Resources	22%	74%	04%	18%	67%	15%

The involvement of respondents has been looked at from four perspectives, namely, policy formulation, planning of tourism resources, development of tourism resources and management of tourism resources. The analysis has yielded results that show that the practitioners and stakeholders in both provinces were largely not involved (at an average of 66%) in processes that formed part of the planning,

development and management of tourism resources. The most plausible reason for such responses could be that opportunities and a conducive environment are not created by the present municipal authorities for the involvement of the practitioners and stakeholders.

Based on the findings as presented above, the third objective, which sought to "examine the role and level of involvement that tourism practitioners and stakeholders play in the planning, development and management of tourism resources in municipalities across two (2) provinces" has been successfully attended to.

5.7 ANALYSIS BASED ON OBJECTIVE FOUR

Objective four was about the identification of positive and negative characteristics/elements that can be used to improve the planning, development and management of tourism resources. Respondents (practitioners and stakeholders) were asked to identify the positive and negative practices that impact on the planning, development and management of tourism resources and facilities in the study area.

(a) Responses on positive experiences

A general question was asked on whether or not respondents in both provinces had experienced any positive tourism practice that have an impact on the planning, development and management of tourism resources and facilities in their area. The outcomes of the analysis showed that a significant majority of respondents (41%) in KwaZulu-Natal were "not sure", whereas in the Eastern Cape the majority of respondents (60%) indicated that they had experienced positive tourism practices. The most likely reason for this outcome is that practitioners in KwaZulu-Natal have high expectations about tourism resource management, as evidenced in Table 5.7 discussed earlier. Respondents also provided some reasons for their positive experiences pertaining to tourism resource planning and management, such as (a) provision of tourism infrastructure; (b) better opportunities to participate in tourism activities; and (c) improved job-related communication between stakeholders.

(b) Responses on negative experiences

With regard to negative experiences, respondents were asked to indicate whether they had experienced negative practices that have an impact on the planning, development and management of tourism resources and facilities in their area. The outcomes of the analysis showed that once again a significant majority of respondents (44%) in KwaZulu-Natal were "not sure". Similarly in the Eastern Cape the majority of respondents (55%) indicated that they were also "not sure" about experiencing tourism practices. The most likely reason for this outcome is that respondents in both provinces, as indicated in the above discussion, were positive about tourism development in their municipalities.

In an attempt to elicit respondents' reaction to tourism practices which might have an impact on the planning and management of resources and facilities, a list of statements was provided to which respondents were expected to indicate their preferences (expressed as 'yes' or 'no') in a table provided.

With regard to addressing the fourth objective, which sought to "identify the positive and negative practices that impact on the planning, development and management of tourism resources and facilities", this has been successfully addressed. The majority of respondents in KwaZulu-Natal and the Eastern Cape revealed that they were "not sure" about experiencing good tourism practices in their study areas.

With regard to further analysing objective four, seeking to identify the positive and negative impacts related to practices described in terms of statements, this analysis is performed separately on the basis of each province. Respondents were asked to indicate with a "yes" or "no" their positive or negative response to various pre-selected statement. What is shown in Table 5.8 are the preferred statements of impact related to tourism practices in each province. The positive statements were also ranked in terms of the positive manner in which respondents (practitioners and stakeholders) perceived their character in the municipality concerned. The ranking of these statements has facilitated a positive perception in assessing effectiveness in the planning, administration and management of tourism resources in the study area.

TABLE 5.8: STATEMENTS ON POSITIVE AND NEGATIVE IMPACTS IN KWAZULU-NATAL [%]

STATEMENTS ON TOURISM PRACTICES	KZN (n=108)		
	Yes	No	Rank
Accommodation facilities in the area encourage tourism growth.	86%	14%	1
Participation of stakeholders in planning and management is good.	72%	28%	2
Tourism skills development are lacking in the local municipalities.	71%	29%	3
The practice of skills development has empowered communities.	69%	31%	4
Recreation and sport facilities are being developed continually.	69%	31%	5
Land transport facilities are poorly managed in the area.	67%	33%	6
The limited community involvement is a constraint in the area	66%	34%	7
Practices such as education are not abundant in the area.	65%	35%	8
Tourism is inadequately resourced and funded in the municipality.	64%	36%	9
There is an inadequate supply of accommodation in the area.	63%	37%	10
Job creation in the municipality is good and benefits communities.	62%	38%	11
The state of unemployment in the municipality is at its highest.	59%	41%	12
Tourism crime and security are well managed in the municipality	55%	45%	13
Employment opportunities are plentiful in the local municipality	47%	53%	14
Land transportation infrastructure is well established in the area	43%	57%	15

What is reflected in the ranking of statements is that practices related to accommodation facilities, stakeholder participation in planning and management, tourism skills development and community empowerment, development of recreation and sport facilities, land transport facilities and limited community involvement have been ranked in the top quartile of the rank-chart. The lower end of the Table is dominated by negative or less positively perceived statements. Some of these include: education not well supplied; tourism inadequately resourced and funded; inadequate supply of accommodation; and unemployment is at its highest.

It is important to note that whilst some statements are positively viewed, there are some that evoke negative sentiments. The question of the position, status and responsibility of the practitioners and stakeholders does influence the manner in which some practices are perceived.

In regard to addressing the fourth objective, which sought to "identify the positive and negative practices that impact on the planning, development and management of tourism resources and facilities" some issues have been successfully addressed. The majority of respondents in KwaZulu-Natal revealed that some statements were positively perceived, whereas some were negatively perceived.

In pursuit of addressing local tourism issues in municipalities the 5-point Likert Scale method of analysis was used, where respondents were to agree or disagree on statements provided. What is shown in Table 5.9 are the outcomes of the analysis of the statements selected, relating to how practitioners and stakeholders perceive the planning and management of tourism resources and facilities.

As shown in Table 5.9, respondents from KwaZulu-Natal generally expressed a positive reaction to statements that were given to them. The majority of respondents seemed to "strongly agree" and "agree" with almost all the statements, more particularly with those that reflected their optimism about tourism development and management. It is important to mention that the majority of the respondents (59%) fully agreed that the benefits of tourism outweigh the negative impacts and further that 60% of the respondents agreed that tourism growth had brought about social integration in the study area. Also on a positive note, the majority of the respondents (64%) considered that tourism creates jobs and improves unemployment and about 48% of the respondents agreed that tourism improves the quality of life in their local municipality.

**TABLE 5.9: ANALYSIS OF LIKERT SCALE STATEMENTS [%]
[KWAZULU-NATAL]**

	01	02	03	04	05
STATEMENTS	SA	A	N	D	SD
The benefits of tourism outweigh negative impacts.	18%	41%	23%	14%	04%
Municipal tourism resources are well managed.	13%	35%	39%	11%	03%
Indigenous cultural tourism is not adequately exploited.	17%	34%	30%	18%	01%
Quality of life in municipal areas has improved recently.	17%	31%	40%	07%	06%
Tourism policies are not executed well in local areas	16%	34%	27%	20%	03%
Local communities participate less in tourism activities.	29%	36%	19%	11%	04%
Tourism growth has brought about social integration.	15%	45%	24%	14%	03%
Tourism development has not improved in our area.	22%	38%	18%	15%	07%
Tourism creates jobs and reduces unemployment	23%	41%	24%	07%	06%
Tourism accommodation facilities are adequate here.	15%	36%	22%	21%	07%
Commercialisation of cultural heritage is good for us all	36%	26%	19%	14%	05%
Tourism entertainment is good for jobs in our area.	26%	42%	19%	10%	03%

On the whole, the responses of practitioners and stakeholders seemed to perceive most of the statements positively. The most likely reason for such positive responses may be that the practitioners and stakeholders hold responsible positions in the industry, and they participate actively and are motivated by the job opportunities that have been created by various municipalities they are associated with.

There are very few statements that have attracted neutral response, notwithstanding that these are still positively perceived. There are two statements that have shown a significant level of neutrality, namely, "Municipal tourism resources are well managed" (39%) and "Quality of life in municipal areas has improved recently" (40%). There is a clear tendency to show some doubt about these statements. The possible reason for these neutral responses may be that

some of the practitioners and stakeholders may not be entirely convinced that all is good and glorious in the tourism industry.

In relation to the outcomes associated with the fourth objective, which sought to "identify the positive and negative practices that impact on the planning, development and management of tourism resources and facilities", issues have been positively perceived. The majority of respondents in KwaZulu-Natal have largely indicated that they are positive about the tourism statements, even in some instances where the statements themselves are negative and very subtle. For example, a statement like "Commercialisation of cultural heritage is good for us all" was positively perceived with a "strongly agree" and "agree" response.

**TABLE 5.10: ANALYSIS OF LIKERT SCALE STATEMENTS [%]
[EASTERN CAPE]**

	01	02	03	04	05
STATEMENTS	SA	A	N	D	SD
The benefits of tourism outweigh negative impacts.	15%	21%	48%	12%	08%
Municipal tourism resources are well managed.	08%	28%	40%	15%	09%
Indigenous cultural tourism is not adequately exploited	20%	22%	43%	13%	02%
Quality of life in municipal areas has improved recently	08%	47%	31%	11%	08%
Tourism policies are not executed well in local areas	20%	40%	21%	04%	05%
Local communities participates less in tourism activities	24%	46%	19%	08%	04%
Tourism growth has brought about social integration	09%	31%	51%	08%	01%
Tourism development has not improved in our area.	13%	27%	38%	18%	05%
Tourism creates jobs and improves unemployment	22%	46%	31%	01%	00%
Tourism accommodation facilities are adequate here.	09%	24%	51%	15%	00%
Commercialisation of cultural heritage is good for us all	23%	38%	34%	03%	03%
Tourism entertainment is good for jobs in our area.	22%	49%	22%	05%	02%

Table 5.10 indicates that the majority of the respondents in the Eastern Cape were not sure about a number of statements that were given to them, which is a direct

opposite to the responses provided by the respondents in KwaZulu-Natal. For example, 51% of the respondents were neutral about the statement that tourism growth has brought about social integration. In addition, 51% of the respondents are neutral about the statement that "Tourism accommodation facilities are adequate here". It is important to mention that the majority of the respondents supported the statements that relate to tourism growth and the creation of more job opportunities. The findings indicate that the majority of the respondents (68%) in the Eastern Cape indicated that tourism creates jobs and reduces unemployment and 51% indicated that tourism entertainment is good for the area while 42% indicated that indigenous cultural tourism is not adequately exploited. The reason for such indifference could be that tourism opportunities that have been created have not allowed the majority of the local communities to participate as much as expected hence 70% of the respondents indicated that local communities participate less in tourism activities.

With regard to addressing the fourth objective, which sought to "identify the positive and negative practices that impact on the planning, development and management of tourism resources and facilities" in both the provinces, the objective was successfully attended to. The majority of respondents in KwaZulu-Natal were "strongly agreed" and "agreed" with both positive and appropriately negative statements, which were analysed in the previous paragraphs. Similarly, the majority of respondents in the Eastern Cape were largely, surprisingly and divergently "not sure" about the positivity and negativity of the statement pertaining to the planning, development and management of tourism resources in the study areas.

5.8 SUMMARY

This chapter has successfully attempted to address the analysis and interpretation of data pertaining to the planning, development and management of tourism resources and facilities in the municipal areas of KwaZulu-Natal and the Eastern Cape. Most analyses of respondents (practitioners and stakeholders) have tended to be similar, but have also varied from municipality to municipality and also from province to province.

The finding that emerges from the study areas indicate that on the whole practitioners and stakeholders were largely in support of the objectives of the study, regarding the planning, development and management of tourism resources and facilities in the study areas. However, in the Eastern Cape some response were less positive than those from KwaZulu-Natal. For example, a significant number of responses on the Likert Scale analysis (Table 5.10) were overtaken by a sense of neutrality, 9 of the 12 statements were largely favoured to be neutral. One may conclude that when respondents were not positive about a statement, they would rather become neutral, than go for the negative response. The possible reason may be that there is a lot at stake for anyone to be negative about that which does provide employment.

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

This chapter gives a summary of the findings, which are based on the objectives of the study. On the whole, the research objectives of this research study have been adequately addressed and are described in the next section of this chapter. This procedure is important for driving the research process and coming up with some recommendations.

6.2 CONCLUSIONS BASED ON OBJECTIVES

This section provides some conclusions that are based on objectives. It provides the findings, related conclusions and recommendations of the investigation.

(a) The first objective sought to identify and describe tourism resources available in municipalities across two (2) provinces.

The findings related to this objective indicated that local municipalities in both KwaZulu-Natal and the Eastern Cape were dominated by secondary tourism related resources such as accommodation, transportation and entertainment facilities and activities. It is through the utilisation of these resources that employment and a better quality of life may be achieved. These findings indicate that the objective as stated above has been adequately confirmed. In other words there are sufficient tourism resources available in municipalities across the two (2) provinces.

(b) The second objective sought to identify policy legislative frameworks-tools-guidelines that are available in local municipalities, and used in the planning, development and management of tourism resources in municipalities across two (2) provinces.

During the study various policies that are related to planning, development and management were identified. Respondents who were stakeholders and practitioners revealed that in the municipal environment there were no sufficient and clear systems that were in place to promote the implementation of these policy frameworks in the study areas. Notwithstanding, the study revealed that policy legislative frameworks, tools or guidelines used in the planning, development and management of tourism resources in municipalities across two provinces were implemented in some municipalities. These findings were supported by the fact that the majority of practitioners and stakeholders indicated that most of the tourism policies associated with different tourism segments were successfully implemented in some municipal areas.

(c) The third objective sought to examine the role and level of involvement that tourism practitioners and stakeholders play in the planning, development and management of tourism resources in municipalities across two (2) provinces.

The findings pertaining to the above objective suggested that limited opportunities are created for tourism practitioners and stakeholders, to participate fully in tourism policy formulation, planning of tourism resources, development of tourism resources and management of these tourism resources. This means these stakeholders were largely not involved in the planning, development and management of tourism resources. It is interesting to note that this finding is in contra-distinction to the previous finding of objective two. This is that "policy legislative frameworks, tools or guidelines used in the planning, development and management of tourism resources in municipalities across two provinces, have been successfully implemented".

The most plausible reason for the finding that practitioners and stakeholders were largely not involved in the planning, development and management of tourism resources, is based on the fact that opportunities and a conducive environment are not created by the present municipal authorities. Therefore, it may be concluded that objective three, which sought to "examine the role and level of involvement that tourism practitioners and stakeholders play in the planning, development and

management of tourism resources in municipalities across two (2) provinces" has been positively supported.

(d) The fourth and last objective sought to identify the positive and negative characteristics - elements that can be used to improve the planning, development and management of tourism resources.

In essence, the findings of the fourth objective were that in both provinces, the objective was successfully attended to. In KwaZulu-Natal the majority of respondents supported the positive elements, and appropriately responded to negative statements. In the Eastern Cape the majority respondents were largely "not sure" about the positivity and negativity of the statement pertaining to the planning, development and management of tourism resources in the study areas. The most likely reason for this finding is that respondents in both provinces, as indicated earlier were positive about tourism development in their municipalities.

In concluding this section, it may be stated that the afore-mentioned objectives, the first to the fourth, have assisted the researchers to arrive at reasonable and educated conclusions regarding this research investigation. All this is done for the purpose of establishing emerging scenarios relating to the planning, development and management of tourism resources and facilities in the study area. Finally, the restatement of objectives seeks to facilitate the making of judgements and drawing of conclusions and recommendations from this research process.

6.3 RECOMMENDATIONS

On the basis of the environmental scan of municipalities and the analysis and interpretation of this research study, some recommendations have been discovered. These recommendations are anticipated to flag some of the issues that need attention in addressing the planning, development and management of tourism resources and facilities in municipalities. Some of the recommendations include the following:

(a) There is a need for a more intensive and rigorous investigation of the real factors that negatively impact on the understanding of the policy legislative frameworks, tools or guidelines playing a role in the planning, development and management of tourism resources in municipalities across provinces. The uncertainty associated with the responses of the stakeholders and practitioners suggests that more attention has to be placed on understanding policy implementation.

(b) Tourism authorities and stakeholders should begin to address the question of service delivery in relation to municipal resources and facilities. This matter is more prominently in literature and the print and visual media. Also associated with municipal resources is the importance establishing employment and food security sources or programmes.

(c) The findings indicated that there was relatively a good understanding and awareness of the planning, development and management of tourism resources, facilities and activities. However, the municipal authorities have to be geared towards local communities benefiting from these resources. Furthermore, authorities should attempt to market the process through tourism campaigns via radio stations, workshops, newspapers, booklets and brochures, among communities and stakeholders.

(d) Tourism municipal authorities must endeavour to stimulate and encouraged tourism awareness by providing skills development, career guidance and service excellence for members of various tourism organisations and stakeholders in the relevant study areas. For example, authorities can assist local people as SMMEs by developing tourism facilities where arts and crafts can be sold.

(e) Authorities particularly in the Eastern Cape have to pay more attention to the development and maintenance of infrastructural features, such as roads, accommodation, nature-based facilities and cultural artefacts and services which are common to each local municipality. For example, some roads located in semi-rural municipalities have to be given individual attention.

(f) The establishment of a tourism delivery strategy, in both the KwaZulu-Natal and Eastern Cape municipalities, should be managed by both stakeholders and practitioners. It should be recognised that the intentions of the South African government are to promote and achieve an all-inclusive tourism industry, as envisaged by all individuals.

6.4 CONCLUSION

This chapter has attempted to present the main conclusions and recommendations of this chapter. These have indicated that, the scenarios relating to the planning, development and management of tourism resources and facilities in the study area is important for the advancement of local communities, stakeholders and practitioners in the tourism industry. The recommendations presented show that local, provincial and national tourism authorities have to institute related policies that seek to improve the tourism service delivery that is geared to primarily benefit the local communities and related stakeholders.

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QUESTIONNAIRE

[TO THE TOURISM STAKEHOLDERS & PRACTITIONERS:

Community Tourism Organisation (CTO); Community-Based Tourism Organisations (CBTO); Local Tourism Organisation (LTO); Regional Tourism Organisation (RTO); Local Tourism Association (LTA); Local Tourism Forum (LTF); District Tourism Forum (DTF); Provincial Tourism Committee (PTC); and Provincial Tourism Forum (PTF)].

THE PLANNING, DEVELOPMENT AND MANAGEMENT OF TOURISM RESOURCES, FACILITIES & ACTIVITIES IN MUNICIPALITIES IN SOUTH AFRICA

1a Place of Operation

KWAZULU-NATAL	01		EASTERN PROVINCE	02	
District Municipality Name:			03		
Local Municipality Name:			04		

1b Type of organisation you are involved in:

Community Tourism Organisation	01		Local Economic Development	06	
Community-based Tourism Organ.	02		Local Tourism Forum	07	
Local Tourism Organisation	03		District Tourism Forum	08	
Regional Tourism Organisation	04		Provincial Tourism Forum	09	
Local Tourism Association	05		Provincial Tourism Committee	10	

PART A: PERSONAL INFORMATION

Please respond to the following questions. Place a cross (x) in the appropriate box.

1. Gender

Male	01	
Female	02	

2. Age

15 – 24	01			45 – 54	04	
25 – 34	02			55 – 64	05	
35 – 44	03			65 and above	06	

3. Race

Black	01	
White	02	
Indian	03	
Coloured	04	

4. Level of Education

No formal education	01		College Education	04	
Primary Education	02		University Education	05	
Secondary Education	03		Other (specify)	06	

5. Marital Status

Single	01	
Married	02	
Divorced	03	
Widowed	04	

6. Employment status

Unemployed	01	
Employed	02	
Pensioner	03	
Business owner (specify type) _____	04	
Other (specify)	05	

7. If employed specify your job below:

Permanent Employment	01		Casual Employment	04	
Temporary Employment	02		Unemployed	05	
Part-time Employment	03		Other (specify)	06	

PART B: TOURISM RESOURCES AVAILABLE IN YOUR MUNICIPALITY

8. Are you aware of any tourism resources in your area?

Yes	01	
No	02	
Not Sure	03	

9. Of the tourism resources in your municipality, select those available:

Accommodation, Hotel	01	
Accommodation: Guest House, B&B	02	
Conference Centre	03	
Transportation: Motor Car Hire:	04	
Transportation: Buses, Combi Taxis	05	
Transportation: Airline Facilities	06	
Transportation: Trains	07	
Travel Agencies	08	
Entertainment: Community Halls	09	
Entertainment: Cinemas	10	
Entertainment: Night Clubs, Shebeens/Taverns	11	
Sports Facilities:(Soccer, Rugby, Tennis, Swimming)	12	
Recreation Parks	13	
Any other (specify):	14	
	15	
	16	

10. Relating to the list above, write in those that are not listed above:

Accommodation:	01	
Transportation:	02	
Entertainment:	03	
Sports Facilities:	04	
Recreation:	05	
Others (specify):	06	

PART C: POLICY LEGISLATIVE FRAMEWORKS/ GUIDELINES AVAILABLE IN MUNICIPALITIES.

12. Are you aware of any policies (e.g. planning, development and management) that are operational in your area?

Yes	01	
No	02	
Not Sure	03	

13. Of the tourism policies listed below, select those available in your area:

Planning of tourism resources and facilities	01	
Development of tourism resources and facilities	02	
Management of tourism resources and facilities	03	
Any other policies:	04	
	05	

14. Of the policies related to tourism resources and facilities given below, tick those that have been implemented in your municipality.

TOURISM RESOURCES AND FACILITIES	Code	Yes	No
Accommodation, Hotel	01		
Accommodation: Guest House, B&B	02		
Conference Centre	03		
Transportation: Motor Car Hire:	04		
Transportation: Buses, Taxis:	05		
Transportation: Airline Facilities	06		
Transportation: Trains	07		
Travel Agencies	08		
Entertainment: Community Halls	09		
Entertainment: Events	10		
Entertainment: Night Clubs, Shebeens/Taverns	11		
Sports Facilities:(Soccer, Rugby, Tennis, Swimming)	12		
Recreation Parks	13		
Any other (specify):	14		

15. Give reasons for your response, above.

PART D: INVOLVEMENT OF TOURISM PRACTITIONERS AND STAKEHOLDERS.

16. Have you ever been involved in the formulation of the policies that relate to the planning, development and management of tourism resources in your area?

Yes	01	
No	02	
Not Sure	03	

17. Explain your level of involvement:

18. Are you involved in the planning of tourism resources in your municipality?

Yes	01	
No	02	
Not Sure	03	

19. Explain your level of involvement:

20. Are you involved in the development of tourism resources in your municipality?

Yes	01	
No	02	
Not Sure	03	

21. Explain your level of involvement:

22. Are you involved in the management of tourism resources in your municipality?

Yes	01	
No	02	
Not Sure	03	

23. Explain your level of involvement:

24. Considering the planning, development and management of tourism resources given above, provide examples of the activities you have been involved in:

- (a) _____ (d) _____
(b) _____ (e) _____
(c) _____ (f) _____

PART E: POSITIVE AND NEGATIVE PRACTICES THAT IMPACT ON PLANNING, DEVELOPMENT AND MANAGEMENT OF TOURISM RESOURCES.

25. Have you experienced any **positive** tourism practices that have had an impact on the planning and management of tourism resources in your area?

POSITIVE IMPACT	Code	√
Yes	01	
No	02	
Not Sure	03	

26. Give reasons for your response:

- (a) _____
(b) _____
(c) _____

27. Have you experienced any **negative** tourism practices that have had an impact on the planning and management of tourism resources in your area?

NEGATIVE IMPACT	Code	√
Yes	01	
No	02	
Not Sure	03	

28. Give reasons for your response:

- (a) _____
- (b) _____
- (c) _____
- (d) _____

29. From the list of tourism practices listed below, tick those you agree with or do not agree with, in terms of YES or NO.

STATEMENTS REFLECTING POSITIVE PRACTICES	Code	YES.	NO
Employment opportunities are plentiful in the local municipality	01		
Practices such as education are not well supplied in the area.	02		
Land transportation infrastructure is well established in the area	03		
Tourism crime and lack of security is poorly managed	04		
Participation of stakeholders in planning and management is good	05		
The state of unemployment in the municipality is at its highest	06		
Job creation in the municipality is good and benefits communities	07		
Land transport facilities are poorly managed in the area.	08		
The practice of skills development has empowered communities	09		
Accommodation facilities in the area encourage tourism growth	10		
Recreation and sport facilities are being developed continually	11		
The limited community involvement is a constraint in the area	12		
Tourism crime and security is well managed in the municipality	13		
There is an inadequate supply of accommodation in the area	14		
Tourism is inadequately resourced and funded in the municipality	15		
Tourism skills development is seriously lacking in the local	16		

30. Express your viewpoint on the statements given below. Place a cross (x) in the appropriate box, ranging from codes 01 to 05.

CODES

SA=Strongly Agree; A=Agree; N=Not Sure; D=Disagree; SD=Strongly Disagree

		01	02	03	04	05
No.	STATEMENTS	SA	A	N	D	SD
30.1	The benefits of tourism outweigh negative impacts.					
30.2	Municipal tourism resources are well managed.					
30.3	Indigenous cultural tourism is not adequately exploited					
30.4	Quality of life in municipal areas has improved recently					
30.5	Tourism policies are not executed well in local areas					
30.6	Local communities participate less in tourism activities					
30.7	Tourism growth has brought about social integration					
30.8	Tourism development has not improved in our area.					
30.9	Tourism creates jobs and improves unemployment					
30.10	Tourism accommodation facilities are adequate here.					
30.11	Commercialisation of cultural heritage is good for us all					
30.12	Tourism entertainment is good for jobs in our area.					