



PRE-CONDITIONS, CHALLENGES AND OPPORTUNITIES FOR COMMUNITY-BASED TOURISM IN Mpondoland in the Eastern Cape Province of South Africa

By

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DECLARATION

I, Sean N. Jugmohan, hereby declare that “Pre-conditions, challenges and opportunities for community-based tourism in Mpondoland in the Eastern Cape Province of South Africa” is my own work and has not been submitted for any other degree at a university. Furthermore it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

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ABSTRACT

Research indicates that community-based tourism (CBT) has economic relevance and is often viewed as an alternative source of income for rural communities that are endowed with rich cultural and natural tourism resources, yet the success of CBT projects is negligible. This research was designed to explore the importance of considering pre-conditions for CBT before proceeding with the actual implementation of the project with a sample of CBT project members directly involved in CBT. Ignoring this fundamental step often led to failure of CBT projects.

The research sought to establish whether the CBT projects in Mpondoland were either faced with challenges or presented with opportunities and to propose a CBT Pre-condition Management and Evaluation Model (PEM). The participants were selected because of their relevant knowledge and experience in relation to the case. All seventeen members who were operating a CBT business at the time of the study in the village of Noqhekwane and all five members from the village of Ndengane were approached to participate in the study. This study employed a mixed-methods approach for data collection, more specifically, the qualitative approach was used to gather more in-depth information from respondents, based on their CBT project in the context of their specific socio-economic status, their local environment, education levels, management and background of their project, and infrastructures of the area. Interpretive analysis was used to analyse the qualitative data using thematic categories from the analysis as sub-headings. Other data collected from the responses was analysed using the Statistical Package for the Social Sciences (SPSS) version 21.0.

This research revealed that both cases did not meet the majority of the pre-conditions for CBT, for example infrastructure, market, community-appropriate capabilities, financial resources and leadership were not met. This could be one of the main reasons attributed to the failure of CBT projects. Therefore, it is important to conduct an initial feasibility assessment of pre-conditions before proceeding to the actual implementation stage. This research proposed a CBT (PEM) model to facilitate CBT development. The proposed PEM model is general and has universal application. It is understood that meeting these pre-conditions does not guarantee success; however addressing these concerns provides smoother implementation of succeeding steps. Therefore, it is argued here that pre-conditions should not only consist of a checklist, but should entail a thorough assessment.

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LIST OF ABBREVIATIONS

• ACCODA	Amadiba Coastal Communities Development Programme
• AT	Alternative Tourism
• BBEE	Broad-Based Black Economic Empowerment
• CBT	Community-Based Tourism
• CBTP	Community-Based Tourism Planning Process Model
• CBTSP	Community-Based Tourism Support Project
• CIDA	Canadian International Development Agency
• DEAT	Department of Environmental Affairs and Tourism
• DEDEAT	Department of Economic Development, Environmental Affairs and Tourism
• DSEMG	Draft Spatial and Environmental Management Guidelines
• ECTMP	Eastern Cape Tourism Master Plan
• ECP	Eastern Cape Province
• EU	European Union
• GA	General Assembly
• GEAR	Growth, Employment and Redistribution
• HHT	Horse and Hiking Trail
• IDP	Integrated Development Plan
• ILO	International Labour Organization
• KCBTA	Kyrgyzstan Community-Based Tourism Association
• LDC	Least Developed Countries
• LED	Local Economic Development
• MNR	Mkambati Nature Reserve
• NDT	National Department of Tourism
• NHCTS	National Heritage and Cultural Tourism Strategy
• NRTS	National Rural Tourism Strategy
• NTSS	National Tourism Sector Strategy
• OSCE	Organization for Security and Co-operation in Europe
• PART	Pre-Condition Assessment Resource Tool
• PEM	Pre-Condition Evaluation and Management
• PondoCROP	Pondo Community Resources Optimisation Programme
• PPT	Pro-Poor Tourism
• RDP	Reconstruction and Development Programme
• SAP	Structural Adjustment Programme
• SATOUR	South African Tourism
• SDI	Spatial Development Initiative
• SPSS	Statistical Package for the Social Sciences
• ST-EP	Sustainable Tourism as an Effective Tool for Eliminating Poverty
• TIES	The International Ecotourism Society
• TDMC	Tourism Development and Management Committee
• TO	Tour Operator
• UNDP	United Nations Development Programme
• UNICEF	United Nations International Children's Emergency Fund
• UNWTO	United Nations World Tourism Organization
• USAID	United States Agency for International Development
• WB	World Bank
• WC	Wild Coast

CHAPTER ONE

BACKGROUND TO THE STUDY

1.1 INTRODUCTION

The purpose of this multicase study was to explore whether the importance of considering pre-conditions for community-based tourism (CBT) before proceeding with the actual implementation of the project was relevant. Ignoring this fundamental step has often led to the failure of CBT projects. Selected CBT pre-conditions extrapolated from the literature were evaluated with a sample of CBT project members directly involved in community-based tourism to ascertain whether their projects were faced with challenges or presented with opportunities. The participants were selected because of their relevant knowledge and experience in relation to the case. All seventeen members who were currently operating a community-based tourism business in the village of Noqhekwane and all five members similarly engaged from the village of Ndengane were approached to participate in the study. Although the sample was small, the responses from the members that established and managed their CBT project on a daily basis were best suited to provide relevant information on their projects. Furthermore, all the questions were based on the projects, therefore community members not involved in the project would not be able to provide relevant answers.

The researcher visited both sites between 2011 and 2013. During visits, and through observations and discussions with community members involved in the project, the researcher selected both villages as the CBT study site. The researcher noted that both sites had potential for tourism and was interested to learn what elements were necessary for these projects to be successful. During visits to the villages the researcher stayed in the local homestays and met with project leaders and members. The preliminary visits to the study sites assisted in establishing contacts and increased the possibility of the researcher's being accepted to conduct the research. In rural Mpondoland majority of the community members depend on subsistence way of living. It is common for men to migrate to distance work locations, leaving women the responsibility to mainly take care of the home and children. The plight of women in these villages and a few men force them to seek alternative ways to supplement their incomes. Hence, in this case community involvement in CBT.

To this extent the motivation for this study was to demonstrate an understanding of the need to evaluate pre-conditions for CBT before embarking on projects. Furthermore, the researcher would contribute to the pursuit of further research and development of knowledge that can be used in the field CBT. Hence, a pre-condition evaluation and management model will be proposed to enhance CBT.

It is important to note that Noqhekwane has many spelling variations. For the purpose of this study, Noqhekwane is used, as per the permission letter granted to the researcher by the Province of the Eastern Cape, Department of Economic Development Environmental Affairs and Tourism (see Appendix B).

Database searches revealed a lack of published research on the perspectives of CBT members regarding their own projects in relation to the evaluation of pre-conditions for CBT. It was expected that knowledge generated from this study would enhance CBT development projects, thus increasing possible success. A qualitative approach, using two cases and multiple data-collection methods, was employed in this study to examine the phenomenon. This chapter begins with a discussion on the background and context to develop an understanding of the study. This is followed by the rationale for the study, problem statement, aim and objectives of the study, research questions, and the benefits of the study. The chapter concludes with a presentation on the structure of the thesis.

1.2 BACKGROUND AND CONTEXT

The tourism industry has great economic relevance. As a global industry it generated an estimated US\$919 billion in export earnings in 2010 (UNWTO, 2011). Tourism provided one in every 11 jobs across the globe and has remained one of the largest employers, according to the United Nations World Tourism Organisation Annual Report 2012 (UNWTO, 2013). Furthermore, the UNWTO (2013) also recognises that poverty reduction is a major challenge globally, and confirms tourism as among the most viable and sustainable economic development options. Tourism also offers alternatives to some impoverished regions of the world, especially those blessed with rich cultural and natural assets, offering tourists a variety of reasons to visit these impoverished regions (Spenceley & Meyer, 2012). However differing views exist, for example, Scheyvens (2002:9) argues that the use of tourism to promote community development is a good concept in principle, but fraught with difficulties in practice.

Pleumaron (2002) also warns of the dangers of not considering precautionary measures before drawing communities into new schemes, explaining that quick-fix measures fail, leaving local people in jeopardy while project managers move on elsewhere.

Tourism development was also juxtaposed among various development theories as discussed in the literature. For example, proponents of modernisation theory support the idea of tourism development, arguing that it has potential to encourage social development through skills development and technology coinciding with infrastructural improvements (Scheyvens, 2002:23), while theorists from the dependency camp believe that modernisation is an ideology used to justify Western involvement and domination of the developing world (Telfer, 2002:41). Tourism is also perceived as an export industry and receives funding from international aid agencies to develop tourism plans and infrastructure (Telfer, 2002:56). This is in the context of the neo-liberal framework that supports free global markets with minimal state interference (Burns, 2001:290; Telfer, 2002:44). Tourism is also positioned within the neo-liberal framework and impacts those practicing community-based tourism that struggle to achieve the aims of the alternative development paradigm. The problem is that CBT by itself is also bounded by current neo-liberal strategy; therefore its modus operandi is subjected to the neo-liberal approach to community development. Similarly, this study needed to be understood within the same parameters. CBT pre-conditions are also circumscribed within the neo-liberal framework; therefore it must be understood within the neo-liberal milieu, taking cognisance that it creates more difficulties for CBT to achieve its alternative development aims.

1.3 COMMUNITY-BASED TOURISM

There has been a proliferation of reasons globally for adopting tourism. The main reason for introducing CBT is based on an alternative approach to mass tourism (López-Guzmán Sánchez-Cañizares, & Pavón, 2011:69; Giampiccoli & Mtapuri, 2012:33; Lucchetti & Font, 2013:2; Tolkach, King & Pearlman, 2013:319) and the need for tourism to contribute more to community development by, for example, improving the livelihoods of the poor (Lapeyre, 2010:757; Mtapuri & Giampiccoli, 2013:1), and generating multiple benefits within a community (Johnson, 2010:150). CBT involves active participation of the local community (López-Guzmán et al., 2011:69), and is also seen as a tool for development (Novelli & Gebhardt, 2007:443; Honggang, Sofield & Jigang, 2009:2; Zapata, Hall, Lindo, & Vanderschaeghe 2011:725).

Although the literature supports the value of CBT, the concept lacks common understanding (Ndlovu & Rogerson, 2003:125; Flacke-Neurofer, 2008:246). In spite of no uniform understanding of the concept, many models of CBT have been proposed (Naguran, 1999; Pinel, 2002; Moscardo, 2007; Baktygulov & Raeva, 2010; Thapa, 2010; Zapata et al., 2011; Mtapuri & Giampiccoli, 2013). There were major concerns regarding the number of different CBT models that existed and how this was positioned within the ambiguity of CBT development. For example, one important aspect that was omitted before implementing CBT development projects was the evaluation of pre-conditions (Mallya, 2006:176). Implementation played a role in determining success or failure of CBT projects (Blackstock, 2005:44; Lucchetti & Font, 2013:5). Hence, evaluating pre-conditions assisted in determining if CBT pre-conditions were either a challenge or an opportunity or both, and how these gaps could be closed or improved to enhance the success of the potential project. This was the main thrust of this research. CBT development projects are generally faced with many challenges, for instance, they are often unsuccessful owing to their lack of business skills or incorporation into the market (Lucchetti & Font, 2013:3). Quite often community members initiating a CBT project fail to accept that they are unachievable (Spenceley, 2008a:299). Reasonable success is usually achieved through market research and business plans, which communities lack, owing to limited capacity to undertake such research. CBT development success also depends on a number of pre-conditions that can have a range of different impacts. To support the reason to consider pre-conditions Pinel (2002) uses an analogy to compare how corporations and institutions usually clarify their values and visions at the outset of their strategic planning process, and suggests that this approach should form the foundation for tourism planning. Local specific context always has to be taken into account, bearing in mind that some pre-conditions may be more significant than others and subject to the local circumstances (Denman, 2001:6), and conservation areas are unique and comparatively different, requiring any development plans to pay attention to the areas' specific requirements (De Beer & Marais, 2005).

Support is important for communities interested in CBT development, as they require capacity building to improve the process of tourism development in order to reap benefits (Aref, Redzuan & Gill, 2010:172). Local communities also lack acceptable infrastructure or opportunities for skills training (Johnson, 2010:158). They need leadership to enhance success (Aref & Redzuan, 2009:187; Mielke, 2012:32). Another problem experienced by community ventures is marketing of their tourism products and market access (Mtapuri & Giampiccoli, 2013:10). Management and control of the CBT venture by the local community is a recurring

theme; however this is rarely noted (Salazar, 2012:11), and Giampiccoli and Hayward Kalis (2012a:175) suggest that CBT projects should belong to community members but private enterprises may also play a positive role, while Aref, Redzuan and Gill (2010:174) caution that without community participation, there can be no partnership, no development and no programme.

In summary, CBT projects suffer from poor planning and/or gaps existing between the planning and practical implementation stage. A major problem is also a lack of methodologies to appraise the pre-conditions for CBT, other than guidelines.

1.4 RATIONALE FOR THE STUDY

Although CBT is viewed as an important tool for community development, there are flaws associated with the practical implementation of CBT projects, more specifically, if the pre-conditions are ignored. However, the pre-conditions for CBT development prior to implementation are mostly limited to guidelines (Denman, 2001; Flyman, 2001; Isaac & Van der Sterren, 2004; Hoa, Huan, & Haruo, 2010; Waruhiu, 2010; Calanog, Reyes, & Eugenio 2012; Hayle, 2013). The literature reveals a range of common pre-condition guidelines that this research incorporates and aims to test through primary research with project members directly involved in community-based tourism.

The literature does not reveal any previous research on the evaluation of CBT pre-conditions through the perspectives of its members. After searching databases, the author is of the view that there is no published research on the perspectives of CBT members regarding their own projects in relation to the evaluation of pre-conditions for CBT. Thus, there is a need for a CBT evaluation model that could be used before the practical implementation of CBT ventures/projects. It should be used as the first stage in any CBT project, and at the same time it must be noted that each pre-condition could be a challenge or an opportunity, or both, for CBT projects, as this depends on the specific socio-economic context, the local environment, and the infrastructure available within the project area. Therefore, the need was to first collectively identify which pre-conditions were necessary before proceeding with CBT projects.

1.5 PROBLEM STATEMENT

Research indicates that CBT has been interpreted in many different ways. Consequently CBT projects have also experienced different implementing strategies. Similarly, a great deal of time and effort could be consumed in developing a CBT project without appraising the necessary pre-conditions that affect its possible success in the long term, and such a project is likely to fail. CBT development is also dependent on supportive and facilitative actors. Hence, the need was to investigate the different theoretical interpretations of CBT, and verify the implementing strategies employed (or not) by cooperation project actors. With these issues forming the background, the problem was to verify the importance of evaluating individual pre-conditions to ascertain whether they posed a challenge or presented an opportunity, or both, in CBT development projects. Consequently the need was to find possible new strategies and a new model to successfully facilitate the positive outcomes of CBT projects with holistic community development in mind. The perspectives of the project members were important as they recognised their own strengths and weaknesses, and this contribution gave them a feeling of ownership of the CBT development process. In the same way, external facilitators were required to assist the project members to understand and overcome the issues related to pre-conditions, provided a bottom-up approach was used and the communities still remained the owners of the CBT development process.

1.6 AIM AND OBJECTIVES OF THE STUDY

The study aim was to:

Evaluate the pre-conditions for CBT in each of the cases to establish whether the individual pre-condition was a challenge or an opportunity, or both, and to develop a CBT pre-condition management and evaluation model.

The main objectives were to:

1. Explore the different CBT models.
2. Identify the pre-conditions required for CBT.
3. Investigate the historical and current state of CBT in both project areas.
4. Develop a pre-condition model to enhance the chance of success and facilitation of CBT development prior to implementation.

5. Identify present pre-conditions, challenges, and opportunities for CBT development in the study area.
6. Identify the pre-conditions most important for the individual CBT projects.
7. Propose strategies to improve the CBT development after considering the pre-conditions, challenges, and opportunities, or both, experienced in the study area.

Research questions

- What are the various interpretations of and models for CBT development?
- What are the specific pre-conditions for CBT development based on the literature?
- What has been, and what is the state of CBT development in the case study area?
- What general model, based on pre-conditions for CBT development, can be proposed to facilitate holistic community development using the present case study?
- What pre-conditions are challenges or what are opportunities in the case study?
- What pre-conditions are seen as more important for CBT development, based on the perspectives of the project members directly involved in the project?
- What recommendations are necessary to improve the effectiveness of CBT development in the study area after appraisal of the CBT pre-conditions?

1.7 LIMITATIONS OF THE STUDY

This research selected only two case areas involved in CBT in Mpondoland. There are other CBT projects that operate in different villages in the area; however cost and distance made it difficult to include other CBT projects. It is also very far and difficult to travel between villages, especially without a 4x4 vehicle. In order to conduct research within the selected villages, the researcher had to travel 330km to arrive at Ndengane Village and a further 50km to reach Noqhekwane Village. The researcher had to stop at the main towns of Lusikisiki and Port St Johns to hire a private taxi to reach the villages, where the researcher had to pay to stay at the village-based accommodation. The researcher also had to pay the research assistants.

A second problem was language; the researcher is English speaking and the respondents spoke isiXhosa, so the help of research assistants, who were both isiXhosa and English literate, was needed. A third problem was the length of the questionnaire; the researcher noticed that the respondents seemed to tire during the answering process. The research assistant explained that the respondents were used to physical work and not used to sitting in one place for too long.

Both projects differed in terms of operations: Ndengane started their planning in 2012, while Nqhekwane has been operating since 2005. The study examined pre-conditions for CBT and did not measure success factors; therefore years of operation may not be very significant, but this does have limitations for certain questions regarding the Ndengane CBT project.

1.8 BENEFITS OF THE STUDY

As indicated, CBT pre-condition guidelines are available but limited to a check list, whereas this study incorporated the extrapolated pre-conditions from the literature and evaluated two CBT cases in real settings. This study extended beyond guidelines and provided a model that could be used to evaluate CBT pre-conditions. At a national level, this study could assist in improving the success of CBT projects if considered and applied by tourism development planners and practitioners. The same could apply in an international context, as evaluation of pre-conditions should be mandatory and not restricted to a particular country. Hence, the CBT Pre-condition Evaluation and Management Model developed in this study can be applied elsewhere with minor modifications. The justification for the model was based on the need to save time, funds and prevent possible failure of CBT projects.

1.9 STRUCTURE OF THE THESIS

This thesis is structured in ten chapters:

Chapter One introduces the study by providing an introduction, background and context to the study, the problem statement, the objectives and questions of the study, the rationale for the study, and the benefits of the study.

Chapter Two introduces tourism as a phenomenon, discusses tourism and development, and its position relative to the various development theories, tourism research and development debates, alternative tourism development, tourism and community development, and globalisation.

Chapter Three discusses CBT background, CBT and community development, and CBT and community participation; conceptualises the term ‘community’; and provides CBT definitions, CBT models, and pre-conditions for CBT.

Chapter Four discusses tourism policies and strategies in South Africa. The chapter also discusses CBT in the South African context, and tourism plans and policies for the Wild Coast in the Eastern Cape Province of South Africa. The chapter concludes with a discussion on the Integrated Development Plans of the Ingquza Hills and Port St Johns Municipalities as well as the Tourism Master Plan for the Eastern Cape.

Chapter Five introduces the general history of Mpondoland, its traditions, migrant labour and the position of the Mpondo people. The chapter also reviews the history of tourism in the former Transkei and concludes with a discussion on CBT on the Wild Coast and in Mpondoland.

Chapter Six introduces the case study areas of Noqhekwane and Ndengane Villages, and follows with a discussion on the CBT projects of both villages during the group interview, followed by the current state of both projects and the management structures. The chapter concludes with a general discussion on pre-conditions, challenges and opportunities for CBT.

Chapter Seven discusses the research methodology and research design employed for this study, including the objectives, the research instrument, the population and sampling, data sources, data analysis, and research ethics.

Chapter Eight presents the findings, interpretation and discussion of the primary data. Section A deals with biographical data, Section B discusses tourism in general, and Section C presents the analysis of the sixteen CBT pre-conditions by comparing the mean scores for each pre-condition. The ratings of the two CBT groups were compared in relation with each pre-condition to determine the extent to which each pre-condition was either an *opportunity* and/or a *challenge*, in each case.

Chapter Nine presents a CBT Pre-Condition Evaluation and Management Model developed by the researcher. The chapter concludes with recommendations, suggestions for future research, and concluding remarks.

Chapter Ten concludes with recommendations, suggestions for future research, and concluding remarks.

CHAPTER TWO

TOURISM AND DEVELOPMENT

2.1 INTRODUCTION

The purpose of this multicase study is to explore the importance of considering pre-conditions for community-based tourism (CBT) before proceeding with the actual implementation of the project. Ignoring this fundamental step often leads to failure of CBT projects. Specifically, the researcher sought to evaluate individual CBT pre-conditions with a sample of CBT project members directly involved in community-based tourism to establish whether their projects faced challenges or held opportunities. The participants were selected because of their pertinent knowledge and experience in relation to the case. All seventeen members who were currently operating a community-based tourism business in the village of Noqhekwane and all five members from the village of Ndengane were approached to participate in the study. It was expected that knowledge generated from this study would enhance CBT development projects, thus increasing possible success. To proceed with this study, it was necessary to provide a holistic understanding of tourism and development and to situate CBT within this context. Therefore, this review of the literature focuses on the history of tourism, the importance of tourism, and tourism and globalisation. The chapter pays attention to the meaning of development by examining different development theories. Modernisation, dependency, neoliberalism, and alternative development theories are considered in order to locate the emergence of CBT within the context of alternative development. This chapter also reviews the following concepts in tourism: pro-poor tourism, ecotourism, and responsible tourism.

2.2 TOURISM

Tourism is a complex phenomenon, and therefore difficult to define; for this reason various definitions exist. Tourism as a concept on its own has not earned a universally accepted definition among academics (Pearce, 1989:4; Telfer & Sharpley, 2008:6; Burns & Novelli 2008: xvi), and the debate about its definition is ongoing (Song, Dwyer, & Cao, 2012:1653). To find a common definition is problematic, and may be an elusive goal (Reid, 2003:102). Much discussion exists concerning what tourism actually is, and these debates have become increasingly complicated (Saayman, Saayman, & Slabbert, 2013:4). Despite these views, a working tourism definition is necessary, otherwise it will be difficult to understand and cater for this global industry that crosses international boundaries.

As noted, defining tourism is a complex problem. However, Cook, Yale, & Marqua, (2010:5) give a common definition of tourism as:

The temporary movement of people to destinations outside their normal places of work and residence, the activities undertaken during their stay in those destinations, and the facilities created to cater for their needs. Ideally this travel period should exceed 24 hours but not longer than one year.

This study makes use of the definition of Saayman et al. (2013:3), as it is based on a summary of common themes extrapolated from various definitions of tourism by academics and scholars. Their comprehensive definition of tourism is described as:

the total experience that originates from interaction between tourists, job providers, government systems and communities in the process of providing attractions, entertainment, transport and accommodation to tourists.

From the above definition it can be seen that tourism is multifaceted and therefore affects diverse stakeholders. In general, many governments throughout the world adopt tourism for economic gain. For instance, SATOUR's annual tourism report (SATOUR, 2012) indicates that international tourist arrivals grew by 3.9% worldwide in 2012. This growth was mainly associated with emerging markets, where arrivals grew by 4.1%, while traditional markets grew by 3.6%. Positive figures are important, but the underlying question is who benefits from this growth, especially in developing countries. From an employment perspective, tourism provides one in every eleven jobs across the globe and remains one of the largest employers, according to the United Nations World Tourism Organization's 2012 annual report (UNWTO, 2013). Tourism is also recognised as a tool for poverty reduction and economic development, and is a major foreign exchange earner in many developing countries (UNWTO, 2013). Figures produced in the UNWTO report for 2012 show an increase of 39 million international tourist arrivals compared with 2011, surpassing the 1 billion (1 035 billion) mark in 2012.

South Africa has also entered the world tourism stage since 1994 and has benefited immensely from its contribution as an economic activity (Jugmohan, 2009:2). South Africa has also improved its ranking among world-wide tourism destinations to 34th from a ranking of 35th. Figures for South Africa were positive, as indicated by SATOUR (2013). Overseas tourist arrivals to South Africa grew by 10.2%, indicating a growth above the global average of 3.9% (SATOUR, 2013). Moreover, the SATOUR (2013) report also shows tourism's contribution to GDP as 3.0%, amounting to R84.3 billion. The SATOUR (2013) report also indicates tourism's share of employment as 4.5 %, with tourism employing 598 432 people directly. In 2012 tourist

arrivals to South Africa comprised 9 188 368, representing an additional 849 014 tourist arrivals from the 8 339 354 in 2011 (SATOUR, 2013:6). In tourism circles it is accepted that this figure include border crossings from surrounding countries to buy ‘bread, milk and meat’, and not necessarily for tourism activities. Also, the so-called ‘tourists’ cross the South African borders to seek employment but are recorded as tourists. Consequently statistics of tourists from Zimbabwe and Lesotho are misleading.

2.2.1 The history of tourism

According to Cook et al. (2010:8) people travelled long before the invention of the wheel; in this case people travelled to survive, mainly following animals during migration. In addition they also refer to historical records and surmise that many cultures and nations used armies and navies to conquer and control trade routes, and this could also have been their *raison d’être* to travel. Similarly, Anderton (1995:27) recounts the history of Rome and the Romans’ development of infrastructure and refinements in navigation, including the building of ships, as being motivated by military ambitions. After the fall of the Roman Empire, tourism, or rather travel came to a virtual standstill (Saayman et al., 2013:56). The rebirth of travel took place during the Renaissance (fourteenth – sixteenth centuries) through interventions of the church, kings and queens, supported by travelling merchants and traders. The subsequent quest for educational and cultural experiences to be gained from travel gave rise to the Grand Tour (Cook et al., 2010:11). The transition to the industrial steam revolution introduced factories, railroads, coal and petroleum, as well as labour, translated into wages and paid vacations (Anand, 2007:5).

One of the most famous organised train journeys is credited to Thomas Cook, who brokered a deal with the Midland Counties Railway Company in 1841, requesting a special train to travel over a 40-mile distance for a one-day temperance meeting. The success of this first trip prompted Cook to open a travel agency in 1861, providing pre-paid tours (Anand, 2007:5). Between the two World Wars, travel slowed down. It was only after World War II, and the introduction of jet propulsion, that tourism re-established itself. The mass production of passenger vehicles also added to the volume of tourists (Singh, 2012:3). The Internet also revolutionised travel, with travellers becoming more sophisticated. Tourists’ use of technology to organise their own independent tours will force tourism destinations to compete for tourists in a global environment.

2.2.2 Tourism and globalisation

Tourism is a global sector that operates within a globalised environment. Therefore, it is important to understand how tourism is positioned within the development debate and how various theories impact tourism development. Tourism, regardless of the concepts of outbound or inbound travel, creates a passage for tourists to cross one another's borders from different directions. In this context tourism is a global activity that allows people to visit foreign countries. In most cases payments and arrangements for travel are made locally, while the product is experienced in the destination area where additional spending can take place. In general, tourism has become a global business that is accepted by most international countries. More broadly, globalisation has been described as the movement of goods, people, information, values and finances across political boundaries (Telfer & Sharpley, 2008:218). From an international tourism perspective, movement of people will apply to tourists that travel to foreign countries, which is made possible through bilateral agreements between countries through their respective governments and policies. Such policies in a tourism context could include visa requirements, travel insurance, health requirements and, in some cases, a restriction on the amount of foreign travel allowances. Tourism has also become a competitive business because of globalisation (Saayman et al., 2013:86).

Within a globalisation perspective, developing countries have certain advantages in terms of their unique product offerings, often associated with pristine natural resources and cultural heritage; this includes the demand for wildlife tourism, especially in Africa. This advantage is exploited as a consequence of globalisation (George, Mair, & Reid, 2009:5). It is also acknowledged that tourism has an enormous part to play in terms of economic development (Reid, 2003:27; Telfer & Sharpley, 2008:218). This is certainly not to deny that tourism also brings negative impacts if not managed responsibly (Lo, Ramayah, & Hui-Hui, 2014:84). Like many other reasons for development, tourism's popularity is attributed to economic development, especially in less developed countries (Fletcher, 2011:445). However, many developing countries are faced with capital investment shortages for tourism development. Hence, tourism development is seated within a juxtaposition: firstly, within a globalisation context, tourism development has an inherent exploitative nature that affects developing countries, and secondly, the developing country is forced to cede to the demands of international investors because of the urgent need for capital.

At the same time it can be argued that tourism's role to development in the context of globalisation is important to developing countries that are in dire need of funding. Tourism has been embraced by many governments around the world, and figures from the UNTWO 2012 annual report (UNTWO, 2013) show impressive results. However, the concept of globalisation is still debatable, whether it is a source of 'woe or wealth' or whether it is 'positive or negative' (Saayman et al., 2013:85).

Rural areas are also faced with globalisation as they embrace tourism to sustain their economies (George et al., 2009:5). Hence, the significance of tourism is noted in reducing the rate of poverty among rural communities, especially in rural destinations (Lo et al., 2014:84). On the contrary, income earned from tourism and pressure on the environment is also a concern (Golzardi, Sarvaramini, Sadatasilan, & Sarvaramini, 2012:863). Therefore, Saayman et al. (2013:108) caution developers from over-commercialising unspoilt natural attractions. Unfortunately the 'naturalness' of an area, of the communities, and their culture, is what attracts many tourists to these places.

In summary, Reid (2003:236) noted a decade ago that in future tourism development will be based on bottom-up globalisation, adding that control will remain at the local level, while engaging partners from outside the community. To this end Reid (2003:236) believed that corporate globalism has negatively impacted local communities by over-exploiting their natural resources, including tourism development. Hence, tourism development in general is a contested space, operationalised within a multifaceted milieu. It is for this reason, Mtapuri and Giampiccoli (2014a:105) propose that tourism development in developing countries needs to consider the roles and influence of the global neo-liberal system. For example, developing countries depend on foreign private investments and are disadvantaged by the exploitative nature of neo-liberal policies (Mtapuri & Giampiccoli, 2014b:328). CBT pre-conditions are also circumscribed within the neo-liberal framework, although CBT is linked with the alternative development paradigm (Mtapuri & Giampiccoli, 2014a:104). One has to keep in mind this ideology and its effects on CBT development.

2.3 TOURISM DEVELOPMENT

Tourism is perceived as an industry with easy access, therefore tourism development appears on the top of the list of options for government (George et al., 2009:30). It is also reflected as a significant source of income and employment in many countries (Golzardi et al., 2012:863).

However, it requires commitment from local leaders, residents and businesses to deliver economic benefits (Messer & Vitcenda, 2010:21). Tourism advanced along the development route of the dominant development theories: Modernisation, Dependency, Neo-liberalism and Alternative Development (Awang et al., 2009:67). Unfortunately, development discourses and development knowledge still reflect the perspectives and interests of the global North (Schech, 2012:969). Therefore, Matunhu (2011:71) advocates a strategy to suit the African context that represents African values like *ubuntu* in South Africa or *harambee* in Kenya. However, the meaning and objectives of development recurrently remain vague (Sharpley, 2003:247), and the concept of ‘development’ is elusive (Agara & Ajisebiyawo, 2013:25). Hence, tourism development also remains ambiguous per se. Tourism lacks a standard meaning and leaves researchers with no point of reference, according to Awang et al. (2009:67), although it has widely been acceptable as an effective means for development (Sharpley, 2003:246). According to Pearce (1989:1), tourism development is a hybrid term representing two basic concepts – ‘tourism and development’.

Hence, tourism is important to destinations because of its economic and social contributions (Genç, 2014:91). This implies that tourism can be used as a vehicle for the reduction of poverty and development, and as a tool it can be combined and used to ‘probably’ benefit a community economically within a country. It is for these reasons that tourism has been adopted by many governments (Cook et al., 2010:11) However, there are other reasons for considering tourism development beyond basic economic drivers, and Telfer and Sharpley (2008:17) propose the following reasons:

- *Tourism is a growth industry* – which has generally demonstrated consistent growth over the past half century.
- *Tourism redistributes wealth* – through direct expenditure or international investment in tourism infrastructure and facilities from developed countries.
- *Backward linkages* – to meet the service requirements of diverse tourists, such as accommodation, souvenirs, and local transport. In this case tourism potentially offers more opportunities for backward linkages than other industries.
- *Tourism utilises natural ‘free’ infrastructure* – this is possible since tourism is developed using existing natural or man-made attractions.
- *No tourism trade barriers exist* – in very rare cases, a generating country would restrict its nationals from travelling overseas.

It has been argued that the academic debate on the potential of tourism as a development agent is inconclusive (Gartner & Cukier, 2012:545). Despite this elusiveness, development agents and policymakers are optimistic about the ability of tourism to deliver poverty reduction objectives (Gartner & Cukier, 2012:545).

2.3.1 Modernisation theory

The modernisation theory has its origins between the Second World War and the 1960s (Coetzee, 2001:27). Modernisation is an economic theory that is rooted in capitalism (Matunhu, 2011:65). It is viewed as the most popular theory of social transition (Coetzee 2001:27). Supporters of modernisation theory believe that all societies could be modernised by following the examples of the USA and Western Europe (Owumi & Masajuwa, 2013:31). The theory of modernisation is based on the assumption of a dualism between the ‘under-developed’ Third World and the ‘developed’ First World; in this case the First World is viewed as superior to the Third World, requiring the ‘under-developed’ country to aspire to the status of the ‘developed’ world (Scheyvens 2002:23). Modernisation is also associated with development aid from the developed countries (Matunhu, 2011:67). This theory assumes two types of societies, the traditional and modern (Sofield, 2003:37). The thinking behind this theory is that the traditional society would progress through the development process to the status of a modern economy characterised by capitalists (Sofield, 2003:37).

According to Reid (2003:77), this is against the customs of most traditional societies, whose economies and worldview rest on cooperation and community. Worth mentioning here, and underpinning the views of Reid above, is Anacleto (1993:45), who provides interesting thoughts on community development from an African perspective as follows. According to Anacleto (1993:45), Africans will mostly remain rural and semi-literate, and their knowledge will be specific to the realities of their daily lives and will be passed on from one generation to the next. Hence, Africans have been guided by their cultural principles and have survived in extremely harsh environments (Anacleto, 1993:45). Therefore, Anacleto (1993:45) proposes the need for development agents to study local culture and argues that such a connection is rarely made.

Modern societies, compared with traditional societies, exhibit different characteristics, as the latter are highly differentiated socially, politically and economically, with many degrees of specialisation (Sofield, 2003:39). In comparison, traditional societies follow rigid patterns of

norms and values (Brohman, 1996:17). Theorists from the dependency camp suggest that modernisation supports western involvement and domination of the developing world Telfer (2002:41), while proponents of modernisation support tourism development on the basis that it has potential to encourage social development through skills development and technology coinciding with infrastructural improvements (Scheyvens, 2002:23). On the contrary, opponents of modernisation criticise this theory for excluding local input into the development process (Sharpley, 2003:248). Coincidentally, modernisation theory is believed to closely reflect the process of tourism-related development (Sharpley, 2003:248). However, community-based tourism, which is grounded in the concept of ownership, management and control of the project by the local community, will be challenged under the modernisation theory. Hence, the modernisation theory has been criticised as too 'elitist' and not in touch with cultural realities, thus failing to achieve development goals in Third World countries (Owumi & Masajuwa, 2013:36).

2.3.2 Dependency theory

Dependency theory emerged in response to modernisation theory's failure to transform the economies of Latin American, African and Asian countries (Owumi & Masajuwa, 2013:31). The basic belief on which the dependency theory is based is the "reliance of the 'Third World' countries upon the economic policies of the 'developed' countries" (Burns & Novelli, 2008: xxi). This model promotes an uneven international capitalist system between the rich and poor countries, trapping the 'dependent' country from becoming self-reliant and independent (Todaro, 2000:91), and this is why 'Third World' countries are under-developed as a result of their joining the modern capitalist world economy (Sofield, 2003:49). Another pitfall of the dependency theory is its failure to question the applicability of externally imposed development initiatives (Matunhu, 2011:71). From a tourism perspective (Scheyvens 2002:28), argues that the dependency theory links tourism to imperialism similar to the manipulation of the physical and human resources of the Third World by the West. This is similar to an earlier observation by Lea (1988:10), maintaining that the evolution of tourism closely resembles historical patterns of colonialism and economic dependency. In contrast with this unfair scheme, Reid (2003:83) contends the correct approach for foreign organisations interested in tourism development projects is to give final control to the host country or society. Therefore local communities should be part of any tourism venture, even if in different forms, otherwise their lack of support will impede tourism (Beeton, 2006:229).

2.3.3 Neo-liberalism

Neo-liberalism evolved from a neo-classical counter-revolution in economic theory and policy in the 1980s, supported by governments in the United States, Canada, Britain, and West Germany (Todaro, 2000:95). Neo-liberalism is an ideology based on the rationale that government involvement in the workings of the market is inefficient (George et al., 2009:21). This theory calls for limited government intervention in the economy (Owumi & Masajuwa, 2013:39). Theorists in the neo-liberal camp believe government must eliminate market restrictions and reduce government interventions as a solution to stimulate the domestic economy (Owumi & Masajuwa, 2013:39). Correcting this problem according to 'neo-liberal' thinking is to permit competitive free markets and laissez-faire economics (Todaro, 2000:44). Thus, as an ideology, neo-liberalism is associated with an approach that supports free global markets with minimal state interference (Burns, 2001:290; Telfer, 2002:44). Hence, the position of the state is to take care of defence and security with minimal involvement with market issues (Burns, 2001:290). State involvement in the economy is viewed as being inefficient and bureaucratic, and the need to deregulate markets to promote 'free' trade is preferred (Simon, 2002:87).

Although neo-liberalism has not received much attention in relation to tourism research, existing literature does point to some of the issues associated with this paradigm. For example, Telfer (2002:56) notes that tourism is an export industry within the tertiary sector and a recipient of funding from international aid agencies to develop tourism plans and infrastructure. Neo-liberalism is strongly 'market' oriented and this is why multi-national companies have a desire to secure markets for their products (Scheyvens, 2002:25). Hence, the global tourism industry operates within a neo-liberal economy (Chok, Macbeth, & Warren, 2007:144). Neo-liberalism also juxtaposed contrasting ideals between the chances for both overseas and domestic operators to engage in tourism enterprises (Scheyvens, 2002:25). For example, tour operators in the West have inherent advantages over their counterparts, as the majority of the world's tourists derive from Western countries (Scheyvens, 2002:25). The cruise-ship industry closely resembles the neo-liberal paradigm, representing an extreme case of escapism from meaningful regulation across the full range of policy, tax, labour, health and safety, consumer rights and environmental issues (Wood, 2009:602). While a strong link exists between 'market' and the neo-liberal ideal and its position in relation to tourism, it is important for Third World

countries to guard against over-exploitation of their tourism resources and culture by the Western capitalists and hordes of tourist arrivals.

2.3.4 Alternative development

The motivation to find alternative development projects, according to Brohman (1996:204), began in the early 1970s with the involvement of large organisations such as the World Bank (WB), International Labour Organization (ILO), United Nations Environment Programme (UNEP), United Nations International Children's Emergency Fund (UNICEF), as well as bilateral aid agencies, for example, the United States Agency for International Development (USAID), and the Canadian International Development Agency (CIDA). Alternative models were born out of a need, requiring negotiations of existing models and critical debate on the reality of development, including the consideration of the voices of the excluded (Hettne, 1995:199). It is important to note that the main reason for the implementation of development was centred on economic growth (Brohman, 1996:202; Telfer & Sharpley 2008:14; Telfer, 2009:156). Telfer and Sharpley (2008:14) defend the significance of alternative development as the departure from the preceding Western-centric, economic growth-based development paradigms. The growing expression of no confidence in the mainstream models of the 1970s paved the way for an alternative approach to development (Brohman, 1996:203). This approach was more people oriented, and considered distributional equity and poverty alleviation, basic needs provision, and the adoption of appropriate technologies (Brohman, 1996:203). Alternative models placed emphasis on the rural and agricultural situation, incorporating bottom-up initiatives, socialist ideals, and small-scale development (Parnwell, 2002:113). One form of alternative tourism is civic tourism, which is a *means* for community development and not an end in itself (George et al., 2009:98).

A close link exists between alternative development and alternative tourism if the elements that characterise alternative development are examined against the common themes associated with alternative tourism. Unlike civic tourism CBT involves a personal host guest relationship. In summary, Brohman (1996:219) provides a list of common elements that characterise alternative development as:

- Redistributive measures targeting the poor.
- Focusing on local projects that are small scale and are linked with to rural development.
- As involving local participation from the inception of development projects.

Critics also attacked the alternative strategies of the 1970s, questioning the usefulness and viability of this strategy in comparison with mainstream development approaches (Brohman, 1996:220). Other criticisms levelled at alternative development include its highly idealistic, neo-populist, Eurocentric and utopian nature (Parnwell, 2002:114). A very valuable review by Cazes (1987) cited in Pearce, 1989, was undertaken to unpack the different interpretations of the term 'alternative tourism', pointing out that 'alternative tourism' should be viewed as a dynamic system consisting of three interrelated sets of components. Cazes (1987) explains that the components consist of values, processes and forms where:

- The *values* underlying alternative tourism are based on the concepts of liberation and autonomy and the search for, improved inter-personal relationships, inventiveness, authenticity, and solidarity.
- The *processes* involved depend on a much fairer partnership between external and local entrepreneurs and organisers at all stages of development (initial research, legal and financial organisation, construction, operation, management, and sharing of benefits).
- The different *forms* (social, spatial, ecological, architectural) that alternative tourism takes must reflect the underlying principles of self-determination and integration: use of local materials and traditional forms of architecture, use of local builders, management, and employees.

Combining the elements of both 'alternative development' and alternative types of tourism shows that this involves the community, as they often form part of the tourism product in terms of tourists' interest in their culture. They also participate in the development of tourism projects where this can involve their indigenous knowledge systems and an opportunity to expand their capabilities beyond the project requirements. Alternative forms of tourism projects are generally smaller in scale, communities can own and manage the project, there is an opportunity for the community to be involved from grassroots using a bottom-up approach, as well as an opportunity for leadership roles. Alternative tourism development often resides in pristine, natural areas that are not fully exploited by mass tourist movements. Telfer (2009:153) reinforces these thoughts by linking the alternative development paradigm to sustainable tourism development; community based tourism; pro-poor tourism; fair trade tourism; ecotourism; alternative tourism; local involvement in tourism planning; tourism codes of conduct and ethics; and corporate social responsibility in tourism. Similarly to the criticisms

of the mainstream theories, alternative tourism under the banner of alternative development is not a ‘magic wand’ and has its unique set of problems; however Scheyvens (2002:13) suggests that evidence does exist to support the claim that alternative tourism can be more beneficial to communities than mass tourism.

2.4 TOURISM RESEARCH AND THE DEVELOPMENT DEBATE

The tourism sector joined the development debate late as there was no rush to develop tourism after World War II, and Third World countries did not adopt tourism in their initial development plans (Sofield, 2003:6). Even more recently, the tourism industry is still viewed as ironic as it is commonly associated with wealth, leisure and elitism but is now considered as a poverty reduction tool (Torres et al., 2011:297). Although development theory and tourism evolved along similar periods since the Second World War, little work connects the two fields of study (Telfer, 2002:35). As a concept, development was strictly perceived in economic terms and closely associated with growth (Burns, 1999:139). Sharpley and Naidoo, (2010:146) argue that the literature has paid limited attention to the potential of poverty reduction through tourism. This is changing, as tourism is now recognised for its potential to reduce poverty, empower marginalised communities, and help protect the environment (Torres et al., 2011:298). This is akin to developing countries, where people are dependent on natural resources for their livelihoods (Holden, Sonne, & Novelli, 2011:317).

As mentioned earlier, most countries of the world have adopted tourism for economic reasons (Cook et al., 2010:11). Therefore, the role of tourism in economic development is more established, whereas the academic discussion on tourism and poverty reduction is a recent addition to the debate (Holden et al., 2011:317). One has to bear in mind that the major motivation for development can be associated with improved material wellbeing of the people (Agara & Ajisebiyawo, 2013:31). Hence, more recently tourism has been linked to sustainable tourism development and poverty reduction (Holden, 2010:337), while more than a decade ago Eadington and Smith (1992:3) advocated the need for research involvement in ‘alternative tourism’ development.

Unfortunately, as with most definitions of tourism, the concept of ‘alternative tourism is also vague, emerging in various guises with no universally accepted definition’ (Pearce, 1992:15). However, Eadington and Smith (1992:3) define ‘alternative tourism’ as ‘... forms of tourism

that are consistent with natural, social, and community values that allow both hosts and guests to enjoy positive and worthwhile interaction and shared experiences’.

In a further development Mowforth and Munt (1998:47) draw attention to dependency, arguing that much of Third World tourism infrastructure is owned by the First World, comparing this to the general theory of imperialism, while Harrison (2001:7) associates tourism with modernisation; typical, with this paradigm, is the transferring of capital, technology and modern values from the West to the least developed countries. On the other hand, Telfer (2002:51) refers to the 1980s and 1990s as the period in which the neo-liberal paradigm and tourism studies focused on international markets.

Sustainable development also joined the development debate following a meeting of the World Commission on the Environment and Development (WCED) in 1987 (Sofield, 2003:5; Holden, 2010:337). The proceedings of this meeting can be traced to the *Brundtland Report* (Holden, 2010:337).

The Report had subsequently created a platform that focused on a number of major international events, the 1992 ‘Earth Summit’ in Rio de Janeiro, to the World Summit on Sustainable Development (‘Rio + 10’) in 2002 (Telfer & Sharpley, 2008:30). Tourism policy and planning following the *Brundtland Report* was mainly driven by the principles and objectives of sustainable tourism development, but its objectives and outcomes are debatable (Telfer & Sharpley, 2008:31). From a tourism perspective, Mowforth and Munt (1998:84) criticised the term sustainability. According to Mowforth and Munt (1998:84), ‘sustainability’ is used as a camouflage to give moral integrity and ‘green’ credentials to tourist activities and the term is used loosely to earn profits. Building on the same issue, Telfer (2002:76) provides a summary of the development paradigm debate in relation to tourism as follows:

- Modernisation was criticised for its lack of local control of the tourist industry and capital flight, which led to neo-colonialism.
- The structuralist school, which is part of the background to the dependency paradigm, advocated protectionist measures to ensure there was local control of the industry.
- Economic neo-liberalists felt that there was too much government control in the previous paradigms and advocated a free market approach to the tourist industry.

- The alternative development paradigm addressed the weaknesses of the previous paradigms, which paid little attention to the environment or the concept of sustainability.

2.5 ALTERNATIVE TOURISM DEVELOPMENT

Tourists are now seeking meaningful participatory experiences and are no longer satisfied with passive sightseeing (Messer & Vitcenda, 2010:90). This trend is closely linked to Alternative Tourism (AT). Unfortunately this approach comes with high social, environmental or economic costs (Harrison, 1992:19; Mowforth & Munt, 1998:95; Telfer & Sharpley, 2008:205). Alternative tourism (AT) has certain characteristics such as small-scale operations that are suitable for marginalised communities, empowerment of local people, and the ability to attract small numbers of sensitive visitors (Weaver, 2012:85). A problem that comes into question is the ability of long-term, successful AT development, especially if the above characteristics are endorsed. For example, are small-scale tourism operations economically sustainable? Adopting AT for small-scale operations could have negative characteristics such as limited bargaining power, low levels of tourism experience, and limited skills and expertise that could lead to poor service standards and consequent visitor dissatisfaction (Weaver, 2012:86). Therefore, Butler (1992:44) suggests that ‘alternative tourism’ should aid in improving the problems of conventional tourism, since it cannot replace mass tourism in economic terms. This is notwithstanding that tourism under the alternative development paradigm was introduced to address the concept of sustainability (Telfer, 2002:58).

Pearce (1992:15) believes that ‘alternative tourism’ has emerged in various guises globally, and does not share a universally accepted definition. For this reason, Butler (2012:93) suggests that ‘alternative’ tourism should complement ‘mass’ tourism, while Mitchell (2010:6) maintains that mainstream tourism is necessary because small-scale tourist interventions are not able to reduce poverty. On the contrary, Butler (2012:93) explains that in some cases, small-scale AT is necessary because certain areas can only withstand limited carrying capacity in respect of tourist numbers.

2.5.1 Tourism and community development

Pull factors such as rural landscapes and the distinct ways of life and culture of rural communities are increasingly being popularised by new tourism destinations and markets

(George et al., 2009:7). Rural communities have rich heritage and unique tourism resources that can be shared with visitors (Messer & Vitcenda, 2010:1). Besides sun and sand, experiencing and learning about cultures that are different from one's own are the biggest motivators for travel (George et al., 2009:117). Communities are increasingly becoming aware of the tourism products that they may be able to offer to tourists and the economic benefits they can derive from these (Telfer & Sharpley, 2008:115). Despite the benefits of tourism, communities are faced with obstacles in developing tourism, for example, limited financial resources and heavy reliance on natural resource-based economies (Messer & Vitcenda, 2010:23). One pitfall of tourism development is related to 'quick fix' processes implemented to address economic problems of a community (George et al., 2009:34). Other tourism development barriers faced by communities are the lack of fixed income and access to education (Holden et al., 2011:329). The inability to save income for tourism investment has ripple effects, especially since access to credit facilities may be denied (Holden et al., 2011:329). On the positive side, communities also benefit from amenities that are developed for tourism purposes (George et al., 2009:74).

Consequently, the concept of tourism is dependent on people visiting places that cannot exist outside a community (Beeton, 2006:16). It is important to note that tourism is not separate from other aspects of life for people residing in a community dominated by tourism (Reid, 2003:112). Their culture therefore becomes dominant in the tourism product (George et al., 2009:6). Tourism has also been portrayed simultaneously as a destroyer of culture, stripping communities of individuality, and as a saviour of the poor and disadvantaged, providing opportunities and economic benefits (Simpson, 2008:1). Hence, the tourism industry needs to understand and respect the values and goals of the community (Messer & Vitcenda, 2010:7). It is also noted that local elites control tourism in a destination instead of the communities (Telfer & Sharpley, 2008:119). To counter elitism, communities should seek participatory tourism projects. For example, communities could develop homestays. Homestays are regarded as a best practice model of a community-based development project since they are participatory by nature involving community members in all stages of the programme (Acharya & Halpenny, 2013:372).

It is also suggested that communities that have the greatest probability of success in development are those that are able to bring people together to discuss community issues (George et al., 2009:219).

2.5.2 Tourism and community participation

In order to sustain a tourism-related economy, its residents must be willing to take part in the process (Lo et al., 2014:84). Van Niekerk (2014:82) notes flaws in the process of community participation and integrated tourism development planning as being uncoordinated, fragmented and hindered by operational, structural and cultural limitations. Conversely, community participation in tourism has evolved in isolation from the meaning and scope of development studies (Tosun, 1999:113). To this end, Tosun implies that there is no agreement among scholars as to what participatory tourism development means (Tosun, 1999:122). The success of tourism also depends on the willingness of the residents to serve as kind hosts, given the frequency of interaction between hosts and tourists (Lo et al., 2014:84). From a development perspective, Anacleiti (1993:44) accuses development agents of not asking Africans what kind of development they want and that Africans have always been *objects* of various models that have rarely improved their lives. Anacleiti (1993:45) adds that rural people have their own concept of development and are guided by cultural principles; therefore development agents should study their local culture as a starting point for dialogue. Ignoring this critical issue could lead to failure in tourism development projects, as culture also plays an important role and usually forms part of the tourism product. Brennan (2005:1) supports these views and agrees that enhancing a local linkage and cultural basis for development forges a commitment by the people involved. Similarly, CBT encourages contact with local people and has grown in popularity globally (López-Guzmán et al. 2011:69). CBT as a community development strategy uses tourism as a tool to strengthen the ability of rural community organisations to manage tourism resources with participation of the local people (Suansri, 2003:11). CBT as a strategy has been proposed as an alternative approach to Western-centred strategies (Mtapuri & Giampiccoli, 2014a:104). In order to address this complex issue, greater community participation must occur in identifying problems and delivering solutions, such engagement within CBT increases sense of belonging and ownership.

The case study in this research is based on village-based tourism with similar characteristics to CBT. Building on the issues raised above, Giampiccoli & Mtapuri (2012:40) suggest the need for a participatory approach that involves facilitation, thus allowing communities to pursue their own needs and wants. This shift in thinking is attributed to power relations and top-down approaches adopted by external actors in the development approach (Giampiccoli & Mtapuri,

2012:40). Nonetheless, participation is difficult to implement in Third World countries, because powerful elites continue to dominate the political structures in provincial and municipal governments (Dadvar-Khani, 2012:263). Van Niekerk (2014:82) offers a solution to this problem, suggesting that community participation be legislated within the destination management process.

2.5.3 Pro-poor tourism (PPT)

Tourism's contribution to poverty alleviation has its origins in the early 1970s; unfortunately this focus was distorted within the realm of theoretical debates over 'development' in the 1980s and 1990s, and re-emerged at the end of the 1990s as 'pro-poor tourism' (PPT) (Harrison, 2008:851). Even more recent studies indicate that theories and models that underpin PPT studies are diverse and uncommon, limiting its application to potential users (Truong, 2014:228). PPT is defined as tourism that brings net benefits to the poor (Harrison, 2008:851). Consequently tourism was hailed as a strategy for poverty reduction (Chok et al., 2007:144; Hall, 2007:111; Scheveyns, 2007:231; Spenceley & Goodwin, 2007:255; Nawijn et al., 2008:1; Marx, 2011:22). Tourism also provides an opportunity for least developed countries (LDC) to combat poverty, diversify their economies and to pursue pro-poor inclusive growth strategies according to the United Nations Development Programme (UNDP, 2011:4). PPT emerged with a market-led approach that created opportunities for more poor people to participate effectively in the product development process (Marx, 2011:22). However, in spite of decades of development planning, poverty is still prevalent globally and progress in eliminating poverty is limited (Scheyvens, 2007:231). According to Scheyvens, the application of a pro-poor focus is the result of the failure of the structural adjustment programmes (SAPs) that were imposed on developing countries in the 1970s, on the premise that SAPs would lead these countries out of indebtedness (Scheyvens, 2007:233).

Adding to this dilemma of meeting pro-poor and sustainable goals is the fact that tourism operates in a global context as an industry within a neo-liberal market economy, and for this reason is presented with wider challenges (Chok et al., 2007:144). Enhancing equity by shifting benefits to the poor is questionable, as Schilcher (2007:166) argues that this is unlikely to be pursued in practice, given policy makers' neo-liberal bias. Pro-poor tourism initiatives were promoted to provide greater equity to the poorest members of destination societies (Telfer & Sharpley, 2008:54). Also prioritising the issue of poverty alleviation is the United Nations

World Tourism Organization (UNWTO) that applies the concept of ST-EP (Sustainable Tourism as an Effective Tool for Eliminating Poverty), as noted by Zhao and Richie (2007:119). Poverty alleviation is sometimes linked to the term 'pro-poor tourism', which is distinguished from other forms of 'alternative tourism' such as ecotourism and community-based tourism (Chok et al., 2007:144). Pro-poor tourism is argued as not being a specific type of tourism but an approach to poverty reduction by using tourism as a tool for this purpose (Ashley, Roe & Goodwin, 2001:12; Beeton, 2006:201; Telfer & Sharpley, 2008:137).

Questions are raised as to whether tourism can really reduce poverty. It is also easy to recommend strategies for PPT in theory; however, there are many obstacles to the actual implementation. Examples are lack of human capital and finance, and limited capacity of poor communities to understand and meet the requirements of the tourism market, which they find difficult to access (Beeton, 2006:203). On the same issue Ashley et al. (2001:8) recommend four factors that need to be addressed in any PPT initiative:

- Improve market access to curb the barriers of physical location.
- Consider commercial viability, factoring product quality, price, marketing and the strength of the broader destination.
- Consider policy in terms of land tenure, planning processes, government attitude and capacity.
- Consider the challenge of implementation in the local context, such as closing the skills gaps, managing costs and expectations, and maximising collaboration across stakeholders.

In summary Ashley et al. (2001:51) are of the view that PPT has a significant role in livelihood security and poverty reduction, citing employment as an example and small earnings as a survival strategy. It has also been advanced that in spite of low-income earnings, the benefits that accrue among the broader community are more significant than just individual income (Ashley et al., 2001:51).

2.5.4 Ecotourism

The meaning of ecotourism over the last few decades has been contested and debated. This debate has not only questioned what ecotourism is, but also what it is not (Reimer & Walter, 2013:122). Ecotourism is also viewed as a sub-sector of the umbrella tourism industry and

focuses on bringing benefits to local communities while remaining aware of the protection of natural areas; unfortunately, however, no commonly agreed definition of ecotourism exists (Cusack & Dixon, 2006:160). A study conducted by Fennell (2010:403) to better understand the concept of ecotourism, examined 85 definitions of the term, citing most frequent variables in the definitions, including reference to where ecotourism occurs, for example, natural areas, conservation, culture, benefits to locals, and education, while conservation, ethics, sustainability, impacts and local benefits were variables which were better represented in more recent definitions, showing a shifting emphasis in how the term has evolved over time. Although no consensus has been reached regarding what ecotourism really is, this study makes use of the definition by The International Ecotourism Society, 1990). Its definition is 'responsible travel to natural areas that conserves the environment and improves the well-being of local people'.

Ecotourism is also understood to be a sub-category of sustainable tourism and is supposed to contribute to sustainable development and sustainability (Björk, 2007:35). However, disguising tourism products by changing the name will not stop tourists from causing damage to the environment. Hence, Fennell (2012:189) argues that humans have not been educated to use tourism products. The questions that follow are, who is responsible for this and how will it be done? Weaver (2008:27) surmises that while diverse definitions do exist, some consensus has emerged around four core criteria. Firstly, ecotourism is a form of tourism that requires relevant criteria to dictate what constitutes an ecotourist. Second, ecotourism attractions are based on the natural environment and encompass cultural attributes. Thirdly, ecotourism includes an element of learning through interpretation, and finally ecotourism must be managed using sustainable practices.

While it is generally believed that ecotourism has many benefits, there are mixed views in respect of this thinking. For instance, Coria and Calfucura (2012:49) suggest that ecotourism has the potential to improve indigenous communities' livelihood possibilities, but in practice the economic benefits are unevenly distributed and favour external stakeholders or the elitist communities. The same authors also highlight the lack of community control over land and resources, contending these are obstacles that prevent indigenous communities from investing in ecotourism.

From an economic perspective, Weaver (2008:144) perceives ecotourism to generate revenues and employment, more specifically in peripheral regions that experience few sustainable economic options. From a development perspective, Scheyvens (1999:245) suggests that ecotourism ventures should only be considered if local communities are able to have some measure of control and an equitable share of the benefits that emerge from ecotourism activities.

2.5.5 Responsible tourism

South Africa has played a leading role in enhancing the concept of Responsible Tourism (RT) after hosting the first conference on Responsible Tourism in 2002 (Spenceley, 2008b:5). The definition of responsible tourism as it appears in the White Paper on Development and Promotion of Tourism in South Africa (1996) is:

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 (SA. DEAT, 1996).

A pre-condition to understand RT is to follow how tourism works in general, that is, consumers generally make their reservations and payments within the originating country and travel to the destination or host country to experience the product they paid for. Unlike most other products, the tourism product is unique in the sense that it is only consumed on arrival at the destination. It is the pull factor of a destination that draws potential tourists to visit a certain country; usually this can be associated with the attractiveness of the destination. A major concern with the attractiveness of a destination offering either purposely built or natural attractions is the influx of tourists in large numbers, causing pressure on the environment and irritation to host communities. This invasion by large numbers of tourists is most notable in developing countries, as Wheeler (1997:61) suggests that environmental destruction is prevalent, cultural differences are most noteworthy, and social tensions are heightened by the rapid influx of tourists from alien industrialised nations to the developing world.

The boom in tourism has created millions of jobs and increased economic prosperity globally, together with problems straining the resources of destinations (Cook et al., 2010:314). Hence tourism is often viewed with mixed feelings, for example, Singh (2012:1) believes that tourism

is made up of strange paradoxes, referring to ‘the good’, ‘the bad’ and ‘the ugly’ and explains that despite these paradoxes, most nations are involved in tourism in varying forms. Hence, as a global activity, tourism should be effected in a responsible manner (Vereczi, 2008: xix). This approach is necessary to balance the preservation of a tourist destination and to receive a return on investment in a tourism business that is difficult (David, 2011:212). The fact remains that tourism is a business and, as with any other form of business, has to make a profit to survive. According to Jenkins (2012:192), a failed business, no matter how ethically or responsibly managed, will not be in a position to generate any economic, community or welfare benefits.

Regardless of the challenges faced by tourism companies, Hall and Brown (2012:175) note that steps are being taken by tourism enterprises to behave more responsibly. On the contrary, Cook et al. (2010:321) claim that it is easy for organisations to use related terms such as *responsible*, *carbon friendly* and *green*, yet not be held accountable for documenting these claims. Many sustainable concepts are available, but are difficult to implement. Jenkins (2012:194) refers to concepts such as ecotourism, equitable distribution of benefits, fair trade, and sustainable objectives as easy to accept but difficult if not impossible to achieve. According to Fennell (2012:189), these concepts have gained momentum recently owing to failures of traditional approaches to fix the problems predominant in tourism.

Much debate and confusion exists in terms of the various concepts that are associated with sustainable and responsible tourism. Responsible tourism has been fully encompassed within the South African context. Hence, the concept of responsible tourism (RT) in South Africa has its origins with the publication of the White Paper on the Development and Promotion of Tourism in South Africa by the former Department of Environmental Affairs and Tourism (SA. DEAT, 1996). The key elements of RT contained in the White Paper are:

- Avoid waste and over-consumption.
- Monitor impacts of tourism and ensure open disclosure of information.
- Ensure communities are involved in and benefit from tourism.
- Market tourism that is responsible, respecting local, natural and cultural environments.
- Involve the local community in planning and decision making.
- Use local resources sustainably.
- Be sensitive to the host cultures.
- Maintain and encourage natural, economic, social and cultural environments.

This was followed by the publication of the national Guidelines for Responsible Tourism Development (SA. DEAT, 2002). South Africa also hosted the first conference on Responsible Tourism in Destinations, attended by 280 delegates from 20 countries (Spenceley, 2008b:5). The Cape Town Declaration on responsible tourism (2002) states that responsible tourism:

- Minimises negative economic, environmental, and social impacts.
- Generates greater economic benefits for local people and enhances the wellbeing of host communities, improves working conditions and access to the industry.
- Involves local people in decisions that affect their lives and life chances.
- Makes positive contributions to the conservation of natural and cultural heritage to the maintenance of the world's diversity.
- Provides more enjoyable experiences for tourists through more meaningful connections with local people, and a greater understanding of local cultural, social and environmental issues.
- Provides access for physically challenged people.
- Is culturally sensitive, engenders respect between tourists and hosts, and builds local pride and confidence.

According to Goodwin (2005:2), responsible tourism is about taking responsibility for making change. RT has also been criticised a purely public relations exercise with companies promoting their image without committing resources into uplifting communities or the environment. It is for this very reason that Frey and George (2008:112) call for a move from policy development to implementation and control. Critics on responsible tourism also accuse the tourism industry of using RT to foster a greener image (Wheeler, 1997:66). According to Chettiparamb and Kokkranikal (2012:302), the current use of the RT concept 'means everything and therefore adds nothing to the conceptual terrain of tourism trend and nomenclatures.' On the other hand, Goodwin (2012:6) clarifies that responsible tourism has not been prescriptive and should be contextualised within the parameters of particular places, thus addressing local issues, and taking responsibility for making tourism sustainable in that particular area.

2.6 CONCLUSION

As the literature has indicated, a neo-liberal globalisation prevails and tourism as a global phenomenon is embedded in that neo-liberal globalisation framework. However, this current

state of affairs does not seem to promote community development in disadvantaged settings. Alternative development was established to counter/fix the problems related to the neo-liberal strategy. Hence, the rationale for alternative development was to promote community development in disadvantaged settings using a bottom-up approach. CBT as a strategy has its origins within the alternative development approach, to counteract the problems related to tourism development within the neo-liberal framework.

CBT by itself is also bounded by the current neo-liberal strategy; therefore its modus operandi is subjected to the neo-liberal approach to community development. Hence, CBT development operates within the neo-liberal framework. Similarly, this study needs to be understood within the same parameters. Therefore, CBT, despite still working to counter the neo-liberal framework in favour of a more alternative development paradigm, is still operating within the dynamics of neoliberalism (arguably) causing difficulties to achieve its potential.

CBT pre-conditions are also circumscribed within the neo-liberal framework; therefore CBT must be understood within the neo-liberal milieu, keeping in mind that it creates more difficulties for CBT to achieve its alternative development aims. Therefore the problem is to find solutions that can favour CBT to achieve its original aims of alternative development, despite its embedment in the current neo-liberal framework. With these current challenges as a background, this study examines how pre/initial stages of CBT should be operated and facilitated for it to achieve its original aims of alternative development.

The aim of this chapter was to position tourism within the context of development. The chapter reviewed issues in relation to development theories in general and within the context of tourism. This chapter also reviewed the following concepts in tourism: pro-poor tourism, ecotourism and responsible tourism. The theoretical guide provided in this chapter is used to build on CBT issues in relation to the case study area studied.

The next chapter investigates the different CBT models in general and more specifically within the African context. The chapter also investigates CBT and community development, global issues and policies, external cooperation and challenges, and opportunities within CBT.

The main aim of the next chapter is to build on a theoretical framework for discussing the objectives of this study.

CHAPTER THREE

COMMUNITY-BASED TOURISM

3.1 INTRODUCTION

The purpose of this multicase study is to explore the importance of considering pre-conditions for community-based tourism (CBT) before proceeding with the actual implementation of the project. Ignoring this fundamental step often leads to failure of CBT projects. Specifically, the researcher sought to evaluate individual CBT pre-conditions with a sample of CBT project members directly involved in community-based tourism to establish whether their projects were faced with challenges or presented with opportunities. The participants were selected because of their relevant knowledge and experience in relation to the case. All seventeen members who were currently operating a community-based tourism business in the village of Nqhekwane and all five members from the village of Ndengane were approached to participate in the study. It was expected that knowledge generated from this study would enhance CBT development projects, thus increasing possible success. To carry out this study, it was important to review current literature and to present the general theory according to the terms by which the research findings would be analysed. The chapter explains the key concepts used to develop the theoretical framework: specifically, pre-conditions for community-based tourism. This chapter also provides an understanding of CBT and its application in development. The chapter further pays attention to the different CBT models and their application in various contexts. The chapter in addition reviews CBT and community development, CBT and community participation, CBT definitions, and CBT benefits.

3.2 CBT BACKGROUND

Community-based tourism (CBT) was introduced as an alternative approach to mass tourism (López-Guzmán et al., 2011:69; Giampiccoli & Mtapuri, 2012:33; Lucchetti & Font, 2013:2; Tolkach et al., 2013:319). This alternative approach was also as a consequence of repatriation of profits from developing economies by multinational companies and the negative impact on destinations (Lucchetti & Font, 2013:2). There was also the need for tourism to contribute more to community development by, for example, improving the livelihoods of the poor (Lapeyre, 2010:757; Mtapuri & Giampiccoli, 2013:1; Tolkach et al., 2013:319), and to generate economic, social, and cultural benefits within a community (Yaman & Mohd, 2004:583; Johnson, 2010:150) as a means to empower poor communities to take control of their land and resources (Mearns, 2003:29).

Further factors included active participation of the local community (López-Guzmán et al., 2011:69) as a tool for development (Novelli & Gebhardt, 2007:443; Honggang et al., 2009:2; Zapata et al., 2011:725). CBT can be traced to the early 1970s, with the intent to reduce poverty (Ruhui, 2007:8). CBT is also closely linked to sustainable tourism (Honggang et al., 2009:3). Sustainability should be a key consideration for tourism development as it depends on the 'very resources' that it will ultimately consume in the development process (Messer & Vitcenda, 2010:9). CBT is also associated with certain recurring characteristics, such as inclusion of the community in the joint planning, management and decision-making processes (Hausler & Strasdas, 2003:3; Forstner, 2004:498; Johnson, 2010:150; López-Guzmán et al., 2011:72). An advantage of CBT is that many of the benefits remain within the local economy; also local members that are not directly involved in the tourism enterprise also gain through the multiplier effect and linkages (Hausler & Strasdas, 2003:3; Lapeyre, 2010:758). CBT development also places emphasis on small-scale businesses, with local control as well as benefit sharing at community level, including participatory development, poverty reduction and a sustainable livelihoods strategy (Forstner, 2004:498). But scaling-up of CBT should also be considered (Mohamad & Hamzah, 2012:1).

In this context it has been emphasised that CBT should promote holistic community development through empowerment, self-reliance, social justice and sustainability (Mtapuri & Giampiccoli, 2013:3). In addition, the decision-making process, management and benefits of CBT ventures must remain under the control of the community (Mtapuri & Giampiccoli, 2013:3). Similarly, CBT involves collective ownership and management of tourism assets (Mitchell & Muckosy, 2008:1). CBT is suitable for certain forms of tourism: most commonly these are ecotourism, agrotourism, rural tourism, village-based tourism, ethnic or indigenous tourism, and cultural tourism (Hausler & Strasdas, 2003:10). Before developing CBT, certain principles need to be considered, and according to Suansri (2003:12), these principles should:

- recognise, support and promote community ownership of tourism;
- involve community members from the start in every aspect;
- promote community pride;
- improve the quality of life;
- ensure environmental sustainability;
- preserve the unique character and culture of the local area;
- foster cross-cultural learning;
- respect cultural differences and human dignity;
- distribute benefits fairly among community members; and
- contribute a fixed percentage of income to community projects.

These underlying principles proposed by Suansri (2003:12) can be linked to sustainable tourism and CBT, which are subsets of the concept of sustainable development (Honggang et al., 2009:2). Unlike, traditional top-down tourism planning approaches, CBT follows a bottom-up approach, placing emphasis on local input and control over the type and scale of tourism development (Johnson, 2010:151). In spite of the all the values of CBT mentioned above, tourism in developing countries has come under criticism (Mitchell & Reid, 2001:114). They believe that decisions affecting tourism communities are driven in concert with national governments, often leading to the deterioration and abandonment of many destinations, and leaving local people worse off (Mitchell & Reid, 2001:114). It is therefore necessary to plan for tourism development in a manner that is beneficial, sustainable, and not detrimental to the environment, culture, or the community (Messer & Vitcenda, 2010:29). In terms of empowerment within CBT, ownership, full control and management should fall within the scope of the community or project members. Although facilitators are necessary, their roles should remain separate from the actual venture.

3.2.1 CBT and community development

CBT falls within the realm of alternative development and its main focus is embedded in the holistic improvement of community members. This improvement through the implementation of CBT should extend beyond selected individuals participating directly in the CBT project to reach the broader community. CBT allows for the combined service delivery by different community members through joint planning and management with the aim of spreading the benefits of local tourism development among different households (Forstner, 2004:498). On the contrary, it is argued that CBT projects are rarely controlled and managed by the community, even if their resources are utilised (Salazar, 2012:11).

Similarly, this thesis focuses on CBT located in two rural areas in Mpondoland, in the Eastern Cape Province of South Africa. The Ndengane and Noqhekwane communities residing in the case study areas are extremely poor, but they are endowed with magnificent natural tourism assets. In this case the communities are in a good position to take advantage of their tourism assets for CBT development. A variety of factors present within rural Mpondoland provide the foundation from which CBT can be facilitated and developed in the region (Giampiccoli & Hayward Kalis, 2012a:174). For very poor communities in developing countries, tourism is regarded as alternative source of income (Novelli & Gebhardt, 2007:445). These communities

are able to complement their livelihood strategies, rather than depending on a single activity such as farming (Forstner, 2004:497). This is achieved by combining their natural and cultural resources to generate economic, social, and cultural benefits (Johnson, 2010:150). In the context of community empowerment and sustainability, CBT is viewed as a highly responsible form of tourism (Fernandes, 2011:1020). A characteristic of community tourism involves villagers hosting tourists in their village, managing the operation communally, and sharing the revenue (Community Tourism Africa, 2008).

Implementing and managing a community-based initiative can be very demanding. For example, local communities require capacity building to improve the process of tourism development to reap benefits (Aref, Redzuan & Gill, 2010:172), or communities may be faced with certain limitations such as lack of infrastructure, availability of Internet access, or opportunities for skills training (Johnson, 2010:158). CBT is a long-term development strategy and this should be made clear at the inception with the communities involved. Unrealistic expectations and potential benefits of tourism and the timeframes for these benefits to be realised create tensions (SA. NDT, 2011:57). On the same point Viljoen and Tlabela (2007:12) agree that CBT development is a long, time-consuming and difficult process with many pitfalls.

Community leadership is also vital to successful community development (Aref & Redzuan, 2009:187; Mielke, 2012:32). Another problem experienced by community ventures is marketing of their tourism products and market access (Mtapuri & Giampiccoli, 2013:10) and the distance from potential markets (Forstner, 2004:498; Lukhele & Mearns, 2013:207). Some of the failures of CBT projects are attributed to not involving the private sector at the developmental stage (Isaac & Van der Sterren, 2004:7; Mielke, 2012:35). Echoing similar sentiments are Mtapuri and Giampiccoli (2013:10), who add that the challenges of marketing and market access are very difficult for communities to overcome on their own. As a temporary solution, Mtapuri and Giampiccoli (2013:11) propose external linkages with facilitators and intermediaries to bridge this gap. CBT should also be operated like any other business (Mielke, 2012:30). The lack of commercial viability and integration into the market are generally attributed to the lack of success of CBT initiatives (Lucchetti & Font, 2013:3). Although controversial, CBT enterprises must be able to accept that they are unviable if market research and business plans deem ventures to be commercially unsound (Spenceley, 2008a:299). Another problem is implementation, which is rarely mentioned in the literature (Blackstock, 2005:44; Lucchetti & Font, 2013:5), although it plays a very important role in the success or failure of CBT projects. Other problems include the complex nature of communities.

Communities are not homogeneous; they are heterogeneous by nature, bound by class, gender, and ethnicity, while more privileged families or individuals are likely to be advantaged because of their status (Lukhele & Mearns, 2013:201). The existence of local elites is an example of this inequality of power (Van Hoof, 2006:7). For example, traditional patterns of authority could dominate decision making over the broader community. It has been noted that many CBT projects have a management committee and constitution that is fully inclusive and gender sensitive, but in reality traditional authorities dictate the critical decisions (Mitchell & Muckosy, 2008:1). Understanding the structural divisions within a community is critical (Blackstock, 2005:44). Therefore, CBT development cannot be based on the assumption that all members of a community have mutual interests and power. CBT is intended as a tool for community development and environmental conservation, hence the need for a holistic approach that takes into consideration social, cultural, economic, environmental and political factors (Suansri, 2003:20); Tuffin (2005:182) adds education and health needs to the list. The benefits of CBT are listed below in Table 3.1, taking into account factors highlighted above by Suansri (2003:22) and Tuffin (2005:182).

Table 3.1: Benefits of CBT

Development Area	Potential Development Benefits
Political	Enables the participation of local people Increases the power of the community Ensures rights in natural resource management
Environmental	Promotes environmental responsibility Manages waste disposal Raises awareness of the need for conservation
Social	Raises quality of life Promotes community pride Promotes gender and age equality Builds community management organisations
Cultural	Encourages respect for different cultures Fosters cultural exchange Embeds development in local culture
Economic	Raises funds for community development Creates employment in tourism Increases household income
Educational	Promotes the acquisition of new skills Creates new professions in the village Imparts and encourages use of new knowledge in the village Fosters and promotes local knowledge and skills
Health	Promotes good hygiene Increase in and diversification of food production for tourists will improve nutritional status

Source: adapted from Suansri (2003:12) and Tuffin (2005:182)

3.2.2 CBT and community participation

The term ‘community participation’ is found in most definitions associated with the concept of CBT (Van Hoof, 2006:11; Lucchetti & Font, 2013:2). Community participation provides a mechanism to empower people to take part in community development (Aref, Redzuan & Gill, 2010:173).

CBT is also perceived as a community development tool that enhances the ability of rural communities to manage their resources through full participation (Tuffin, 2005:178). Lucchetti and Font identify two types of participation (2013:11); however they point out ‘not one source was found in which this distinction was explicitly made’. The two types of participation are:

- (a) Political – this type refers to community participation in the decision-making process of the planning, implementation and evaluation stages of tourism development. This dimension is defined as community participation in the decision-making process concerning tourism development.
- (b) Economic – this type of participation involves the actual delivery of the products and services. This dimension is defined as community participation in the local tourism industry.

Community participation in decision making and sustainable use of natural and cultural resources is a characteristic of CBT (Johnson, 2010:150). However, lack of capacity is a limitation linked to community and tourism development. Therefore, external stakeholders and the community need to have a mutually beneficial relationship to bridge this gap. As an example, Tuffin (2005:177) explains that the tourism assets, such as culture, village life and the environment, are owned by the villagers and attract tourists, while the tour operators hold the key to the global tourists. Similarly, Giampiccoli and Hayward Kalis (2012a:175) suggest that while CBT projects should belong to community members, private enterprises can also play a positive role. Understanding each other is critical at this juncture, as both the communities and the external actors have different worldviews. For example, a development agent or tourism operator who wishes to assist a rural community may not have prior insight into rural knowledge and strategies of power that are operational within this reality (Wearing & McDonald, 2002:202). In order to assist this community it will be necessary for the intermediary to understand rural knowledge and strategies (Wearing & McDonald, 2002:202). This implies that both parties need to have common understanding to work effectively with each other.

In the case of CBT, a bottom-up approach is favoured (Tolkach et al., 2013:319); these researchers believe that with top-down approaches communities are coerced into tourism development and this approach inhibits resident empowerment. Similarly, Giampiccoli and Mtapuri (2012:40) suggest that local community involvement fails under the top-down approach.

They believe that communities are unable to understand unfamiliar and external instructions on how to develop, especially when conveyed by external actors with top-down approaches. Thus it has been suggested that power relations between stakeholders in tourism development have not favoured host communities (Tolkach et al., 2013:319).

In the case of power and knowledge in CBT development, it is possible to understand this complexity between external actors and the local community through Paulo Freire's empowerment education model. Paulo Freire's ideas are based on oppression and struggle (Mooney n.d.:2). This accords with the view of Giampiccoli and Mtapuri (2012:40) that local communities, under the direction of 'outsiders and/or more powerful people', create a setting where 'communities try to catch up by following unfamiliar and external instructions on how to develop'. This is similar to what Paulo Freire refers to as a 'banking' concept of education (Freire, 1996:53), where he compares 'banking' education as an 'act of depositing', where the teacher (*external actor*) imparts deposits of knowledge and the students (*communities*) are the depositories. Freire (1996:54) argues that the banking system of knowledge does not develop the critical consciousness of students that allows them the chance of being transformers of the world. This empowerment education model proposed by Freire invites citizens to be subjects instead of objects in their complex social lives, enabling them to take social action against problems in their communities (Mooney n.d.:2).

The literature shows that ideally, with CBT development, communities should be owners and managers of the tourism enterprise (Yaman & Mohd, 2004:583). This can be accomplished by empowering a community to operate and control the tourism business by educating them (Tosun, 2005:343). Facilitators and intermediaries are required for this purpose and can include a government, private companies or non-governmental organisations (NGOs), (Mtapuri & Giampiccoli, 2013:11). It is also important to note that without community participation, there is no partnership, no development and no programme (Aref, Redzuan & Gill, 2010:174). Participatory strategies allow local people to become active subjects of the development process (Mountain Institute, 2000:26). The concept of community participation has been open

to debate in development circles (Naguran, 1999:42). The importance of community participation is widely emphasised in many studies, but the practical actions required to promote it are absent (Okazaki, 2008:512). There are differing interpretations of the term participation (Naguran, 1999:43). For example, both Arnstein's (1969) (cited in Tosun, 2006), and Pretty's (1995) typology of participation (cited in Tosun, 2006), are viewed as general and not related to a particular sector or an economy (Tosun, 2006:494). However, Tosun (1999:118) offers a community participation typology designed specifically for tourism (see Table 3.2). Tosun's model has three levels of community participation, ranging from 'coercive participation', 'induced participation', to the highest of the three levels, 'spontaneous participation'; this level is suggested as the ideal type, allowing the community full managerial responsibility and authority (Tosun, 2006:494). According to Tosun (1999:121), coercive participation and induced participation are very close. The difference is that of a higher degree of tokenism and manipulation represented in coercive participation, compared with induced participation (see Table 3.2), while spontaneous participation best represents CBT. The explanation offered by Tosun in Table 3.2 is congruent with the views of Johnson (2010:151), that CBT uses local input and control over the type, scale, and intensity of tourism development compared with traditional top-down planning approaches. This study is based on CBT and mirrors many of the characteristics mentioned in the spontaneous level of Tosun's community participation model.

Table 3.2: A simplified typology of community participation

TYPE OF COMMUNITY PARTICIPATION	DEFINING CHARACTERISTICS
SPONTANEOUS	Bottom-up; active participation; direct participation; participation in whole process of development including decision making, implementation, sharing benefit and evaluating; authentic participation; coproduction; self-planning; wide participation; social participation
INDUCED	Top-down; passive; formal; mostly indirect; represents degree of tokenism, manipulation and pseudo-participation; participation in implementation and sharing benefits; choice between proposed alternatives and feedback.
COERCIVE	Top-down, passive; mostly indirect, formal participation in implementation, but not necessarily sharing benefits; choice between proposed limited alternatives or no choice; represents paternalism, non-participation, high degree of tokenism and manipulation.

Source: Tosun (1999)

Planning is another important issue. Planning should precede participation, especially when new tourism enterprises are introduced (Sproule, 1996:238). Also, preliminary research is suggested before entering into formal planning processes, as this creates trust among intermediaries and the community (Wearing & McDonald, 2002:204). In summary, Pinel (2002:280) explains that CBT planning is about:

- Ensuring ‘strategic’ and ‘future’ thinking regarding tourism development.
- Residents and community leaders applying their own expertise regarding community needs
- Creating opportunities for communities to share their strengths, challenges, obstacles, and opportunities for social, economic, and ecological wellbeing.

3.2.3 Conceptualising the Term Community

It is important to understand the term ‘community’ in the context of community-based tourism, although it has been asserted that the term community is very elusive and vague (Salazar, 2012:10). It is important to note that a community cannot be regarded as a homogenous unit (Naguran, 1999:45). Defining a community is a complex problem (Kepe, 1999:417; Naguran, 1999:45). Naguran’s (1999:45) definition depicts communities as groups with social and economic differences based on wealth, land, livestock, age, gender and political affiliation. Aref, Gill and Aref (2010:155) also associate ‘community’ with ‘groups’ of individuals living or working within the same geographic area with some shared cultures and common interests in their definition. Sproule (1996:235) defines community using similar elements, groups of people, often living in the same geographic area, who identify themselves as belonging to the same group.

Similarly, Blackstock (2005:42) asserts that failure to engage with the contested nature of a community places the CBT paradigm within assumptions that the community shares similar interests and consensus on the preferred tourism outcomes. Therefore, a clear definition is essential to avoid various interpretations and misunderstandings (Hausler & Strasdas, 2003:4). The common historical-geographical background that individuals share within the same community should allow them to work in unison (Giampiccoli & Hayward Kalis, 2012a:176).

This section has provided some insight into the complex ‘community’ concept. The various definitions share commonalities, therefore this research will consider all the elements mentioned as encompassing a broad definition of community.

Table 3.3 shows a collation of definitions and concepts related to CBT. The various definitions relate to community-based tourism, community-based nature resource management and community-based ecotourism.

3.2.4 CBT definitions & concepts

Table 3.3: Summary of important definitions & concepts

Source	Definitions/Concepts
Brohman	‘Community-based tourism development would seek to strengthen institutions designed to enhance local participation and promote the economic, social, and cultural well-being of the popular majority. It would also seek to strike a balanced and harmonious approach to development that would stress considerations such as the compatibility of various forms of tourism with other components of the local economy; the quality of development, both culturally and environmentally; and the divergent needs, interests, and potentials of the community and its inhabitants’ (Brohman, 1996:60).
Peredo & Chrisman	‘Community-based ecotourism (CBE) is the result of a process in which the community acts entrepreneurially to create and operate a new enterprise embedded in its existing social structure’ (Peredo & Chrisman, 2006:310).
Ruhiu	‘CBT is a product of the Community Based Natural Resources Management (CBNRM), a system that attempts at allocating all or a proportion of ownership, rights and control over natural resources to a section or group of local communities. It is therefore aimed at enhancing the livelihoods of poor people in remote and marginal areas, through empowerment, improved governance, and increased income impacts through tourism and natural resource management initiatives’ (Ruhiu, 2007:2).
Johnson	‘CBT development is characterized as a form of locally situated development that uses tourism to generate economic, social, and cultural benefits within a community’ (Johnson, 2010:150).
Dixey	‘Community-based tourism can be defined as tourism which is owned and/or managed by communities and generates wider community benefit’ (Dixey, 2005:29).
Lucchetti & Font	‘Community-based tourism refers to tourism that involves community participation and aims to generate benefits for local communities in the developing world by allowing tourists to visit these communities and learn about their culture and the local environment’ (Lucchetti & Font, 2013:2).
Isaac & Van der Sterren	‘Community-based tourism is seen as a possible agent of development and poverty reduction’ (Isaac & Van der Sterren, 2004:4).
Tuffin	‘CBT is a community development tool that strengthens the ability of rural communities to manage tourism resources while ensuring full villager participation. When applied properly, CBT can help villagers control the impacts of tourism while also generating income, diversifying the local economy, preserving culture, conserving the environment and providing educational opportunities’ (Tuffin, 2005:178).
The Mountain Institute	‘Community-based tourism is an activity which through increased intensities of participation, can provide widespread economic and other benefits and decision-making power’ (Mountain Institute, 2000:1).
Nelson	‘Community-based tourism refers more specifically to tourism activities or enterprises that involve local communities, occur on their lands, and are based on their cultural and natural assets and attractions. Community-based ecotourism is therefore community-based tourism which focuses on travel to areas with natural attractions (rather than, say, urban locales), and which contributes to environmental conservation and local livelihoods’ (Nelson, 2004:3)
Ashley, Roe & Goodwin	‘Community-based tourism initiatives aim to increase local people’s involvement’ (Ashley et al., 2001:3).
Simpson	‘Definitions of community-based tourism focus on questions of ownership, management or control of tourism projects’ (Simpson, 2008:2).

Beeton	According to this definition, ‘ecotourism involves both cultural and environmental tourism and benefits to the local population should be an integral part of the activity’ (Beeton, 2006:50).
Sproule	‘Community-based ecotourism (CBE) refers to ecotourism enterprises that are owned and managed by the community. Furthermore, CBE implies that a community is taking care of its natural resources in order to gain income through operating a tourism enterprise and using that income to better the lives of its members. Hence, CBE involves conservation, business enterprise, and community development’ (Sproule, 1996:235).
Scheyvens	‘Community-based tourism ventures are those in which the local communities have a high degree of control over the activities taking place and a significant proportion of the economic benefits accrue to them. They may also be characterised by local ownership and a low level of leakage’ (Scheyvens, 2002:10).
Hiwasaki	‘Community-based tourism is defined by its four objectives: (1) empowerment and ownership: increasing local community empowerment and ownership through participation in the planning and management of tourism in protected areas; (2) conservation of resources: having a positive impact on conservation of natural and/or cultural resources in and around protected areas through tourism; (3) social and economic development: enhancing or maintaining economic and social activities in and around a protected area, with substantial benefits—economic and social—to the local community; and (4) quality visitor experience: ensuring that visitor experience is of high quality and is socially and environmentally responsible’ (Hiwasaki, 2006:677).
Asker, Boronyak, Carrard & Paddon	‘CBT is generally small scale and involves interactions between visitor and host community, particularly suited to rural and regional areas. CBT is commonly understood to be managed and owned by the community, for the community. It is a form of “local” tourism, favouring local service providers and suppliers and focused on interpreting and communicating the local culture and environment’ (Asker et al., 2010:14).
Suansri	‘CBT is tourism that takes environmental, social, and cultural sustainability into account. It is managed and owned by the community, for the community, with the purpose of enabling visitors to increase their awareness and learn about the community and local ways of life’ (Suansri, 2003:14).
Hamzah & Khalifah	‘Community-based tourism is a community development tool that strengthens the ability of rural communities to manage tourism resources while ensuring the local community’s participation’ (Hamzah & Khalifah, 2009:4).
Hausler & Strasdas	‘Community-based tourism is a form of tourism in which a significant number of local people have a substantial control over, and involvement in its tourism development and management. The major proportion of the benefits remain within the community’ (Hausler & Strasdas, 2003:3).

Source: Author Constructed

As identified in the table of definitions above, many common themes emerge, although they are not similar in explanation of the concepts of CBT. Most of the definitions agree that community involvement is essential, which is on par with the CBT concept. Local control and ownership are recurring themes among the majority of the definitions. The element of involvement may not necessarily mean ownership, as it could imply a partnership with external companies. Community culture and natural resources appear to be strengths, and preservation of these elements is a key factor for sustainability.

- Substantial control and management should be assumed by the community.
- The livelihoods of the poor among rural communities should be enhanced.
- The community should be able to generate economic, social and cultural benefits.
- The community should be involved in decision making.
- The community must be allowed to participate actively in the project.
- The community poverty levels should be reduced.

- The community capacity must be strengthened to manage tourism resources.
- The enterprise should be owned and managed by the community.
- Communities should be empowered.
- The visitor experience should be of high quality.
- Visitor and community interactions should form part of the experience.
- Visitors learn about the community and local ways of life.
- Major proportion of the benefits should remain within the community.

3.2.5 CBT models

A review of tourism literature on community-based tourism presents various CBT models. The models chosen is a mix and shows a variety of opinions and suggestions within a timeframe since 1991 to 2013. The type of sources are also different, these include: institutions, training manuals and academic papers. Since its conceptualisation and practice, many models of CBT have been proposed (Naguran, 1999; Pinel, 2002; Hausler & Strasdas, 2003; Moscardo, 2007; Baktygulov & Raeva, 2010; Thapa, 2010; Zapata et al., 2011; Mtapuri & Giampiccoli, 2013). Some of these conceptual models are presented here:

3.2.5.1 CBT model with single community owned structure (type 1 – community lodge)

This model (type 1) and the model below (type 2) are proposed by Mtapuri and Gaimpiccoli (2013). In this model, a lodge forms the nucleus and different activities are located around the main CBT venture(s) (accommodation) with the intention of spreading the benefits. It is predicted that this model will provide benefits in the form of income, community empowerment and self-reliance. The CBT project should ideally operate as a cooperative or a trust. It is also suggested that participation of community members should be linked to an umbrella organisation for the purpose of coordination and for cooperating in the CBT ventures.

3.2.5.2 Multiple enterprises model (type 2 – under common organisational umbrella)

This is the multiple micro and small enterprises model that operates under a common organisational umbrella. Thus, in this model it is proposed that a group of independent, micro and small ventures should ideally be managed within or under the same CBT management. It is suggested that this model widens the direct income base of the community members. This takes place when community members become directly involved in the accommodation and food (serving meals). Also, this model encourages initiatives to develop other micro or small ventures that can subsequently join the umbrella organisation once formed. Although this

model is biased towards the accommodation sector, activities beyond the accommodation sector should operate within or under a common organisation. In this model, the lodge also forms the nucleus and different activities are connected around the main CBT venture(s) (accommodation) with the intention of spreading the benefits.

3.2.5.3 Model with three levels of participation

This model is proposed by Hausler and Strasdas (2003). They discuss three levels of participation in their model for community-based tourism. In level one, the entire community is involved in the project. In level one the project can be owned and operated by the local community. In level two parts of the community or families are involved in the project. In level three a joint venture is proposed between the community and some of its members or business partners.

3.2.5.4 Bottom-up CBT model – with accelerated growth (Nicaragua communities)

Zapata et al. (2011) present two CBT models. According to their study, the ‘bottom-up model embraces CBT with accelerated growth’. In this model the community are the entrepreneurs of the CBT project, while it is funded by the locals with a strong focus on the domestic markets. The communities acquired the idea of the CBT by association with international donors and NGOs. The community members were able to decode the opportunities and start a complementary economic activity using their own knowledge and networks. The community established connections with the local network and targeted the local market. The community were familiar with their market, comprising mainly neighbours, children or compatriots. The familiarity of the target market made it possible for the community to understand their consumers. In this way they were able to tailor consistent products accordingly. Both consumers and the local community spoke the same language, enjoyed the same food and experienced leisure time in the same way. Another advantage of the domestic market was proximity that meant a larger pool of potential consumers compared with long-haul markets. Support from external organisations was limited to providing microcredit and institutional support only. The bottom-up CBT projects offered higher rates of employment and economic benefits. This model had positive impacts on the poor communities by making connections with the local supply chains. In this model the poor people worked in the informal economy and made a living by providing products and services to their neighbours. It is very different from multinationals’ inducing the poor to consumption. A significance of this bottom-up CBT

model is local ownership. Other advantages noted were local control of external processes such as management, marketing and networking.

3.2.5.5 Top-down CBT model – with low stagnated growth (Nicaragua communities)

This model is presented by Zapata et al. (2011), and is associated with low stagnated growth and linked to external resources. In this case the donors and NGOs initiated the CBT project. The initiators sourced potential customers using their knowledge, resources, networks and values. This is in stark contrast to the project initiated in the bottom-up model discussed above. The initiators in the bottom-up approach targeted long-haul markets. Language barriers constituted a huge disadvantage between the external actors and the communities. In this model, communities were forced to adapt ‘westernised’ knowledge to produce services that met the demands of international visitors. Communities basically were left to deal with the production of services and to follow orders from the mediators. The project was controlled by the mediators, as they took the lead in management, accounting and marketing. Community members were in a difficult situation since they had to implement decisions they did not understand. Furthermore, the community did not assume any risk, owing to the low level of ownership. The project was initiated by the external actors with their economic resources. This model also lacked sufficient employment generation compared with the bottom-up development processes. Some of the top-down projects reached a failing phase as the tourism networks no longer performed. This happened when tourists stopped visiting or when the projects were abandoned after the physical infrastructure and the budgeted training was ‘successfully completed’. An observation by Zapata et al. (2011) showed that some top-down CBT projects that were supported by an external organisation gradually translated into the local context. This translation succeeded in capturing domestic markets, bridging the gap between the local community’s network and the tourists. In summary, Zapata et al. (2011:745) show how the bottom-up CBT model can be a vehicle to induce development when:

- A bottom-up approach is followed and begins with the community.
- The global idea is converted into the local cultural context.
- The communities must invest their own capital to develop the idea.
- Product development must be developed around existing tourism assets and local communities should actively manage the process.
- The initial development of the Project considers local community networks and targets domestic markets.

3.2.5.6 Regional tourism development model

This model is proposed by Moscardo (2007). This model proposes three key phases in regional tourism development. The first phase requires the establishment of the *pre-conditions* for tourism development. Establishing the impetus for tourism development is important at this stage. The next phase requires the identification and development of key *prerequisites* for tourism development. The prerequisites should include the level of understanding of tourism, the existence of tourism leaders, the coordination of stakeholders, and the development of mechanisms to encourage community involvement in, and ownership of, tourism businesses and development. The final phase requires *tools* to support tourism development, including formal plans, infrastructure development and marketing. In summary, Moscardo (2007:25) suggests that tourism development can accomplish positive outcomes for regional communities if:

- The tourism development includes the local community, and local government.
- The community recognises the tourism development processes and possible impacts.
- Potential project leaders and champions are identified.
- Plans are set in place and includes market considerations, and infrastructure development.

3.2.5.7 CBT model integrated approach

This model is presented by Naguran (1999). The model was designed as a guiding development framework for community-based tourism. More specifically, the model was developed to provide direction for CBT implementation in the province of KwaZulu-Natal in South Africa. However, Naguran (1999:36) believes that the model can be adapted with minor modifications and applied elsewhere. This model identifies the major stakeholders and their roles and responsibilities. It recognises the relationship between the community, state, private sector and NGOs as being interconnected; these are referred to as institutions in the model. The state is seen as the promoter of an enabling environment and legislative framework for CBT to take place. This forms the basis for adopting an integrated approach to the development of community-based tourism projects.

Many communities lack financial capacity and require support from the private sector. Such support is seen as key for communities to develop ecotourism projects according to this model. Additionally, private sector involvement, as operators and suppliers of services, is understood

as necessary in this model for tourism development. The model also explains the role of NGOs as being positioned to provide support services ranging from capacity and institutional building; bringing stakeholders together; acting as arbitrators for conflict resolution; access to funding; and being the facilitators of negotiations between local communities, the private sector and government. This model also suggests partnerships, and notes that this is dictated by local conditions, needs and interests. It does promote partnerships between the community and other stakeholders on the premise that it is a more suitable option. The model also describes opportunities derived from tourism business activities. Opportunities for involvement include ownership of the tourist facilities by the community, through shared equity, management and employment opportunities (examples include taxi drivers, tavern owners, tour operators, marketers, trainers, booking agents, laundry workers, curio and craft sellers, construction workers and vegetable producers). Stakeholder support is seen as essential in this model, based on the premise that communities may not be competent in many vital tourism development aspects. Thus, it is suggested that support may take the form of training, capacity building, business skills, access to finance, and monitoring and evaluation of the tourism projects. The model also suggests that environmental, social and economic impacts be considered for optimal tourism development (Naguran, 1999).

3.2.5.8 CBT model with community participation approach (village-based tourism in Nepal)

This model is presented by Thapa (2010). The model is based on village-based accommodation in the form of home stays in Sirubari Village in Nepal. Basically visitors eat and sleep in individual houses and are received as 'family members'. A unique characteristic of this model is its management committee, referred to as the Tourism Development and Management Committee (TDMC). The TDMC is the decision-making committee, for example, visitors are not allowed to choose a host family, and in this case the TDMC assigns visitors to the hosts on a rotational basis. This approach allows TDMC member households to benefit in an equitable manner. A strong point of this model is the voluntary contribution of labour and local skills. Most distinctive is the local peoples' participation (from cost to benefit sharing and at all stages of development), thus promoting a feeling of ownership of the project. The overall management responsibilities of tourism activities rest with the TDMC. This is shared by nine TDMC members, consisting of the president, vice-president, secretary, and treasurer, with five additional members representing the local youth club, mothers' group, fathers' group and others chosen unanimously by villagers. The TDMC has the power to make and amend rules

and regulations relating to tourism activities in the village. The roles of the TDMC are as follows: managing the welcome and farewell ceremony of visitors, guest rooms (including selection of type and quality of food and accommodation), sanitation, hygiene and assigning village tour activities to one of the community members.

Additionally the TDMC sets the minimum standards for guestrooms with respect to quality, cleanliness, food hygiene and menus, and the security of visitors. Interestingly, Sirubari is the only such village in Nepal where domestic tourist numbers exceed international visitor numbers. The tourism product in this model was created from the supply side in the tourism market. Fundamentally, the tourism product was developed from the grassroots level through active participation of the people in consultation and co-ordination with an urban travel agency that handled all the marketing aspects of the project. According to Nepal (2007:363), the success of this CBT model is based on the following contributory factors:

- Complete support for community projects.
- Active marketing and promotion at national level.
- Projects must factor partnerships and collaboration.
- The project must include external support from government and NGOs.

3.2.5.9 CBT model sustainable approach (Kyrgyzstan)

Business Model

This model is presented by Baktygulov and Raeva (2010). This CBT model is based on a sustainable approach towards rural poverty alleviation. The model is referred to as a business model, and constitutes various actors. These include groups that consist of local tourism service providers (individuals and families from local communities) and representatives of local authorities. There are two additional main actors involved in the CBT business model, tour operators (TO) and the Kyrgyzstan Community-Based Tourism Association (KCBTA). The tour operator in this case sells tour packages and products to foreign tourists and directs them to the CBT groups. There are no restrictions and tourists are at liberty to either buy CBT services or products directly from KCBTA or at the local CBT group office. Besides providing services for tourists, this CBT business model aims at generating income for rural families. Preservation of the natural environment and cultural heritage of the country is also prioritised. The current CBT comprises 30 member families that operate a small tourism enterprise providing tourism services, such as accommodation in houses or yurts, guides, transport

services and horse rentals. Local trekking and horseback riding tours are also offered. The model incorporates quality control of its products and services and promotes environmental awareness through lectures. All the joint activities of the CBT group are planned at a General Assembly (GA) each month. The GA comprises all CBT members and serves as its governing body. Members are elected to deal with different issues concerning the CBT at the GA meeting, for example, a marketing, environmental and quality control committee is elected to take charge of these individual issues. The GA also hires a CBT coordinator to take responsibility for operational issues. Additionally, the KCBTA also introduced an accreditation system to quality assure their products and services. Accreditation is undertaken annually with the KCBTA, tour operators and CBT groups (Baktygulov & Raeva, 2010).

Financial Model

All CBT groups have their own CBT fund. Commission is earned from the provision of services and sale of products, which are the main sources of income. The amount of commission earned varies and is dependent on the way tourists get in touch with individual tourism service providers. For example, a tourist can choose to purchase a product directly from a service provider, book through a CBT group, or book directly through the KCBTA. In all three cases the individual service provider receives the maximum share of the revenue.

Actors

The main actor supporting the development of the CBT model in Kyrgyzstan is the KCBTA. This association supports new and existing CBT groups throughout the country. It enhances rural tourism infrastructure and raises the living standards of local communities through income generation and job creation. It also conducts training and sells tourism products. KCBTA is an umbrella association comprising 18 CBT groups and a five-group association of shepherd families. KCBTA's main source of income is derived from membership fees, commission from bookings and rental of tourism equipment. It is also highly dependent on donor funding. Rural inhabitants also play an important role in the business model, providing goods and services such as groceries and handicrafts to tourists. Other actors include the Community-Based Tourism Support Project (CBTSP), implemented and facilitated by Helvetas, a Swiss association for international cooperation. CBTSP provides marketing support and training and is appreciated as essential in the business model success in Kyrgyzstan. With the assistance of the Organization for Security and Co-operation in Europe (OSCE), this CBT model was replicated in many neighbouring countries. The OSCE assisted the KCBTA to

establish a marketing channel to deliver CBT products to international and central Asian markets (Baktygulov & Raeva, 2010).

Implementation of the CBT model

It is also important to note some of the major challenges experienced with the CBT business model before implementation. According to Baktygulov and Raeva (2010:2) these are:

- Knowledge and skills gaps.
- Limited exposure of the project and products to potential customers and tour operators.
- Local communities lack of finance and access to credit.
- Poor state of infrastructure.

Improving the CBT model

According to Baktygulov and Raeva (2010:20), the following points should be considered to improve the CBT project in Kyrgyzstan:

- Building capacity with the groups involved in the CBT project.
- Tours need developing and services needs improvement.
- Improving the project through cooperation with development agencies, tour operators and local administration.

3.2.5.10 CBT planning process model (CBTP)

This model is proposed by Pinel (2002). The justification for the CBTP is based on the premise that tourism planning should start from an awareness of community values and organisational needs. This is seen as a more viable option to guide local tourism development. The thinking behind this model is the joint planning process with residents, operators, and government in unison to build a more sustainable and consistent tourism industry for communities. Assessments and outcomes derived from these collaborative meetings are seen as essential to guide tourism development. It is noted that the CBTP model does not ignore a market-conscious tourism planning approach. Its main aim is to first establish a common framework that shapes a more locally appropriate tourism industry. There are three major feedback loops in the CBTP Process Model (for community assessment, with community development, and for refining tourism products and services), which allow for tourism development to be guided by the community, area, and market conscious inputs. Subsequently, assessments can be undertaken seasonally or annually. The frequency of the application can be decided by the community, depending on the intensity of tourism pressures. Additionally, assessments can

also be undertaken depending on shifts in the planning context and stakeholder satisfaction. The specific community approach in applying the CBTP Process Model will vary on the basis of population size, local need, tourism intensity, cultural context, or previous planning efforts. Finally, Pinel (2002:284) posits that the CBTP process allows for the unpacking of individual talents, skills, experience, time, patience, and perseverance that ultimately determines the success of any community-based process.

Table 3.4: Commonalities and differences among proposed CBT models

Commonalities	Differences
Management under umbrella organisation	Top-down approach in one model
Community involvement and ownership	Domestic tourists exceed international tourist numbers
Economic benefit through supply chain activity	High youth involvement
Bottom-up approach and grassroots development	Accreditation not proposed in all models
Control by local community	Quality control not proposed in all models
Need for infrastructure development and marketing	Not all models have specialised committees/associations
Need for multi-stakeholder involvement	Earning commission is unique to one of the models
Need for finance and capacity building	Feedback loops not proposed in all models
Need for partnerships	High dependence on external resources in one model
Need for local networking	Adapt 'westernised' knowledge to meet international demand

Source: Author Constructed

An examination of the various models shows a mixed approach as detailed in Table 3.4 above. Most of the models share certain aspects of CBT that should be mandatory, such as community ownership and control. Interestingly, and common to the majority of models, was the adoption of a bottom-up approach. This again is important and has been mentioned in the literature as the most suitable approach for CBT. Only one top-down approach, presented by Zapata et al. (2011), was identified among the models mentioned, and this approach has failed. This is not surprising since the literature review advocates bottom-up approaches for CBT. According to Tolkach et al. (2012:321), 'top-down approaches are unlikely to bring about social change ... they inhibit community participation in the decision making that is supposed to be the dominant characteristic of CBT'. Common problems noted among the various models are the need for finance, marketing, capacity building and partnerships. For this reason, intermediaries should be integrated within the CBT project at design level, since their knowledge will assist in promoting tourism products within the community (Mielke, 2012:35). Not all models used accreditation, quality, feedback sessions, and specialised committees/associations. Such applications are common in the business. Therefore, Ruhui (2007) suggests that CBT is a

growing sector that requires effective planning similar to the needs and operations of any commercial business. Not common among models is the goal to target domestic tourists. One model that targeted domestic tourists was extremely successful and was able to understand its customer needs and reduce the common problem of language barriers. An examination of pre-conditions to better understand the issues mentioned above is covered in the next section.

3.2.6 Pre-conditions for CBT

A thorough literature review was undertaken to identify the key pre-conditions for CBT, and is presented in Table 3.5. A number of key themes emerge which this study aims to explore through primary research with communities involved in CBT. It is understood that meeting these pre-conditions does not guarantee success; however addressing these concerns could enhance the CBT projects. Table 3.5 lists pre-conditions from various literature sources that should be present before embarking on a CBT project. The researcher extrapolated the various common CBT pre-conditions and developed them into themes (see Table 3.6). These themes form part of the questionnaire. The pre-conditions for CBT identified in the literature are limited to a checklist as evident in Table 3.5 and have not been practically tested.

Table 3.5: Pre-conditions for CBT generated from the literature

1	Resources must be attractive. Resources must be accessible. Local communities must embrace tourists and tourism activities. The community must be capable of supplying basic tourism services (i.e. accommodation and food) Potential demand must exist including a tourist market. Hoia et al. (2010:128)
2	Acquirement of knowledge and skills is important. A proper management and governance structure must be in place. Profit sharing and re-investing among the community must be considered. Creating a business culture among community members. Waruhiu (2010)
3	A market must be in existence for the tourism product. Creation of employment and generation opportunities. The magnitude of the project should match the capabilities of the community. An organisation should be involved as facilitators and to provide support to the project. The natural environment must be considered against possible threats. Flyman (2001)
4	Local communities must be empowered. Access to market information. Formation of legal structures. Community participation. Isaac & Van der Sterren (2004)
5	An equitable level of ownership of the projects at the local level. Adequate physical infrastructure, safety and security factors, water quality, sewage and the ratio of visitors to residents. Access to communications. Interesting landscapes, flora, fauna that have the potential tourists.

	<p>Awareness of and appreciation for opportunities, risks and challenges associated with tourism. Ecosystems must be able to withstand increased levels of stress. Structures that nurture effective communication within the community and relevant government entities related to the project. A market assessment of the potential of the project. Acknowledging that each set of pre-conditions is unique to the specific project and community Hayle (2013)</p>
6	<p>At the national/municipal level: An economic, political and legislative framework must be in place to secure investment. National legislation must be in place protecting local ownership of the projects. Community should benefit financial from the projects. Local ownership rights on natural and cultural resource bases must be considered. Visitors' safety and security, including that of the local people, should be guaranteed. The community must reside in proximity of unique natural features and attractive scenery. The ecosystem must be able to endure visitation stress. The local community should be interested in tourism. An organisation should be formed to ensure effective decision making. Local indigenous systems and values must be considered. A partnership between the community and external stakeholders should be considered. Calanog et al. (2012)</p>
7	<p>Existence of an economic and political framework that promotes trading and security of investment. National legislation that does not hinder income being earned by and retained within local communities. Substantial ownership rights within the local community. Priority in terms of safety and security for visitors. Access to basic medical services and a clean water supply. Landscapes or flora/fauna that are attractive. Ecosystems that can withstand a managed level of visitation without damage. A local community that is aware of the potential opportunities, risks and challenges associated with receiving visitors. Decision making structures must be available for effective community decision making. No obvious threats to indigenous culture and traditions. A market assessment must be considered to track demand. Denman (2001)</p>

Source: Researcher Constructed

Table 3.6 shows the extrapolated CBT pre-conditions that were transformed into individual themes. These themes are also supported by the literature. As explained above and presented in Table 3.5, the literature provides a list of pre-conditions only. For convenience and practical purposes of this research, the identified pre-conditions were grouped into themes and presented and explained in Table 3.6. In following the literature, it is understood that ideally, CBT projects should be evaluated to establish whether they meet the pre-conditions before implementation. This process will assist in identifying possible challenges and/or opportunities within the potential project area. A fundamental step that needs to be considered before implementing a CBT project should consist of an audit and an assessment of existing resources. In this study the resources are linked to the availability of CBT pre-conditions. Essentially the audit and assessment will assist in determining possible opportunities that could be developed, and will introduce strategic thinking to address challenges identified within the project area.

The outcomes of this assessment should be developed into action plans to identify indicators, set goals and objectives, and to monitor and evaluate the success of proposed plans.

Table 3.6: List of themes extrapolated and supported by the literature review based on pre-conditions

PRE-CONDITION THEMES	LITERATURE SUPPORTING PRE-CONDITION THEMES
Infrastructure	Tourism is dependent on infrastructure and services such as: water, sewers, law enforcement, emergency services, roads (Messer & Vitcenda, 2010:31). Similarly, a study conducted by Lukhele and Mearns in Swaziland (2013:212) shows that CBT ventures located in remote rural areas with poor roads are not accessible in rainy seasons. According to Johnson (2010:158), CBT development in rural areas may be limited owing to lack of infrastructure.
Physical/natural and cultural tourism assets	Poor communities blessed with cultural and natural assets exist in some of the poorest regions of the world, offering great potential for travel itineraries (Spenceley & Meyer, 2012:299). The main assets of poor communities are their natural and cultural heritage (Lucchetti & Font, 2013:6). Cultural heritage is often the attraction in community- based tourism (Telfer & Sharpley, 2008:125). Sufficient natural and cultural resources should be apparent before implementing CBT (Tuffin, 2005:179). Places of natural and scenic beauty are significant and should be the starting point when considering attractions for community tourism development (Messer & Vitcenda, 2010:62). The community must have unique natural features and attractive scenery, as a pre-condition before developing CBT projects (Calanog et al., 2012:190). Locating a CBT venture close to attractions promotes its success (Lukhele & Mearns, 2013:209).
Market access and marketing	CBT ventures face a number of barriers to market access (Forstner, 2004:498; Mitchell & Muckosy, 2008:1). Market knowledge is necessary in order to evaluate the commercial viability of CBT initiatives (Calanog et al., 2012:289; Lucchetti & Font, 2013:3). Prior to designing an ecotourism programme, it is essential to assess the market potential (Craig & Southammakoth, 2001:7). A necessary pre-condition from the community is to provide an avenue for marketing ecotourism activities/enterprises in partnership with other stakeholders in the value chain (Calanog et al., 2012:190). CBT ventures should partner with tour operators with established customer bases; this will reduce marketing problems (Lukhele & Mearns, 2013:210). According to Mitchell and Ashley (2009:1), many CBT projects in developing countries lack commercial distribution channels and client volumes needed for commercial sustainability. Many CBT ventures fail owing to insufficient number of visitors (Denman, 2001:16).
Product development	Reliable quality products are key to commercial sustainability of an enterprise (Ashley et al., 2001:40). Unattractive products do not sell and will threaten the commercial viability of an enterprise. Involving the private sector in product development should help ensure that initiatives are commercially realistic (Ashley et al., 2001:64).
Profitability individual/communal	CBT ventures do not provide instant benefits and returns and take time to materialise (Lukhele & Mearns, 2013:210). The problem comes when deciding on the distribution of the profits. Sproule (1996:240) raises the following questions: Who will collect the money? How will the money be divided? How much will each contributor receive for service provided? Will any percentage go to a general fund? A study by Jones (2008:8) in Latin America indicates that local communities do not relate to the term 'profit' in their approach to managing cash.
Decision-making structure	Recognised community representatives are normally selected to make decisions regarding the tourism venture (Sproule, 1996:238). However, a problem with this is that communities are divisive and may not be in agreement with decisions taken (Sproule, 1996:238). Therefore, Sproule (1996:240) poses the following questions: Who will be involved in the actual decision-making process? Will there be a

	governing committee? How will members of such a committee be determined? Will they be elected or appointed? Will representatives be compensated? Community participation in the decision-making process ensures a degree of ownership (Naguran, 1999:42).
Community capabilities	According to Aref, Redzuan and Gill (2010:172), community capacity building (CCB) is essential as it improves the process of tourism development. Community capacity enhances the level of success of a CBT initiative and must be considered (Lucchetti & Font, 2013:5). Availability of tourism assets are not sufficient on its own, it requires capacity to convert in to a saleable product (Lucchetti & Font, 2013:5). Prior to effecting community-based ecotourism enterprise development, it is important to identify local capabilities to determine opportunities and constraints (Calanog et al., 2012:215).
Financial resources	A study by Aref (2010:355) in Shiraz, Iran, indicates that lack of financial resources contributed to poor management, including a lack of effective planning and coordination of stakeholders. The estimated cost of the project, capital, potential lenders, projected cash flow, profitability and break-even point need to be considered (Calanog et al., 2012:207). A lack of financial resources presents a major obstacle to community participation and ownership (Asker et al., 2010:4).
Community leader/ initiator	A project will need the guidance of an initiator (Calanog et al., 2012:188). A local trustworthy person who has stature in the community can assume this role (Mitchell & Reid, 2001:120). According to Aref, Redzuan and Gill (2010:173), 'a community without leadership may not be equipped to mobilise resources or influence tourism planning'.
Community interest in tourism	The community must be fully interested in the project (Calanog et al., 2012:190). Success of a social-economy enterprise is dependent on the willingness of participants to work together for mutual benefit (Johnson, 2010:158). Therefore, the community needs to decide if it wants to be involved in a tourism project (Tuffin, 2005:180). Thus, the lack of unity among community members may hinder integration and coercion is not desirable (Mitchell & Eagles, 2001:7). Communities must be willing and trust each other before engaging in tourism development (Mitchell & Eagles, 2001:7).
Local leadership/ government	Government operates at different levels and represents a key stakeholder for the purpose of CBT development (Tolkach et al., 2013:323). Government needs to create opportunities and develop policies that enable communities to achieve livelihood objectives from tourism (Simpson, 2008:7). Thus, government should facilitate a business environment in terms of empowerment, market access and information, legal structures and community participation (Isaac & Van der Sterren, 2004:8). According to Naguran (1999:46), government should create a stable environment for investment, secure land tenure, and ensure an enabling environment for public-private partnerships. Another conventional player in development policy is local government, normally responsible for land development and zoning (Reed, 1997:571).
Threats to physical environment and culture	A community-based ecotourism enterprise would only be considered effective if social and environmental strategies are maintained (Calanog et al., 2012:314). A basic pre-condition for community-based ecotourism should be no obvious threats to indigenous culture and traditions (Denman, 2001:6). Impact of the proposed project on local communities' social structure, their culture and way of life must be considered (Calanog et al., 2012:208).

Source: Researcher Constructed

3.3 CONCLUSION

This chapter reviewed various pertinent topics related to CBT and provided a holistic view of contemporary issues that affect CBT in a positive and negative manner. CBT is linked to alternative development strategies and it possess specific characteristics and milieu. It is often regarded as small scale with benefits remaining within the local community. Moreover, CBT

usually needs external facilitators to enhance the chances of success. CBT also have various challenges such as the lack of capacity and financial resources at community level. CBT has been proposed in various definitions and models based, for example, on different approaches, levels of community involvement and distribution of benefits.

After exploring the various CBT models, this study will propose a general CBT pre-condition and evaluation (PEM) model to facilitate CBT development. None of the CBT models explored considered pre-conditions from a CBT development perspective. The main purpose of the PEM model will be to provide a framework that guides the assessment process for CBT development. A key feature disregarded in the models examined is the identification of pre-conditions that need to be considered before implementing a possible CBT project, while this should be considered as the principal step. The intermediate steps should include evaluation of the individual pre-conditions to identify challenges and opportunities, and then address these challenges or develop opportunities, while additional steps should look at developing strategies and action plans, including periodic review by following a cyclic process.

The next chapter discusses tourism policies in South Africa and their impact on CBT development.

CHAPTER FOUR

POLICIES AND CONTEXT OF SOUTH AFRICAN RURAL TOURISM

4.1 INTRODUCTION

The purpose of this multicase study was to explore the importance of considering pre-conditions for community-based tourism (CBT) before proceeding with the actual implementation of the project. Ignoring this fundamental step often leads to failure of CBT projects. Specifically, the researcher sought to evaluate individual CBT pre-conditions with a sample of CBT project members directly involved in community-based tourism to ascertain whether their projects were faced with challenges or presented with opportunities. This chapter examines the various tourism policies and strategy documents developed in South Africa. Both national tourism policies and strategy documents are reviewed with CBT as background. The aim is to establish how these policies fit with the institutional framework for tourism development, specifically in the rural context. The Integrated Development Plans of the two local municipalities in the case study areas are also examined. The Tourism Master Plan of the Eastern Cape is also reviewed to establish its position in relation to CBT development within the case study areas.

4.2 TOURISM POLICIES IN SOUTH AFRICA

As mentioned in Chapters Two and Three, many governments in developing countries have embraced tourism for various reasons. Literature in these chapters also reveals the importance of tourism as a mechanism for community development. In this context it is important to understand policies that affect local communities and tourism development from a South African perspective. More specifically, it is also important to understand how these policies influence local CBT development, which is relevant to this research.

One of the critical aims of the new South African Government was to improve the quality of life of the poor (Viljoen & Tlabela, 2007:6). To achieve this objective, the government developed policies to reduce inequality and enhance economic opportunities (Viljoen & Tlabela, 2007:6). Various policy documents in this respect were introduced over the years. Most notable for tourism was the White Paper on the Development and Promotion of Tourism in South Africa (SA. DEAT, 1996). South Africa entered the world tourism stage in 1994 and has benefitted immensely from tourism's contribution as an important economic activity (Jugmohan, 2009:2). Tourism has provided South Africa with an alternative means of creating

much needed job opportunities, since employment has stagnated owing to the ongoing economic crisis and the impact this has had on mining, manufacturing and agriculture (Jugmohan, 2009:2). Hence, its contribution to employment and wealth in South Africa has been noted (Steyn & Spencer, 2011:178). The White Paper on the Development and Promotion of Tourism in South Africa of 1996 was clear that black people should get a fair share from the tourism industry (Steyn & Spencer, 2011:188). However, one question that remains to be answered is whether rural communities actually have benefited from tourism development post-1994. It seems ironical that many years since the endorsement of the White Paper on the Development and Promotion of Tourism in South Africa (1996) and *Tourism in GEAR* (SA. DEAT, 1998), that Rogerson (2003:110) refers to the observation made by Valli Moosa, former Minister of Environmental Affairs and Tourism, at the Durban Tourism Exhibition, that the ownership structure of the tourism industry still portrayed a 'lilywhite complexion'. Hence, the White Paper on the Development and Promotion of Tourism in South Africa (1996) continues to emphasise the multiple benefits that can be derived from tourism, while a number of constraints mentioned impede tourism development and more specifically affect tourism in rural areas:

- Limited integration of local communities into tourism.
- Limited tourism education, training and awareness.
- Limited infrastructural development, predominantly in rural areas.
- Insufficient funding of tourism.

It is important to reflect on some of the points raised in the White Paper on the Development and Promotion of Tourism in South Africa (1996) in the context of this study. Point 3.3 of the White Paper is very clear that a new tourism industry is required that is able to create entrepreneurial opportunities for previously neglected groups. However, findings from a study conducted by Mafunzwaini and Hugo (2005:256) in the Limpopo province of South Africa reveal a lack of community ownership and no spread of benefits to disadvantaged communities. Another study by Varghese (2008:81) acknowledges the strategic importance of Broad-Based Black Economic Empowerment (BBBEE) and the need to transform ownership structures in the tourism industry, but rejects the current development support programmes. According to Varghese (2008:81), these support programmes are not well matched to the reality that BBBEE partners face at project level, for example, matching investors to a typically white lodge industry is seen as a challenge. Another concern is point 4.2 of the White Paper on the Development and Promotion of Tourism in South Africa (1996), specifically (i) *the tourism*

sector will be private sector driven. This approach is inconsistent with the need to transform the tourism industry in South Africa. As Rogerson (2003:110) points out, one of the priority objectives of the new national government was transformation and ‘black economic empowerment’ in the tourism sector. Considering that the government endorsed community-based initiatives as part of post-apartheid planning (Viljoen & Tlabela, 2007:8), it is important to reiterate a characteristic of CBT. According to Johnson (2010:150), CBT utilises tourism to generate multiple benefits within a community through increased community participation in decision making and sustainable use of the community’s natural and cultural resources.

Similarly, Giampiccoli and Hayward Kalis (2012a:175) suggest that CBT projects should belong to community members. It has been noted that community projects in South Africa are still in the infancy stage and require much needed attention to succeed (Steyn & Spencer, 2011:191). Point 3.3 of the White Paper on the Development and Promotion of Tourism in South Africa (1996) is equally important as it mentions that ‘any old tourism will not work’ and calls for a new tourism that can create entrepreneurial opportunities for the previously neglected groups. This research is situated within the CBT concept that promotes local ownership and management, using the natural and cultural asset base of local communities. As mentioned in a previous chapter, CBT follows the alternative development approach. Reinforcing this concept is Brohman (1996:64), implying that ownership patterns within alternative tourism approaches are weighted in favour of local, small-scale businesses rather than outside capitalists.

4.2.1 Tourism – growth, employment and redistribution (GEAR)

Tourism in GEAR (SA. DEAT, 1998) builds on the White Paper on the Development and Promotion of Tourism in South Africa (Viljoen & Tlabela, 2007:7). In spite of the growth of tourism following the first democratic elections, the country was not able to optimise its tourism potential, which led to an analysis of the sector, hence the introduction of *Tourism in GEAR* (SA. DEAT, 1998:3). A strategy was necessary to complement the gaps of the 1996 White Paper on the Development and Promotion of Tourism in South Africa. Therefore, a strategy with tangible results based on specific, measurable goals was designed to deal with the following issues:

- Institutional capacity building.
- Marketing, promotion and communication.

- Infrastructure and security provision.
- Quality assurance of tourism products.
- Human resource development.
- Business development and investment promotion.
- Viable product diversification and packaging (SA. DEAT, 1998)

Strategic vision of tourism in GEAR

The aim of *Tourism in GEAR* is to develop the tourism sector as a national priority in a sustainable and acceptable manner, so that it will meaningfully contribute to the improvement of the quality of life of every South African. As a lead sector within the national economic strategy, a globally competitive tourism industry will be a major force in the reconstruction and development efforts of the government (SA. DEAT, 1998:4).

One important point mentioned in the *Tourism in GEAR* strategy is: *initiating programmes to accelerate community ownership and involvement in tourism, particularly aimed at disadvantaged communities* (SA. DEAT, 1998). This particular point has been repeated in many other documents, for example the White Paper on the Development and Promotion of Tourism in South Africa (1996), the Rural Development Strategy of the Government of National Unity (SA. Ministry in the Office of the President, 1995), the National Rural Tourism Strategy (SA. NDT, 2012b:10), and the National Tourism Sector Strategy (SA. NDT, 2011:42). The vision in *Tourism in GEAR* maintains that it aims to *develop the tourism sector as a national priority in a sustainable and acceptable manner, so that it will significantly contribute to the improvement of the quality of life of every South African* (SA. DEAT, 1998:4). This vision has not lived up to its aims. An observation by Visser and Rogerson (2004:208) shows that investment in tourism infrastructure in remote rural areas has been limited. This is not surprising, as both case study areas investigated in this thesis do not have electricity, water, proper roads, telecommunications and toilets. According to the National Tourism Sector Strategy (SA. NDT, 2011:42), a number of rural areas within South Africa have the potential to be turned into tourist destinations; unfortunately these areas are not being developed.

4.2.2 National tourism sector strategy 2011 (NTSS)

The new National Department of Tourism (NDT), under the direction of the Minister of Tourism, initiated and drafted a National Tourism Sector Strategy (NTSS) to inspire and accelerate the responsible growth of the tourism industry from 2010 to 2020. The NTSS document is very comprehensive. An overview of matters that are pertinent to this research will only be highlighted. These matters relate to issues of community-based tourism within rural settings and pre-conditions for community-based tourism.

Table 4.1: Strategic objectives of the national tourism sector strategy

<p>Strategic objectives</p> <p>Theme 1: Tourism growth and the economy</p> <ol style="list-style-type: none">1. To grow the tourism sector2. To promote people development and decent work within the tourism sector3. To increase domestic tourism's contribution to the tourism economy4. To contribute to the regional tourism economy <p>Theme 2: Visitor experience and the brand</p> <ol style="list-style-type: none">5. To deliver a world-class visitor experience6. To embed a tourism culture among South Africans7. To market South Africa as a recognised tourism destination brand <p>Theme 3: Sustainability and good governance</p> <ol style="list-style-type: none">8. To attain transformation within the tourism sector9. To address the issue of geographic, seasonal and rural spread10. To encourage responsible tourism practices within the sector11. To target tourism economic development at a provincial and local government level

Source: (SA. NDT, 2011)

Themes one and two of the strategic objectives capture economics and branding, and theme three covers sustainability and issues of good governance within the South African milieu. A link can be drawn between the literature on CBT development and the strategic themes in Table 4.1. For example tourism allows poor communities to complement their livelihood strategies, rather than depend on a single activity such as farming (Forstner, 2004:497). This can be linked to the NTSS (SA. NDT, 2011) focus on increasing the levels of tourism in the rural areas mentioned in Table 4.2, point 2. In the context of community empowerment and sustainability, CBT is viewed as a highly responsible form of tourism (Fernandes, 2011:1020). This can be linked to the NTSS target to promote national responsible tourism within the sector mentioned in Table 4.1, theme 3, number 10, and in Table 4.2, point 3. Transformation is also captured in

an unpublished strategy document, ‘Towards a Strategy to Transform Tourism in South Africa’, presented by the Department of Environmental Affairs and Tourism (Pillay, 2000). Transforming tourism in this document is defined as ‘changing the nature of the South African tourism industry from one that is predominantly white-owned to one that is increasingly owned equitably by majority of South Africans’. Black Economic Empowerment (BEE) was also introduced to advance the transformation objective. Pillay (2000) refers to a definition of BEE coined in a cluster report in 1999, as ‘creating opportunities for the integration of historically disadvantaged people into the economic mainstream’. BEE embraces the need to improve the conditions of life and livelihoods of previously disadvantaged South Africans, to provide meaningful opportunities for black economic advancement through the equitable distribution of jobs, skills and income, and through ownership capital. Cluster 3 of the NTSS (SA, NDT, 2011:51) contends transformation in the tourism sector has been slow, with few black entrants, while tourism entities are still largely white dominated. The issues of transformation linked to Cluster 3, point 1, in Table 4.2, can be bridged through CBT development, as suggested by Mearns (2003:29), arguing that CBT should be used as a means to empower communities to take control of their land and resources by acquiring skills for their own development. The issues reflected in Table 4.2 are the fundamentals required by communities interested in CBT development. Table 4.2 According to Rogerson (2003:113), the 1996 White Paper on the Development and Promotion of Tourism in South Africa supports CBT as the most appropriate form of tourism for incorporating previously neglected communities into mainstream economic development.

Table 4.2: Strategic objectives by focus areas, targets

Target	Focus	Measures & Targets
1) To achieve transformation within the tourism sector	Increase the number of tourism industry companies with broad-based black economic empowerment (BBBEE) ratings Increase the number of black majority-owned companies in the tourism industry	Increase in number of companies with a BBBEE scorecard Number of black-owned tourism businesses
2) To address the issue of geographic, seasonal and rural spread	Increase the levels of tourism to rural areas	Increase in the number of visitors and bed nights spent by tourists in rural areas
3) To promote responsible tourism practices within the sector	Visible and accountable responsible tourism	Increase in number of tourism programmes and projects led by and benefiting communities

Source: SA. NDT (2011)

Strategic clusters and thrusts of the national tourism sector strategy

The NTSS (SA. NDT, 2011) document also identified various strategic thrusts to address the objectives and goals of the tourism industry. These Strategic Clusters are listed in Table 4.3.

Table 4.3: Strategic clusters of the national tourism sector strategy

Cluster 1: Policy, strategy, regulations, governance, and monitoring and evaluation	<ol style="list-style-type: none"> 1. Research, information and knowledge management 2. Policy and legislative framework 3. Collaborative partnerships 4. Prioritising tourism at national, provincial and local government level
Cluster 2.1: Tourism growth and development – demand	<ol style="list-style-type: none"> 1. Marketing and brand management 2. Domestic tourism 3. Regional tourism 4. Business and events tourism
Cluster 2.2: Tourism growth and development – supply	<ol style="list-style-type: none"> 1. Relevant capacity building 2. Niche-product development and rural tourism 3. Product information 4. Responsible tourism 5. Investment promotion 6. Quality assurance
Cluster 3: People development	<ol style="list-style-type: none"> 1. Transformation 2. Decent work 3. Service excellence 4. Community beneficiation
Cluster 4: Enablers of growth	<ol style="list-style-type: none"> 1. General tourism awareness among South Africans 2. Safety and security 3. International and regional airlift 4. Ground transportation 5. Domestic airlift

Source: Adapted from SA. NDT (2011)

The issues mentioned in Table 4.4 in terms of actions and sub-actions are well supported in the list of themes extrapolated and supported by the literature in Table 3.4 of Chapter 3. However, the lack of implementation plans to support these actions and sub-actions mentioned in Table 4.4 is a challenge. Most of the issues stated in Table 4.4 is not new and has been highlighted in previous strategy documents. Most prominent is the 1996 White Paper on the Development and Promotion of Tourism in South Africa. However, the issues reflected in Table 4.3 and 4.4 are fundamental to assist communities interested in CBT development.

Table 4.4: National tourism sector strategy – actions and sub-actions

Actions	Sub-actions
Market domestic leisure tourism to all major local markets	Develop a comprehensive domestic tourism marketing strategy that covers all major markets and matches up markets and products/experiences.
Within the municipal tourism framework, ensure that tourism is an important criterion in infrastructure development planning, particularly in rural areas.	Identify key infrastructure projects in relevant municipalities that could assist in the development of tourism, and liaise with relevant responsible agencies to prioritise these projects.
Develop and implement a national structure for tourism information provision.	Develop tourism signage permissions and standards, including the use and ownership of the i-sign.
Rationalise, simplify and improve the systems of entrepreneurial support for new tourism small-, medium- and micro-enterprise (SMME) investors.	Review the various investment and funding agencies that provide finance or entrepreneurial support to the tourism industry, and investigate how these could be rationalised. Include the provincial and local level, where applicable.
Establish a tourism-funding model to help develop the tourism industry in line with the objectives of the national tourism strategy.	Develop one tourism-funding model that may be used to encourage development within the tourism industry. Include an equity-matching fund/venture capital for tourism entrepreneurs, i.e. new entrants who cannot raise capital or provide collateral.
Engage financing institutions to improve tourism businesses' access to finance	Launch an awareness campaign in financing institutions about tourism and what the business models in the industry entail.
Develop and implement strategies and programmes to promote businesses with a BBBEE scorecard and to encourage businesses to improve their scores and reach the tourism charter targets.	Engage associations to promote transformation by implementing a BBBEE scorecard. Promote diversity in tour operators' packages/excursions.
Create a people development plan, including training, to produce the required sector skills at all levels, particularly management and entrepreneurship skills.	Ascertain the level of skills demand in the sector. Develop the required capacity in designated groups.
Improve local government's capacity for, and understanding of, tourism, specifically community-based tourism issues and opportunities, to enable them to provide realistic assistance to communities to maximise potential tourism opportunities.	Identify successful community-based and community-benefiting tourism projects, and document them as case studies from which others may learn.
Build awareness and understanding of tourism among communities, particularly rural communities, to eliminate unrealistic expectations.	Develop specific community campaigns through which tourism information could be disseminated and the community's understanding of tourism could be improved. Generate debate about community participation in tourism projects by providing examples and case studies of successful and unsuccessful projects.
Identify destinations and areas where communities could become beneficiaries of tourism projects, and identify and support appropriate product development.	Develop and implement a heritage and rural tourism development strategy. Develop minimum criteria for community partnership projects in the tourism industry.
Develop and implement a comprehensive community beneficiation framework.	Identify the most appropriate institutional structures for tourism projects with community partnerships. Develop funding criteria for entrepreneurial projects that benefit more people in the community. Develop sustainable funding models for community-based tourism projects.

Source: Adapted from SA. NDT (2011)

4.2.2 National rural tourism strategy (NRTS)

The National Rural Tourism Strategy (SA. NDT, 2012b) was developed by the National Department of Tourism (NDT) in 2012. It is built on the premise that prime tourism products are located in rural areas as identified in the White Paper on the Development and Promotion of Tourism in South Africa (SA. DEAT, 1996). The emphasis on this strategy is placed upon packaging rural tourism products, and particularly prioritising spatial nodes that have growth

potential (SA. NDT. 2012b). Incidentally, Mafunzwaini and Hugo (2005:252) make reference to the White Paper on the Development and Promotion of Tourism in South Africa (1996) and argue that this document does not focus on rural tourism as an industry. The poorest members of South Africa's population are rural dwellers and in essence they should benefit from tourism development (Binns & Nel, 1999:395). All these goals, if not implemented, impede CBT development, as these elements form the pre-conditions in which CBT is developed. A key reason to promote tourism is identified as the need to increase the net benefits to rural people and increase their participation in managing the tourism product (SA. NDT, 2012b).

4.2.3 National heritage and cultural tourism strategy (NHCTS)

The NHCTS is informed by the White Paper on the Development and Promotion of Tourism in South Africa (1996) and the National Tourism Sector Strategy (2011). The National Heritage and Cultural Tourism Strategy of 2012 is a guiding document developed by the National Department of Tourism (SA. NDT, 2012a). Its main aim is provide strategic direction for the development and promotion of heritage and cultural tourism in South Africa (SA. NDT, 2012a). One objective of this strategy document is to provide a framework for the coordination and integration of heritage and culture into the mainstream of tourism. This strategy document is comprehensive; as a result, only information that is relevant to this research is highlighted. This comprises issues that affect local rural communities in the context of CBT development.

Overview of the national heritage and cultural tourism strategy

The NHCTS (SA. NDT, 2012a) reveals that a substantial number of the heritage and cultural resources in South Africa are located in semi-urban and rural areas. Spenceley and Meyer (2012:299) concur that poor communities are endowed with cultural and natural assets that can be converted into potential travel itineraries.

In addition, the strategy document points out that heritage and cultural tourism products are emerging rapidly as competitive niche products within international and domestic markets (SA. NDT, 2012a). The recognition of domestic markets is important, for example, a CBT project in Nicaragua focused on its domestic tourism market showed higher rates of arrival (Zapata et al., 2011:740). Trends in heritage and cultural tourism indicate that travellers are seeking authentic and memorable experiences through meaningful interaction with local people and cultures (SA. NDT, 2012a). Similarly, and mentioned in Chapter Three, the main assets of poor

communities are their natural and cultural heritage, and these assets promote CBT development (Lucchetti & Font, 2013:6). However, the benefits accrued from heritage and cultural tourism activities are not accessed equally by local communities, even though their cultural heritage is commercialised for tourism purposes (SA. NDT, 2012a). This issue of outsiders capitalising on indigenous cultural resources is not new and has been identified in other studies (Jansen van Veuren, 2003:69). Therefore, the notion of CBT places emphasis on a community and its natural and cultural heritage, but this does not materialise in practice as control remains in the hands of outsiders (Salazar, 2012:11). Nonetheless, Viljoen and Tlabela (2007:6) suggest that rural tourism can be used as a means to eliminate poverty and create employment opportunities in rural areas. However, culture should be viewed as a resource that complements CBT, while marketing it as a core attraction should be avoided (Giampiccoli & Hayward Kalis, 2012a:173).

An examination of the NTSS (2011), the NHCTS (2012), the NRTS (2012), and *Tourism in GEAR* (1998) reveals recurring themes. These recurring themes in Table 4.5 are frequently mentioned in government documents in respect to tourism development. However they are rarely actioned, as most of these issues are not visible with the projects in this study, which ultimately affects its progress. Many of the themes mentioned in these documents require attention in order to realise the stated objectives. These are listed in Table 4.5.

Table 4.5: Recurring themes in NTSS (2011) – NHCTS (2012) – NRTS (2012) and tourism in GEAR

Funding	Rural tourism development	Capacity building
Transformation	SMME development	Job creation
Product development	Local government involvement	Ownership
Marketing	Domestic tourism development	Community beneficiation
Local community involvement	Infrastructure provision	Private sector involvement

Source: Author Constructed

4.2.4 Reflection on tourism strategy and policy documents

On perusal of and reflection on the White Paper (1996) and *Tourism in GEAR* (1998), together with the proposed NTSS (2011) the NHCTS (2012) and the NRTS (2012), the following can be pointed out:

- The institutional tourism structure in South Africa is fragmented.
- A lack of coordination and communication exists among subsectors of the private sector.
- Relationships between both the public and private sectors and communities are ad hoc and fragmented.

- Policies in different spheres of government are also misaligned.
- Lack of access to finance is seen as the sole reason for businesses not succeeding in this industry.
- The tourism BBEEE code was gazetted in May 2009, and now places a legal obligation on businesses in the tourism sector to comply.
- Although the tourism industry showed growth, yet it has not yielded genuine benefits for rural communities.
- Rural communities can only succeed in tourism if they forge genuine partnerships with relevant stakeholders.

The points raised above is an indication that tourism development is juxtaposed between intentions and delivery which affects many rural communities that depend on government to take the lead in tourism development. These issues also impact the CBT cases in this study.

In summary, it is important to mention the position of the White Paper (1996) in relation to the Tourism Act of 1993 within the current milieu.

Whereas the White Paper on the Development and Promotion of Tourism of 1996 constitutes an overarching policy framework for tourism development and promotion in South Africa, the Tourism Act of 1993 provides the legislative framework for the promotion of tourism. In its current form, however, the Act does not support the implementation of the White Paper as broader policy framework, as its main objectives are marketing and tourist guide regulation. The Act also predates the Constitution of the Republic, and had not necessarily been aligned with constitutional objectives. Although some progress has been made in the implementation of the White Paper, this has not been properly monitored (SA. NDT, 2011:28).

A gap exists between the White Paper on the Development and Promotion of Tourism of 1996 and the Tourism Act of 1993. Both have different objectives and is not par with constitutional objectives. Unless this matter is rectified the objectives for tourism development will be in conflict. Hence, this will affect communities that wish to lobby for development support under the new constitution. Currently such an issue has a direct bearing on project members involved in CBT in this study.

4.2.5 Community-based tourism in the South African context

The author is of the view that no specific policy or strategy document has been published specifically on CBT in South Africa. Similarly, it has been asserted that there is a lack of a coherent regional plan for tourism development that specifically caters to community-based tourism (Naguran, 1999:40).

Naguran identifies three additional problems that hinder CBT:

1. No rules have been written regarding community participation in tourism.
2. Doubt and a lack of guidance have created blockages.
3. There is no guiding framework for tourism development on communal land.

This observation by Naguran (1999) still stands to this day, as a search for CBT through the most recent South African strategy documents reveals minimal information on CBT, for example, ‘facilitate partnerships with hotel chains to support community-based tourism’ is a single sentence contained in the entire NTSS document written in the context of BBBEE actions and sub-actions (SA. NDT, 2011:51). ‘Foster the development of community-based tourism products’ is a single point mentioned in the NHCTS document, emphasising product development only (SA. NDT, 2012a:41). ‘Private and public sectors can mobilise resources to boost community-based tourism initiatives through local investments and other schemes’, yet again is the only point raised on CBT in the NRTS document (SA. NDT, 2012b:14).

These strategy documents mainly speak of rural tourism development in a more general manner. The same applies to the White Paper (1996) asserting that tourism allows rural people to share in the benefits of tourism development. It is understood that the White Paper of 1996 only provides the framework on which tourism should be developed in South Africa. However, the most recent strategy documents, the NHCTS (2012), NRTS (2012) and NTSS (2011), are grappling with the same issues identified in the White Paper (1996). These are transformation, SMME development for disadvantaged communities, and infrastructure development in rural areas, a fragmented tourism institutional structure, and tourism not yielding genuine benefits to rural communities. As mentioned previously, and worth reiterating, is Rogerson’s (2003:13) contention that the White Paper (1996) on tourism supports CBT as the most appropriate form of tourism for incorporating previously neglected communities into mainstream economic development. In the South African scenario, the CBT concept seems to be a more viable option as it can meet the objectives of transformation. Local community ownership of tourism businesses is critical for transformation in South Africa. It is not a coincidence that one of the objectives of the NTSS document is to transform the tourism sector through BBBEE (SA. NDT, 2011). However, the rate of transformation is questionable, with few black entrants in an industry still dominated by white entrepreneurs (SA. NDT, 2011).

Until 2013, studies on CBT have been limited and restricted to certain CBT projects in the South African context, while no guiding policy framework can be found at national level as

explained above. For example, Viljoen and Tlabela (2007:8) cite the following CBT projects developed using poverty-alleviation funding by the National Department of Environmental Affairs: the Khoi San Village tourism project in the Eastern Cape, the Lilani Hot Springs project in KwaZulu-Natal, and the Isithumba Adventure Tourism project, also in KwaZulu-Natal. Other CBT projects mentioned by Viljoen and Tlabela (2007:9) supported by Tourism KwaZulu-Natal are the Muden Craft and Cultural Centre, Ethunzi Nature Reserve and Lodge, Isandlwana Lodge, Bhambatha Heritage Centre, Mkambathini Tourism Initiative, Emasothsheni Tourism Trading Centre, Township Tourism Route, and the Emakhosini Lodge. Ndlovu and Rogerson (2003) presented a case study on rural local economic development through community-based tourism in the Eastern Cape Province of South Africa. Jansen Van Veuren (2003) examined the benefit of capitalising on indigenous cultures through cultural village tourism. Naguran (1999) discussed some conceptual issues on community-based tourism. Boonzaaier (2012) investigated a community-based integrated institutional framework for ecotourism management. Briedenhann and Wickens (2004) examined rural tourism and its concomitant challenges in the new South Africa. Giampiccoli and Hayward Kalis (2012a) investigated community-based tourism and local culture in a case study of the amaMpondo. Boonzaaier and Philip (2007) analysed community-based tourism and its potential to improve living conditions among the Hananwa in Blouberg, Limpopo Province, South Africa.

4.2.6 Tourism plans and policy for the Wild Coast South Africa

The key purpose of this section is to provide a summary of the current status of tourism in the Eastern Cape. More specifically, the focus is on Ingquza Hill and Port St Johns Local Municipalities. The two local municipalities fall within the jurisdiction of the OR Tambo District Municipality. Both these local municipalities form part of the case study area used in this research. The strategy documents examined are comprehensive and cover a wide range of issues. For this reason, the researcher restricted his focus to issues that affect community-based tourism. The following main strategy documents are used in this section: Integrated Development Plan (IDP) document of Ingquza Hill Municipality 2011–2012, Integrated Development Plan (IDP) document of Port St Johns Municipality 2012–2017 and the Province of the Eastern Cape Tourism Master Plan (ECTMP) 2009–2014.

Overview of issues that affect tourism on the Wild Coast (Eastern Cape Province)

Firstly it is important to understand the name ‘Wild Coast’ (WC). This is the brand name for the coastal area of Pondoland and was created by outsiders (Dellier & Guyot, 2009:29). It is also known by its former homeland name, the Transkei Wild Coast (Ntonzima & Binza, 2011:656). It is located in the Eastern Cape Province of South Africa. Simukonda and Kraai (2009:35) describe the Wild Coast as covering hundreds of acres of coastal land, starting from the Kei River in the Amathole District municipality and Mtamvuna River on the border of the Eastern Cape and KwaZulu-Natal respectively. Although the Eastern Cape Province is viewed as having spectacular natural and cultural resources with a high tourism potential, this has not been optimally exploited to generate economic growth and development (Province of the Eastern Cape. DEDEA, 2009). It is still one of the poorest regions in South Africa (Simukonda & Kraai, 2009:35). It has been observed that the province has a history of unsuccessful project implementation (Simukonda & Kraai, 2009:36). A review of the *Eastern Cape Tourism Master Plan: 2009–2014* in respect of tourism reveals the following:

- Visitor numbers to the province declined.
- Many legislative frameworks exist, but many gaps in the actual implementation.
- The importance of the natural and cultural heritage assets for tourism in the Eastern Cape has been overlooked in recent years.
- Minimal support is provided to municipalities, given the fact that tourism occurs at local level.
- Currently there is no framework that guides tourism development in the province.
- The province is unacceptably undermarketed, with poorly developed, low quality products.
- Road infrastructure in the province is severely underdeveloped, particularly in rural areas.
- There is no provincial signage policy; this means that tourism signage is uncoordinated and not standardised.

Additionally, the WC has been identified as an area for strategic economic development in accordance with government’s Spatial Development Initiative (SDI) strategy (Simukonda & Kraai, 2009:50). However, the SDI did not start by establishing the community strengths and aspirations and subsequently failed (Simukonda & Kraai, 2009:50). The situational analysis of the IDPs of Ingquza Hill and Port St Johns municipalities reveals the following, as depicted in Table 4.5.

Table 4.5: Situational analysis of IDPs Ingquza Hill (2011) and Port St Johns (2012)

Ingquza Hill	Port St Johns
Potential for developing a CBT industry due to its unique attractions identified	The tourism potential in the area is immense and is not fully exploited
Unemployment rate is the second highest within the OR Tambo District municipality	In the Port St Johns town, tourism is hampered by unavailability of water and sanitation
Need to invest in infrastructure and community development and support	How to exploit the potential as well as conserve and preserve the tourism assets is a challenge
Identified tourism as a sector where economic development can take place	A Tourist Information Centre run by the municipality exists
The low levels of education imply a need for adult education and skills development programmes	Further development and packaging of tourism products in the municipality needed
70% of households at Ingquza Hill are dependent on natural sources of water such as boreholes, springs, rivers and dams	54% of the population are not working 48.9% of Port St Johns Municipal residents have no access to a toilet
The majority of households are using pit latrines without ventilation or have no access to any form of toilets	The area is characterised by low levels of education
The majority of households resort to environmentally insensitive and illegal mechanisms for disposing of waste due to limited services for disposal of waste	The greatest portion of households, 65%, accesses water from rivers/streams
A survey in (2007) showed almost 70% of the Ingquza Hill citizens still use wood for cooking; 12% rely on paraffin and only 15% use electricity	Access to electricity for lighting in the municipality is 48% Removal of refuse from households is one of the biggest challenges facing the municipality
Roads are poorly maintained, especially roads in rural areas. Most of the access roads are not tarred and have no road markings or signs	Lack of infrastructure includes roads

Source: Adapted from the Ingquza Hill Local Municipality IDP (2011) and Port St Johns Local Municipality IDP (2012) documents

The IDP is a compulsory planning activity that requires compulsory participation of communities, local businesses and civil society organisations in its development, budgeting and implementation (Ntonzima & Binza, 2011:655). Similarly, local governments are seen as crucial both as policy makers and as institutions of local democracy (Rogerson, 2006:40). More importantly, Rogerson points out that improving the asset base of the poor through LED is dependent on, for example, expansion of municipal services delivery. These services would include water supply, sanitation, refuse removal, drainage, flood protection, local roads, public transport, street lighting, and traffic management (Rogerson, 2006:41). Moreover, these essential services are prerequisites for tourism development and the current situation poses many challenges to CBT development. Furthermore, it is suggested that local government in the Wild Coast area prioritises tourism development as a catalyst to provide jobs and improve the quality of life of its local people (Ntonzima & Binza, 2011:666). For successful tourism-led local economic development (LED) on the Wild Coast, Ntonzima and Binza (2011:665) propose adhering to the aims listed in Table 4.6. The strategic priority areas for tourism in the ECTMP: 2009–2014, are also listed in Table 4.6 below:

Table 4.6: Aims for successful tourism LED on the WC and strategic priorities for tourism in the ECTMP

Aims for successful tourism LED on the WC	Strategic priorities for tourism as per ECTMP
An improved infrastructure, particularly roads	Development of tourism-relevant infrastructure
Functioning and easily assessable health systems	Transformation of the tourism sector
Improved management of the accommodation segment	Tourism research and information
A work force which is familiar with LED and is fairly well educated	Human resource development
Improved marketing and communications modes (such as Internet access, telecommunications, destination and product marketing, and information centres)	Tourism marketing Tourism product development

Source: Ntonzima & Binza (2011:665)**Source: adapted from ECTMP (2009-2014)**

The developmental state of tourism on the WC, according to some of the strategy documents perused, shows that tourism is still a missed opportunity. The WC's heritage and cultural and natural tourism assets are not exploited as unique selling points. Thus the area lacks sorely needed tourist numbers. There is inadequate institutional framework linking the different spheres of government in terms of tourism. General infrastructure and essential services necessary for CBT development are also lacking. Product development and marketing are targeted at international tourists only, and this market has shown a decline. Intention and objectives appear in strategic documents; however implementation and follow up are identified as problems.

(Ingquza Hill Local Municipality, 2011; Port St Johns Local Municipality, 2012; ECTMP, 2009–2014).

4.2.7 Reflection on the Eastern Cape tourism policies and strategies

This research investigates pre-conditions and challenges for CBT in Mpondoland in the Eastern Cape Province (ECP) of South Africa. In essence, pre-conditions imply the need to have certain elements in place before implementing a CBT project. Reflection on the various tourism policies and strategies investigated in this chapter shows the intention of the ECP to support tourism development. Unfortunately these policies and strategies are not converted into action and are entrenched in a history of unsuccessful project implementation (Simukonda & Kraai, 2009:35). Furthermore, the ECTMP (2009–2014) lacks a framework to guide tourism development. Only one pre-condition meets the requirements for CBT: this is the natural tourism asset that is the main pull-factor that draws tourists to a region. Regrettably, all other pre-conditions for CBT development are challenges that are confined to lack of municipal service delivery, inadequate reticulated water supply, lack of proper toilets and sanitation, poor roads which are mainly gravel, no electricity supply, inadequate sign of infrastructural

provision, and no waste disposal mechanism. Unless government takes action to address the current situation, CBT development will be met with challenges rather than opportunities.

4.3 CONCLUSION

This chapter reflected on various policies and strategies for tourism development in South Africa, including specific tourism strategy documents and plans for the WC. Most of these documents repeatedly mention the same ‘need-to-do objectives and goals’. It then reflects on failures and suggests new strategies and approaches to tackle the same issues in revised documents. Re-engineering processes for good reasons is not wrong; however it becomes too coincidental when the same issues always surface year after year. Similarly, Simukonda and Kraai (2009:36) point out ‘the number of development and planning initiatives in the area have greatly confused the people and resulted in planning fatigue’. Furthermore, Simukonda and Kraai (2009:50) note that many variants of the SDI have emerged and disappeared at a rate difficult to monitor. The literature in Chapter Three and policy documents examined in this chapter, identify various essential pre-conditions before CBT development can take place. Unfortunately, the same failures and goals are repeated in the policy documents, and unless these are translated into practice, CBT projects will be challenged. Chapter Five provides a perspective on Mpondoland.

CHAPTER FIVE

PLACING MPONDOLAND IN CONTEXT

5.1 INTRODUCTION

The purpose of this multicase study is to explore the importance of considering pre-conditions for community-based tourism (CBT) before proceeding with the actual implementation of the project. All seventeen members who were currently operating a community-based tourism business in the village of Noqhekwane and all five members from the village of Ndengane were approached to participate in the study. The participants were selected because they were involved in the project and are the owners of the CBT project. In this case they are perceived to provide relevant knowledge and experience in relation to the case. This chapter sketches the history of Mpondoland. This is followed by an examination of the economic position of the Mpondo people, focusing on trade and migrant labour practices in relation to tradition. This is to understand how modern approaches to economic development affect people who still employ older practices in their livelihood strategies. This chapter also examines the communal use of natural resources and competition for these resources by outsiders, mainly tourists and ecotourism entrepreneurs. The role of traditional authorities and their implications for CBT development is also examined. Finally, the history of tourism development in the Transkei from 1976 to the post-apartheid period is traced. This is followed by an examination of CBT development on the Wild Coast.

5.2 GENERAL HISTORY OF MPONDOLAND

Geographically, Mpondoland is located in the Eastern Cape Province of South Africa, known as the former Transkei, and now incorporated into the new South Africa. West Mpondoland and east Mpondoland are divided by the Mzimvubu River and were settled by the Mpondo in the 16th century (Dellier & Guyot, 1999:28). “Uzimvubu,” means “home of the hippopotamus” (Mason, 1918:35). The following description of Mpondoland is taken from the book *Pioneers in Pondoland* by Callaway (1939). Mpondoland is steeped in a rich history, and the coast is littered with shipwrecks that wreaked havoc, with drowning crew, including women and children, and struggling survivors. Such devastation led to many foreign people being buried in Mpondoland. The arrival of missionaries is also recorded as significant in Mpondo history. Famous great rulers of Mpondoland, such as Chief Faku and other chiefs inheriting the chieftom through their lineage, are also very important to the history of Mpondoland. Port St Johns also features quite prominently in Callaway’s (1939) book.

Port St Johns is important to this study, since the Noqhekwane Village is one of the case studies that fall within this local municipality. Callaway (1939:11) recounts that Port St Johns was named by the sailors of the ill-fated *San Goão* that was driven on the rocks at the mouth of the Umzimvubu River in 1552. Interestingly, Callaway (1939:19) notes that the Pondos are only mentioned as occupying their present country (Mpondoland) from accounts of the survivors of the *Stavenisse*, wrecked in 1685, 133 years after the *San Goão*. Another shipwreck that is worth mentioning is that of the ill-fated *Grosvenor* which went ashore north of the Umzimvubu River (Callaway, 1939:25). An expedition to search for survivors of the *Grosvenor* in 1790 records finding three old European women, presumed survivors of an earlier wreck (Callaway, 1939:25). Interestingly, the search party observed that the descendants of the European women by native husbands, numbered about 400 (Callaway, 1939:25). Such information is referred to in numerous written works with many interpretations. According to Callaway (1939:26), the notorious rocks of the Mpondoland coast had left many survivors stranded with little chance of returning to civilisation, hence many of them intermarried with the indigenous population and bore children ‘in whom Europe met Africa’.

Traditionally Mpondoland was ruled by chiefs. One of the most recognised chiefs is the Great Paramount Chief of all Mpondoland, Faku. Chief Faku was raided twice by the Zulu Paramount Chief, King Shaka, in the early 1820s and in 1828 (Kuckertz, 1990:27). During both invasions, Paramount Chief Faku fled across the Mzimvubu River, which flows into the Indian Ocean at Port St Johns (Kuckertz, 1990:27). After the first invasion was repelled, Faku settled in Qawukeni or eastern Mpondoland and following the retreat of Shaka’s armies. After the second invasion Faku settled in the Ntsimbini area in the valley of the Mngazi River (Kuckertz, 1990:27). Two dates of significance are noted by Callaway (1939:28). The first is 1838, with the arrival of the Rev. T. Jenkins and his wife, as missionaries, and to act as an advisor to Chief Faku and his people. This relationship lasted 29 years until the death of Faku. The second important date is 1844, when Natal became a British territory, ending Faku’s fear of Zulu raids and possible incursions by emigrant Boers. Also in 1844, Faku signed a treaty with the British, and was then recognised as the Paramount Chief of the ‘whole country’ between the Umtata and Umzimkulu Rivers. After Faku’s death, the colonial government negotiated with his successors, Chief Nqwiliso and Chief Mqikela, to take ownership of Port St Johns, after failed attempts by the colonial government ‘*out played both chiefs*’ and tactically gained control of the port (Beinart, 1982:31-32, emphasis added). According to Mcetywa (1998:17), the British manipulated Faku’s grandson, Chief Nqwiliso, against his uncle, King Mqikela, and took over

the port. In 1894 Mpondoland was annexed to the Cape Colony (Callaway, 1939:68). After the annexation of Mpondoland, the number of labour migrants increased and this number was even greater after the Rinderpest destroyed the Mpondo herds in 1897 (Beinart, 1979a:199). Originally the Mpondo resisted wage labour and were reluctant to join the mining and farming industries, but were later forced to do so (Mcetywa, 1998:23). Following the annexation of Mpondoland, the colonial government introduced the Glen Grey Act of 1894, leading to the establishment of district councils under the leadership of chiefs (South African History Online, n.d.). The use of chiefs as proxy rulers formed the foundation of the Bantustan policy of the apartheid government announced in 1959 (South African History Online, n.d.). Kaizer Mantanzima was appointed Chief Minister of the Transkei, a self-governing territory within the Republic of South Africa (South African History Online, n.d.). The Mpondo people staged a revolt against the government's policies on rural administration and governance in June 1960 (Kepe & Ntsebeza, 2012:1). This revolt resulted in a massacre, and the injury and arrest of defenceless people (Kepe & Ntsebeza, 2012:1). In 1976 the Transkei became the first homeland to be granted independence, with Mantanzima as the Prime Minister (South African History Online, n.d.). However, the homelands never managed to develop an autonomous economy and were plagued with economic failure and corruption (South African History Online, n.d.). Transkei was re-incorporated into South Africa in 1994 under the democratic government (South African History Online, n.d.). In summary, Antheaume (2009:11) has the following to say about Mpondoland:

Pondoland is more than a tiny and anonymous piece of rural land in South Africa. Pondoland made history. Proud Pondo people fought against their colonial master [...] so Pondoland kept a strong identity over the years, even when it was part of the Transkei Bantustan [...] the Pondoland history shows what resistance and resilience are all about. It is why Pondoland is neither a marginal land nor an undocumented area.

5.2.1 Structures of Mpondoland and local tradition

This section includes the use of ethnographic, anthropological and participant observations and documented accounts by various authors. It examines colonial rule and its influence on the culture of the Mpondo after the introduction of a cash economy and the effects of labour migrancy on the Mpondo. Chiefdom and traditional economic structures of the Mpondo between pre-colonial and post-colonial periods are examined. Essentially this section draws on the casualty of the Mpondo under traditional rule, their colonial masters up to the advent of apartheid in 1948 and democracy in 1994. As mentioned previously, many CBT projects operate with a management committee with a constitution that is fully inclusive and gender-

sensitive; however, in reality, traditional authorities dictate the critical decisions (Mitchell & Muckosy, 2008:1). As is discerned later in this section, traditional authorities have been absorbed from colonial times well into the democratic South Africa, and still have a say in matters of community development.

Historical and political position of the Mpondo

Mcetywa (1998:13) describes the Mpondo Kingdom as being well organised and firmly established, where people live in peace and prosperity, growing maize and millet and herding their livestock. In fact, Mason (1918:36) observed that the natives were living without fences. Similarly, the researcher observed during fieldwork in 2013 that many homes were left unattended, assuming that the owners were some place close by within the village. Also, during a visit to the Noqhekwane Village in 2012, the researcher noticed grocery items lying on the side of the gravel road and was informed by a local person that this was not unusual and that the owner would return to collect the balance after dropping off the first load. In earlier times Mpondoland was also inhabited by many different nationalities living together but respecting the Mpondo as the sole owners of the land (Mcetywa, 1998:13). The Mpondo are said to be extremely conservative and adhere to their customs (Callaway, 1939:25). However, this peaceful co-existence and strict adherence to custom may change through exploitation. Their independent, peaceful co-existence was subsequently strained as the Mpondo Chiefs and Kings were at the mercy of foreigners (Mcetywa, 1998:13). These external actors exploited Chief Mdlangaso and King Sigcawu to the point of war, thus weakening the Mpondo (Mcetywa, 1998:13), which led to the incorporation of Mpondoland into the Cape Colony in 1894 (Mcetywa, 1998:13). A strange recurring coincidence is how traditional rule survived under the different phases of administration under both colonial and apartheid governments (Ntsebeza, 2002: ii). This institution of traditional leadership is still recognised in the Constitution of South Africa (Ntsebeza, 2002:1). Traditional leadership still wields great power to this day. The researcher is aware of the power relations that are at play between the community and the traditional leaders. It became apparent that an exploratory meeting in 2013 to discuss CBT development had to be postponed because the Chief of one village complained that he was not aware of the meeting. In 2012 a similar meeting was scheduled with the community and the local headman, and was also postponed when the headman did not attend on account of his not being available in spite of being informed. The meeting did proceed, but constructive issues were omitted in the absence of the headman. A follow-up meeting was

convened at the Ingquza Hill local municipality, with representatives from government departments in August 2012, to discuss the Msikaba campsite located in Ndengane Village, and was met with similar frustrations as the power of traditional leadership resurfaced. Beyond this, even government remained confused as to which department was in charge and could take decisions on the Msikaba campsite. These are the reasons why Ntsebeza (2002:2) contends a ‘constitution that enshrines democratic principles in the Bill of Rights, whilst acknowledging a political role, or roles, for unelected and accountable traditional authorities, is inconsistent and contradictory’. In addition, Ntsebeza (2002:2) questions whether rural residents will be forced to concede to the political rule of the unelected traditional authorities. This is a strange paradox, as the communities of Mpondoland have been dictated to in all phases of administration by *traditional rulers* via colonial masters and the apartheid regime; even stranger is their current constitutional status in the new South African democracy. These rulers add to development constraints. According to Kepe and Ntsebeza (2012:8), this is a repetition of the 1950s’ and 1960s’ establishment of tribal authorities under the control of unelected and unaccountable chiefs in what are now termed Traditional Councils.

Economic trade and migrant labour – historical position of the Mpondo

The Mpondo owned land, cattle, goats, sheep, farming tools and ploughs (South African History Online, n.d.). They were independent, providing food and shelter for themselves by breeding cattle, growing grain and pumpkins, hunting, and making huts, clothing, household utensils, and weapons (South African History Online, n.d.). Their economic independence rested on their wealth in cattle used for trading to obtain various essential commodities (Mason, 1918:38; Beinhart, 1979a:200). However, the Mpondo had to change their subsistence way of life and develop trade relations with the colonial economies (Beinart, 1979b:472-473). The chiefs viewed this new economic position with the colonial traders as a form of transformation (Beinart, 1979b:473). Thus, in the 1860s, trading and raiding enabled the Mpondo to rebuild their herds of cattle (Beinart, 1979b:474). In the twenty years after 1860, approximately fifty trading stations were established, more than half in the eastern parts of the chiefdom (Beinart, 1982:23). Interestingly, permission was given by the chief allowing these traders to settle permanently on these sites (Beinart, 1982:23). This agreement to protect British subjects, traders and missionaries was acknowledged in an early treaty signed between the British and Chief Faku as early as 1844 (Callaway, 1939:33). This information implies that the colonial rulers were tactful in keeping the traditional leaders (chiefs) as their right-hand men. In a similar

fashion, traditional authorities were also absorbed by the apartheid regime 'as the latter's extended arm in the rural areas' (Ntsebeza, 2002:1). Although the colonial rulers had a hold over the traditional leaders, their need for labourers was initially met with resistance by these leaders who kept recruiters out of the 'country', Mpondoland, until annexation (Beinart, 1979a:200). Figures in 1927 show that over fifty percent of able men were away at labour centres (Hunter Wilson, 1979:3). The introduction of labour migrancy radically changed the cultural position of the Mpondo (Mcetywa, 1998:23). The need to pay a hut tax, coupled with annexation of their land, forced the Mpondo to become wage labourers (Mcetywa, 1998:24), which undermined traditional Mpondo religion, custom and folklore (Mcetywa, 1998:24).

Resources – conflicts and confusion

The Wild Coast is characterised as one of the poorest regions of South Africa (Ashley & Ntshona, 2003:1; Mniki, 2009:122; Simukonda & Kraai, 2009:35; Province of the Eastern Cape. DEDEAT, 2012). Even after being incorporated into the new South Africa, this area still endures the remnants of years of failed rural planning schemes and sheer neglect (Simukonda & Kraai, 2009:21). Rural areas in the former Bantustans are mostly affected by apartheid land-related laws (Kepe, 2001:5). Land tenure has a domino effect on the livelihoods of communities residing on the Wild Coast (Kepe, 2001:4). The unresolved problem of land tenure leaves the community with little bargaining power (Kepe et al., 2001:2) and incidentally its economic potential is noted as drawing various stakeholders with new power imbalances over the control of natural resources (Simukonda & Kraai, 2009:39). For example, Dellier and Guyot (2009:61) mention the possible threat of re-appropriation and even re-occupation from outsiders through environmental motivations (new conservation projects, ecotourism, and seaside tourism). Evidently many white-owned cottages still occupy the coastline (Mniki, 2009:123). Communities are also heavily dependent on natural resources for their livelihood (Kepe et al., 2000:1). Some of these resources include marine, coastal and estuarine organisms; coastal and riverine forest species; cultivated vegetables; and livestock (Russell & Kuiper, 2003:150). Conflicts surface when local people and tourists compete for the same resources. This problem is exacerbated by tourists harvesting these resources during their pleasure trips, while communities depend on these resources for their livelihood (Russell & Kuiper, 2003:151). Natural resource management and legislation are not complied with by local people and visitors (Russell & Kuiper, 2003:151). Another problem faced by communities that wish to establish a CBT business is the issue of revenue derived from state-owned land that has to be returned

to the state (personal communication, S. Gabula, Department of Economic Development & Environmental Affairs, 2012). Repeatedly it can be seen that the unresolved issues of land tenure, conflicts fuelled through natural resource use, and the overlapping roles of various government departments and their impact on CBT development leave the community in a vulnerable position. As mentioned previously, the Eastern Cape Province has spectacular natural and cultural resources with great tourism potential; unfortunately these resources have not been exploited to yield optimum economic growth and development (Province of the Eastern Cape. DEDEA, 2009). Similarly more recent strategic documents, the NHCTS (2012), NRTS (2012) and NTSS (2011), reveal a dire need for SMME development for disadvantaged communities, including infrastructure development in rural areas. Finally, as pointed out in the previous chapter, far too many development and planning initiatives on the Wild Coast have greatly confused the people and resulted in planning fatigue (Simukonda & Kraai, 2009:36).

5.2.2 History of tourism in the former Transkei

The Wild Coast of the former Transkei is a place of contrasts: on the one hand, its majestic beauty, and on the other hand, its poverty (Simukonda & Kraai, 2009:36). The province is endowed with beautiful landscapes, flora, fauna, traditional industries, and historical and cultural sites (Acheampong, 2010:1). However, the area lacks access to clean water and sanitation and the levels of infrastructure are limited compared with national averages (Simukonda & Kraai, 2009:36). Visits by the researcher to Noqhekwane and Ndengane Villages in 2013 confirm that villages still have gravel roads and lack basic essential services such as water, electricity and proper toilets. Such services are necessary for CBT development and are considered pre-conditions for CBT in the literature. Sadly, democracy has not improved the lives of these communities, many of which still live as they have done for several decades (Simukonda & Kraai, 2009:41). The only meagre additions in some villages are the Reconstruction and Development (RDP) homes that do not aesthetically fit with the beauty of this region. Beyond the description of the area and its impact on CBT, the Transkei area has a history of eco-frontier dynamics. For example, Dellier and Guyot (2009:68) provide the following evidence of eco-frontier development (history, conservation, and trails) divided into four categories:

- *Historical data:* e.g. building of the first ‘recreation’ hotel (Needles) in Port St Johns around 1890; installation of a health ‘quarantine-type’ eco-frontier in 1920 at Mkambati, including the establishment of a leper colony.

- *Existing outsider settlements*: construction of a mainly seaside resort in Port St Johns where hundreds of white eco-settlers still reside today; the Wild Coast Sun, a casino enclave resort (south of Port Edward); the legal and illegal cottages built along the coast by whites and questioned by the current government.
- *Protected areas*: very old protection of forests (for multiple uses); nature conservation: proclamation of the Mkambati Nature Reserve in 1977 by the Homeland government, including Dwesa Cwebe in 1978; and Huleka, Silaka and the Mpondoland Marine Protected Area between Port Edward and Port St Johns in 2004.
- *Ecotourism footprints*: different networks of coastal trails operated from the Wild Coast Sun, Port St Johns and Coffee Bay gateways.

In terms of the history of tourism in the Transkei, Acheampong (2010:8-10) reflects on three different periods, namely, tourism development pre-1976, tourism development from 1976 until 1994, and tourism development post-1994. These periods are discussed below:

Tourism development in Transkei (Wild Coast) – pre-1976

According to Acheampong (2010:8), apartheid policies on tourism on the Wild Coast before 1976 favoured white businesses and white tourists. These policies promoted the sectional interests of the white businesses that were free-market driven, and ignored environmental conservation, including local cultural tourism practices and customs (Acheampong, 2010:8). Table 5.1 illustrates tourism before 1976 in more detail.

Tourism development in Transkei (Wild Coast) 1976–1994

The Mantanzima regime introduced an indigenisation policy, making it obligatory for tourism businesses to employ local manpower (Acheampong, 2010:8). After the 1976 Transkei independence, the government funded local Africans, who had the means, to take over white tourism businesses from those that decided to relocate elsewhere (Acheampong, 2010:8). This period seemed to be positive, with many new development projects such as Mkambati, Isilaka, Isinuka, and Mpande campsites, the Magwa Falls, and the Majola and Magwa tea estates (Acheampong, 2010:8). Local communities were employed in the tourism industry; the sale of arts and crafts, as well as traditional ceremonies, was incorporated into the industry (Acheampong, 2010:10). Local communities were also offered training programmes and loan financing during this phase of the tourism transformation processes (Acheampong, 2010:10).

Tourism development in Transkei (Wild Coast) – Post-1994

Transkei enjoyed a reasonable period of prosperity between 1976 and 1994; however Ashley and Ntshona (2003:1) note that tourism declined in comparison with the eighties, when Transkei used to be a popular destination for tourists. The current democratic government implemented a Spatial Development Initiative (SDI), with expectations of attracting investment in tourism (Acheampong, 2010:10). However, land tenure issues remain unresolved, fortifying rural poverty and under-development on the Wild Coast (Ashley & Ntshona, 2003:10; Simukonda & Kraai, 2009:39). Similarly, the researcher is aware that the community of Ndengane Village tried to resolve an ownership problem of a campsite used by tourists. The intention was to obtain permission from provincial government for the community to legally operate the campsite as a CBT initiative. Unfortunately, the problem remains unresolved because the community is not clear as to who makes this decision. It is not surprising Russell and Kuiper (2003:152) note that mandates of the various authorities are not clear and their respective jurisdictions are confusing and overlapping. A beautiful tourism office and ablution facilities have been built in Ndengane to service the campsite in question, but the community remains confused about the operations of the campsite and the new ablution and tourism office. One successful project that gained international attention is the Amadiba Horse and Hiking Trail, a community-based initiative operated along the Wild Coast (Ntshona & Lahiff, 2003:1). This project is discussed in the next section on CBT on the Wild Coast and in Mpondoland. Acheampong (2010:11) provides a summary of the form taken by the Eastern Cape tourism sector in relation to the changing political dispensation. This is divided into three phases: before 1976, from 1976–1994, and post-apartheid.

Table 5.1: Illustration of key features of the 3 phases of the tourism development processes

	Before 1976	1976–1994	Post-apartheid
Government Policy on Tourism Development	Characterised by apartheid’s separate development along racial lines. Urban tourism.	Nationalisation of industry through the Indigenisation Policy by homeland governments, more urban/little rural.	Democracy and a new paradigm based on mobilisation and involvement of local communities. Mixture of both urban and rural.
Tourism Products and Ownership	Products symbolised white culture: artefacts & symbols, museums, monuments, folklore, architectural sites. Ownership: ‘white thing’, no black/local participation.	Minimal involvement of black culture, more emphasis on blacks trying to manage white products. Ownership: upper-middle class. Black fronting for government.	Greater involvement of all cultures represented in South Africa. Resources made available to all South Africans who have something to offer. Ownership: South Africans, BEE bodies.
Managing Tourism Industry	Predominantly white management. Black support in menial jobs.	Upper/middle-class blacks with connection to homeland governments. But little or no expertise.	Opened to all citizens supposedly with expertise, but affirmative action bias.
Development of Tourism Infrastructure	Infrastructure developed in areas that offered products of white interest only.	Existing infrastructure poorly managed with no new development. Infrastructure falling into disrepair.	Infrastructure being developed in all areas that have something to offer to the tourism industry.
South Africa’s Relations with the Rest of the World	Isolation and boycott of anything South African by the international community & its numerous institutions.	No recognition from international community of apartheid-created Bantustans.	South Africa: re-admission into the international community and open to international relations
Awareness	Only the white race.	Some awareness by the few black upper/middle classes.	Much greater awareness by all South Africans.

Source: Acheampong, 2010

A reflection on tourism development from the post-apartheid period in Table 5.1 shows that the democratic government catered for rural community involvement, transformation of the tourism industry, and infrastructure development on paper only, as mentioned in various policies in Chapter Four. Infrastructure, which is noted in the literature as a pre-condition for CBT, has also not met the demands of rural areas. In this case, Visser and Rogerson (2004:208) observe that investment in tourism infrastructure in remote rural areas has been limited. More recent tourism strategy documents clearly mention that tourism development has not necessarily benefited rural communities. For example, the NHCTS (SA. NDT, 2012a), the NRTS (SA. NDT, 2012b) and the NTSS (SA. NDT, 2011) are struggling with the same issues identified in the White Paper on the Development and Promotion of Tourism in South Africa (1996). These are:

- Transformation.
- SMME development for disadvantaged communities.
- Infrastructure development in rural areas.

- Tourism institutional structure is fragmented.
- Tourism has not yielded genuine benefits to rural communities.

5.3 CBT ON THE WILD COAST AND IN MPONDOLAND

Many local and provincial tourism policies have been formulated and adopted in the Eastern Cape Province; however many of these policies have not been converted into action, especially for rural areas. Some of these policies include the Integrated Development Plan (IDP) document of Ingquza Hill Municipality, Eastern Cape Province 2011–2012; the Integrated Development Plan (IDP) document of Port St Johns Municipality Eastern Cape Province, 2012–2017; and the Eastern Cape Tourism Master Plan 2009–2014 discussed in Chapter Four. An addition to the planning document list for the Eastern Cape Province in 2012 is the document, Draft Spatial and Environmental Management Guidelines (DSEMG) for the Wild Coast of the Eastern Cape Province (Province of the Eastern Cape. DEAT, 2012). The following points listed below (that impact on CBT on the Wild Coast) have been extrapolated from the DSEMG (2012) document:

- The Spatial Development Initiative (SDI) created in the 1990s is outdated in some respects but still in force.
- Current development on the Wild Coast and within communities residing in the Wild Coast region must be accelerated to prevent long-term damage to the environment because of endemic poverty.
- The possibility of establishing resort towns may increase the feasibility of ecotourism and adventure tourism such as horse trails and hiking trails.
- The expected goals of tourism development on the Wild Coast have not materialised.
- Since 1994, only a handful of sustainable new tourism ventures has been established.

As mentioned in Chapter Four, most of these planning documents repeatedly mention the same ‘need-to-do objectives and goals’, and rural tourism development features quite prominently in these documents. They then reflect on failures and suggest new strategies and approaches to tackle the same issues in revised documents. It is not surprising that Simukonda and Kraai (2009:50) note that many variations of the SDI concerning the Wild Coast have emerged and vanished as rapidly, making monitoring difficult. These recurring failures that affect possible CBT development on the Wild Coast are mirrored in the points raised above in the DSEMG (2012) version of the SDI. For example, the Department of Environmental Affairs and Tourism

in 1994 supported ecotourism as the ‘flagship’ initiative intended to promote economic development on the Wild Coast (Simukonda & Kraai, 2009:38), but the DSEMG (2012) admits that the anticipated goals of tourism development on the Wild Coast has not occurred. In addition, Simukonda and Kraai (2009:36) note that the Wild Coast has a history of ‘unsuccessful project implementation’, which has invoked scepticism. Examples of controversial CBT development projects undertaken on the Wild Coast in 2003 were the hiking trails in the various SDI nodes initiated by the European Union (EU), and believed to have collapsed under [their] own weight’ (Simukonda & Kraai, 2009:50). The EU project replicated the more successful Amadiba Community Tourism Project (Wright, 2005:67). The next section provides some details on the original Amadiba Project and the attempt of the EU to replicate this project by attempting to extend the existing project.

Amadiba community tourism project

The Amadiba Project was initiated with two objectives: 1) to reduce poverty along the Wild Coast, and 2) to promote social development in the area (Russell & Kuiper, 2003:155). The Amadiba area forms part of the Wild Coast coastal strip, stretching from the mouths of the Mntavuna and Mtentu Rivers, and covering a distance of 25 kilometres (Ntshona & Lahiff, 2003:1). The Amadiba Project began in 1997, initiated by The Pondo Community Resources Optimisation Programme (PondoCROP), in consultation with the community, and was funded by the Ntsika Enterprise Promotions Agency (Ntshona & Lahiff, 2003:2), where the Amadiba Coastal Communities Development Association (ACCODA) represented the broad interests of the community (Russell & Kuiper, 2003:160). The Amadiba Project consisted of two components: 1) a tourism initiative that included horse riding, fly-fishing, and hiking, and 2) the provision of local accommodation. Just like any project with multiple players, this project also had its limitations, such as confusion among various government authorities concerning specific mandates (Russell & Kuiper, 2003:168). Beyond various limitations, Russell and Kuiper (2003:170) describe the initiative’s preliminary success as evidence that co-management can work in an area where tension and conflict formerly existed. All this changed when PondoCrop negotiated in 2000 with the European Union-funded support for the Wild Coast Spatial Development Initiative Programme to extend the existing trail through the entire length of the Wild Coast (Ntshona & Lahiff, 2003:39). This move changed the original emphasis of a community-owned and managed tourism venture to a private sector one, operating in the community area (Wright, 2005:61) and much of the infrastructure was left

incomplete (Giampiccoli & Hayward Kalis, 2012b:107). The sites of Msikaba, Grosvenor, Luphatana, Cutwini, Manteku and Ntafufu were subsequently advertised by the EU project coordinators seeking potential bidders to invest in the incomplete construction of the lodges and to facilitate sustainable tourism-led development with the intention to benefit the local community (Prospectus Wild Coast Camps Mpondoland, 2005). The change in approach from CBT to private involvement decreased community involvement (Giampiccoli & Hayward Kalis, 2012b:107). After the EU left the project, the community from Noqhekwane Village took their own initiative to operate a CBT project, and this research follows the case of the Noqhekwane CBT project from this point. The Ndengane Village community were similarly affected and have decided to open an Agri-business and Tourism co-operative.

5.4 MAJOR STUMBLING BLOCKS TO CBT SUCCESS

This chapter provided a holistic account of the issues that affect CBT success along the Wild Coast region of the Eastern Cape. It is quite clear that the Eastern Cape has excellent potential for CBT, as most areas still retain their natural beauty. Unfortunately local and provincial government were unable to capitalise on their strategies and policies for community tourism development. Some of the major stumbling blocks to CBT success can be attributed to:

- The influence of local chiefs.
- Land tenure issues.
- Uncertainty of community rights and responsibilities.
- Overlapping roles of various government departments.
- Failed rural planning schemes.
- Inability of government to convert policies into action at all levels.
- History of unsuccessful project implementation.
- Lack of infrastructure.

5.5 CONCLUSION

This chapter presented a general history of Mpondoland, tracing voyages of discovery, shipwrecks, survivors, settlers, traditional and colonial rulers, as well as current challenges. After facing years of difficulty the history of Mpondoland show the Mpondo operating within the system of labour migration and ceding to an economy of remittance in part favouring a dependency trap. In particular the Wild Coast area is viewed as one of the poorest regions in South Africa and is still faced with many apartheid related consequences such as land tenure

matters. From a tourism perspective the history of the area can be linked to three separate periods, namely tourism development pre-1976, tourism development from 1976 until 1994, and tourism development post-1994 has been recognised. In the last period problems associated to land tenure still jeopardise possible development opportunities, however, some projects such as the Amadiba Trail has been noted as successful and important for potential future improvements. The Wild Coast SDI was seen as a possible tourism development opportunity linked to socio-economic development of local community members. Nevertheless various obstacles and mismanagement procedures have jeopardised the tourism development opportunities.

CHAPTER SIX

CONTEXTUALISING NOQHEKWANE AND NDENGANE VILLAGES

6.1 INTRODUCTION

This chapter provides reasons for selecting the two study sites. It also provides details of the two cases used in this study, namely Noqhekwane and Ndengane Villages. General information on the history and background of the CBT projects, specific characteristics of the projects and specific challenges and opportunities, are discussed.

6.2 SELECTION OF STUDY SITES AND PARTICIPANTS

Both case study sites were selected on the basis that they are involved in CBT. However, other villages in Mpondoland are involved in CBT. Villages are widely spread geographically and accessibility is often difficult. The researcher visited the two project areas chosen for this study, this choice is explained in detail below. The Noqhekwane project has been operating for approximately nine years, while Ndengane started in 2012. As previously mentioned, this research aims to evaluate the pre-conditions necessary for CBT (identified from the literature) to establish whether each pre-condition is an opportunity or a challenge and/or both. The researcher visited both sites a few times between 2011 and 2013. After the preliminary visits, and observations and discussions with some of the community members involved in the project, the researcher selected both villages as the CBT study site. The researcher noted that both sites had potential for tourism and was interested to learn what elements were necessary for these projects to be successful. During visits to the villages the researcher stayed in the local homestays and met with project leaders and members. The preliminary visits to the study sites assisted in establishing contacts and increased the possibility of the researcher's being accepted to conduct the research. From personal observations it was established that both sites had great potential for CBT development. However, after reviewing literature on CBT, the researcher understood that CBT development requires the identification of specific pre-conditions before proceeding with the actual development of the project. Therefore, this study sought to establish whether both study areas met the pre-conditions for CBT, through primary research with project members directly involved in the CBT projects. It was understood that meeting these pre-conditions did not guarantee success; however addressing these concerns provided smoother implementation of succeeding steps and possible chances of addressing certain challenges and developing opportunities. The participants in this research were the CBT

6.3.2 Physical description and natural tourism assets

The topography of Noqhekwane is hilly by nature and it is bordered by indigenous forests and diverse plant species. The ocean forms the backdrop to the village and it is within walking distance from most homes. The soil is fertile; this is evident in the community gardens. Fruits such as bananas and oranges are visible in most gardens. Marmalade made from oranges is produced by a group of local women and sold to tourists. Caves are found along the beach and are popular among tourists. The river, which is accessible during low tide, is popular for water activities and fishing. A more popular fishing spot is Poenskop, frequented throughout the year by many fishermen. Horse and hiking trails were popular in the village and were core activities of the tourism business; however the death of the horses diminished the horse trail venture. The horses contracted a virus and died. Hence, the horse trail is not operational but the normal hiking and other tourist activities are still available. Currently tourists are required to access the village by foot along the beach, but require a ferry across the Umzimvubu River at Port St Johns. Tourists that make use of the backpacker accommodation and wish to tour Noqhekwane are dropped off at the village and are met by representatives of the Noqhekwane CBT project and taken on a village tour.

6.3.3 Cultural attractions

Performances of traditional songs and dances are popular among tourists. Traditional Mpondo cuisine is also popular and is catered for by a group of women who belong to the CBT project. Noqhekwane also offers traditional rondavel-style accommodation for many tourists who overnight at the village. The architectural feature of the rondavel is an attraction in itself. A visit to the *sangoma* (traditional healer) also forms part of the cultural tourism product of Noqhekwane. Pictures of the village show the tourism assets in Figure 6.2 a,b,c,d,e,f.



Figure 6.2 (a) Poenskop, popular fishing spot



Figure 6.2 (b) Village-based accommodation



Figure 6.2 (c) Mpondo traditional dancers



Figure 6.2 (d) Nkodusweni river bank



Figure 6.2 (e) view of Noqhekwane village



Figure 6.2 (f) view of Nkodusweni river mouth

Figure 6.2 (a), (b), (c), (d), (e), (f), shows visuals of the natural and cultural attractions in Noqhekwane village

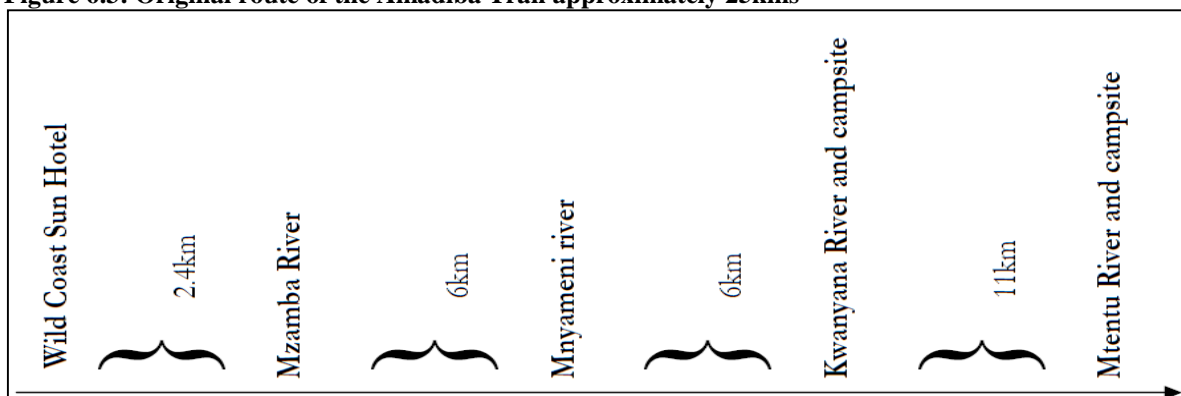
6.3.4 Accessibility

Noqhekwane is accessible from Port St Johns on tarred roads. The gravel road starts immediately past the Umzimvubu River Bridge and extends all the way to the village. The village is difficult to access with small cars especially on rainy days. Taxi services operate between the village and Port St Johns. Tourists can access the village by booking a taxi through the tourism project members, or they may ride with the daily commuters. Tourists can also take a ferry that operates from the bank of the Umzimvubu River in Port St Johns, and walk for five kilometres along the beach to Noqhekwane.

6.3.5 Noqhekwane CBT project history/background

The Amadiba Tourism Project began in 1997, initiated by the Pondo Community Resources Optimisation Programme (PondoCROP) in consultation with the community (Ntshona & Lahiff, 2003:2; Russell & Kuiper, 2003:155-159) and was funded by Ntsika Enterprise Promotions Agency (Ntshona & Lahiff, 2003:2). The Amadiba Horse and Hiking Trail (HTT) operated from Port Edward (Wild Coast Casino) to Mkambathi Nature Reserve at the Mtentu River in the south (Russell & Kuiper, 2003:155-6). Ntshona and Lahiff (2003:7) show the distance of the trail from the Mzamba River Mouth to the Mtentu River Mouth in Figure 6.3. It is important to note that Noqhekwane Village (described in this section and Ndengane Village (described in the next section) were not part of the Amadiba Project; however, the success of the Amadiba Tourism Project prompted PondoCrop in 2000 to negotiate with the European Union for the Wild Coast Spatial Development Initiative Programme to extend the existing trail through the entire length of the Wild Coast (Ntshona & Lahiff, 2003:39).

Figure 6.3: Original route of the Amadiba Trail approximately 25kms



Source: Ntshona & Lahiff (2003)

The EU accepted PondoCROP's proposal and the restructuring took place between August 2001 and May 2002 (Ntshona & Lahiff, 2003:27-28). The expansion programme by the EU will eventually stretch from the existing Amadiba HHT, starting at Mzaba River, to the Kei River Mouth, covering a distance of 280 kilometres. It is at this expansion phase that the Noqhekwane and Ndengane Villages case study begins, as these villages were subsequently incorporated in the EU project. Noqhekwane and Ndengane Villages are shown on the map in Figure 6.1. Noqhekwane Village received minimal benefits from the EU project, and this is discussed in the case study in the next section.

At the conclusion of the involvement of the EU, most of the construction of the proposed campsites and village-based accommodation was left incomplete (Giampiccoli & Hayward Kalis, 2012b:107). Eventually, in 2005, the EU project co-ordinators advertised the campsites to potential bidders to invest in the construction of the lodges and to facilitate sustainable tourism-led development with the intention to benefit the local community (Prospectus Wild Coast Camps Mpondoland, 2005). This research comprises a case study of the Noqhekwane CBT project from this point.

6.3.6 Noqhekwane CBT case study

The EU proposal to improve the homes of the Noqhekwane community for residents to offer village-based accommodation never materialised, thus negating expectations among the various communities residing within the selected villages that the EU project would benefit them through the proposed tourism project. The EU left the project incomplete and, at most, 'a few selected community members received some training' (personal communication, CBT trust member, October 2013). The EU-supported project time frame to complete the project elapsed. However, a group of community members decided to use the training provided by the EU-supported CBT project to continue on their own (personal communication, CBT trust member, October 2013). In fact the Noqhekwane CBT project was described as a 'unique tourism model that could result in a sustainable business model' (Stephen Keet & Associates, 2004). A group interview with members who are part of the tourism project in Noqhekwane provides some background on their experiences with the EU support for the Wild Coast Programme:

6.3.7 Background information of the Noqhekwane tourism project by trust members

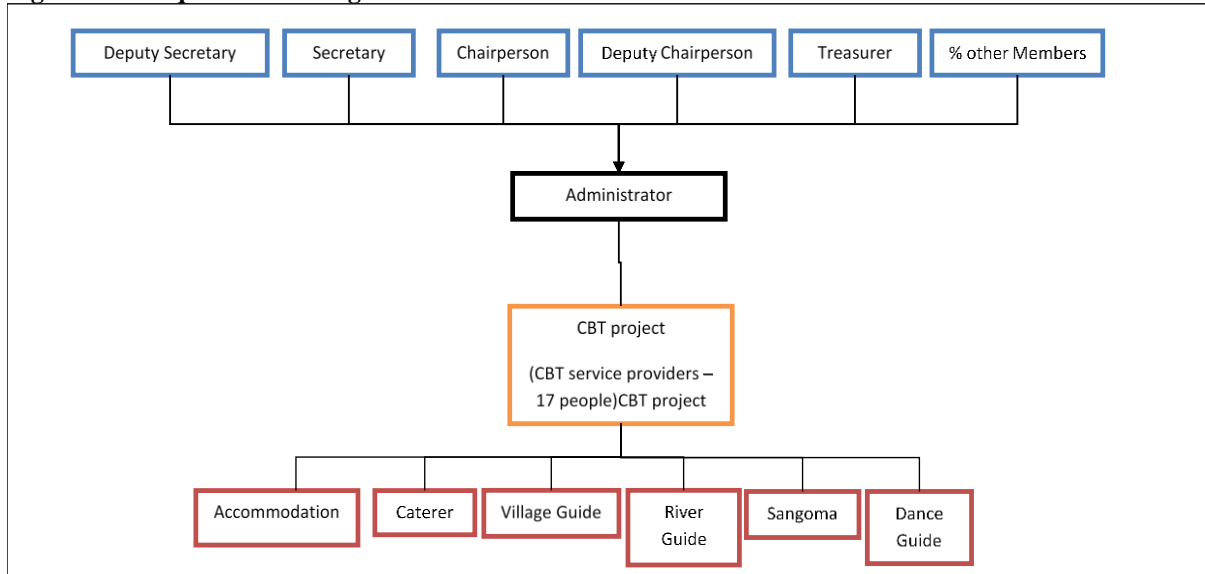
The EU project coordinators met with the Noqhekwane community and discussed the potential project with them. Following the discussions an *imbizo* (meeting) was convened among the community to select ten people to receive training. A formal process ensued, whereby the committee nominated potential candidates; voting followed to finalise the ten people required by the EU to cater for tourists. The EU decided it was necessary to train the community first before implementing the project. The selected members were individually interviewed to identify their strengths, before undergoing specific training by PondoCROP, which was contracted by the EU. The candidates were sent for specific training to enable them to manage the project. The training included the following:

- Management training – provided by the Border Technikon¹ at a lodge in Port St Johns.
- Catering and accommodation training – at Port St Johns at a conference centre.
- Tour guide training – provided by Drum Beat Academy.
- Horse guide training – at a farm near Chinsta (East London).

PondoCROP established connections with backpacker establishments to send tourists to the village. PondoCROP also purchased horses, saddles, and a ferry to take tourists from Port St Johns across the Umzimvubu River. PondoCROP also bought linen, blankets and duvets for the village-based accommodation. The EU also tasked PondoCROP to establish a community trust to manage the project. The CBT project is operated by the members of the Trust and owned by the Trust (group interview, October 2013). Figure 6.4 shows the structure of the CBT Trust.

¹ Since the mergers of various higher education institutions in the early 2000s, now known as the Walter Sisulu University of Science and Technology.

Figure 6.4: Noqhekwane Village-based Tourism Trust



Source: Researcher Constructed

6.3.8 Tourism products and services

Noqhekwane is located close to the main town of Port St Johns and benefits from a flow of tourists. The most popular tourism activity is the one-day guided horse trip. Tourists used to take the ferry that operates from Port St Johns to get across the Umzimvubu River and ride the horses along the beach to enter the village. Alternatively, the tour operators or the backpacker company drive the tourists to the village and they are dropped off at a central point, from where a tour guide conducts them further. The tourists can either hike or ride horses to the village. Tourists are taken on a tour around the village first; this is followed by a lunch prepared by the catering group. Tourists can also visit the *sangoma*, followed by a performance of traditional dances. Overnight accommodation is also available (researcher observation as tourist, 2012). In summary, the tourism products offered are listed below:

- Accommodation
- Catering
- Guided horse trips
- Guided hiking trails
- Visit to *sangoma*
- Performance by cultural dance group

6.3.9 Management of the CBT Project (interview with trust members, October 2013)

The trust employs an administrator who assists in managing the project and is in charge of reservations and the main client base comes from referrals by owners of backpacker accommodation facilities in Port St Johns and word of mouth by previous tourists who visited the village (Trust member B).

Previous visitors inform other potential tourists [and] they come and talk to the administrator or get his details (Trust member A).

Trust member (B) explained that the internal operations of the business were as follows:

The administrator keeps a record of the accommodation and catering services providers and alternates their turn to offer accommodation or catering according to his *rotation* records. The administrator informs the selected service provider to prepare accordingly. The tourist can either make payment by depositing money into the trust account or pay the administrator directly. At the end of each month the administrator makes a payment to all service providers and also draws a wage. The balance of the money goes into the trust account. All service providers receive an equal amount of money irrespective of input of resources or time.

6.3.10 Specific challenges and opportunities of the CBT project (group interview October 2013)

Table 6.1: Challenges/opportunities & current most important need for CBT

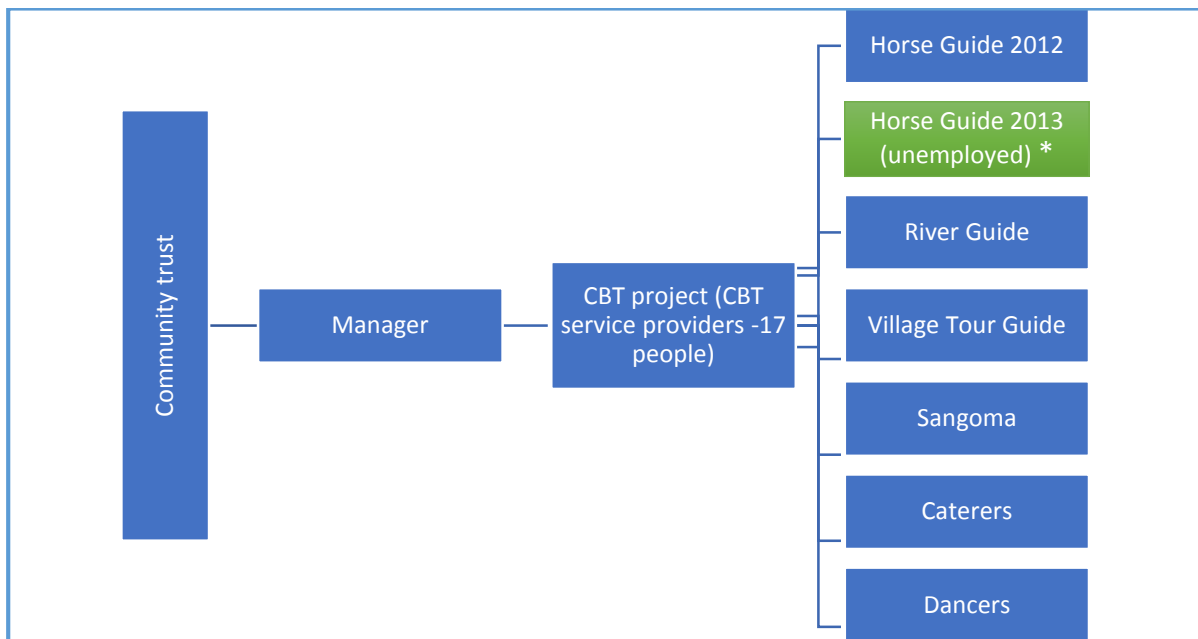
Challenges	Opportunities	Current most important need
Roads leading to the village need to be fixed.	Addition of new tourism products	Product development
No visible signage along the road leading to the village showing that the village-based tourism exists.	Expanded partnerships	Infrastructure
No electricity, toilets and piped water	Visionary leadership	Marketing
Lack of finance/no reserve funds	Setting up of reserve funds by administrator to replace assets	Funding to purchase horses

Source: Researcher Constructed

Although the project consists of a structure as shown in Figure 6.5 and that opportunities can be developed as shown in Table 6.1, for success the project members require knowledge in product development, infrastructure, marketing and funding. These items are a limitation to their project.

6.3.11 Current state of Noqhekwane CBT project

Figure 6.5: CBT structure of the Noqhekwane project offerings 2012/2013



Source: Researcher constructed

The CBT project continues to be managed through the Trust as presented in Figure 6.4 and explained in the section on management of the CBT project. However, the CBT business was severely affected after the horses contracted an infectious disease and died. It is important to note that the guided horse trips were the main attraction and the deaths of the horses changed the business to focus more on cultural attractions. Prior to 2013, the services of the horse guide were essential. The non-replacement of horses has affected the employment status of the horse guide (personal communication, Jugmohan, October 2013). Owing to a lack of finance, the project members were not able to replace the horses. The CBT income has also been affected by the death of the horses (group interview, Noqhekwane Village-based Tourism members, October 2013). Hence, Figure 6.5 shows that the horse guide has not been employed since 2013. This is an indication of poor management and lack of business skills. The current administration has not considered reserve funds to replace assets (e.g. horses). This has severely affected the income of the business. The next section will discuss the Ndengane case study.

6.4 NDENGANE VILLAGE GENERAL INFORMATION

6.4.1 Location accessibility

Ndengane Village is situated along the coastal area of the Mpondoland region (former Transkei) of the Eastern Cape Province. It belongs to Ward 23 and is managed by the Ingquza Hill Local District Municipality, which falls within the jurisdiction of the OR Tambo District Municipality. The closest main town to Ndengane is Lusikisiki, and accessing Ndengane requires driving for approximately 35 kilometres on a gravel road. Although the government makes regular attempts to grade the road, the ride to Ndengane can be bumpy, suggesting a four-wheel drive is appropriate. Taxis do operate on the route between Ndengane and Lusikisiki, but are normally quite congested. Tourists may book taxis, or travel to the village with regular passengers.

6.4.2 Natural, cultural and general tourism assets

The village is endowed with natural attractions, such as proximity to the ocean, making it conducive to tourism. It also boasts a vulture colony situated adjacent to the Mkambati Nature Reserve (MNR). The MNR is easily accessed from Ndengane Village by walking to the bottom of the Msikaba River and catching the ferry across the river to enter the MNR.



Figure 6.6 (a) Ocean view from Ndengane village



Figure 6.6 (b) Tourism office in Ndengane Village



Figure 6.6 (c) Typical landscape in Ndengane



Figure 6.6 (d) Homestay at construction stage



Figure 6.6 (e) Indigenous forest



Figure 6.6 (f) Vulture colony resting place

Figure 6.6 (a), (b), (c), (d), (e), (f) shows the visuals of the natural and cultural attractions in Ndengane

6.3.1 Ndengane CBT project history/background

The EU-supported project timeframe to complete the projects along the Wild Coast had come to an end. Subsequently, Ndengane was one of the villages advertised to bidders by the EU and the DEAT (Prospectus Wild Coast Camps Mpondoland, 2005). Finally a private bidder took over the project at Ndengane and built tented camps. The idea of making improvements to existing community members' homes to offer village-based accommodation was abandoned owing to the EU-supported project timeframe elapsing. In summary, the CBT project in Ndengane did not take off as planned, instead the private bidder that was awarded the contract

excluded the community from the project and paid a monthly concession fee (token) in the community trust account (Concession Contract, 2005).

6.3.2 Ndengane CBT case study

The village is already part of the Wild Coast Hiking and Horse Trail network (AmaMpondo Trail). As an extension to this network, the community have plans to offer accommodation and various other attractions to tourists, similar to the village-based accommodation offered by the Noqhekwané CBT project. Ndengane is also endowed with natural and cultural attractions, evident in Figure 6.6 a,b,c,d,e,f, which are pre-conditions for CBT development as pointed out in the literature summarised in Table 3.4, Chapter Three). The idea to open a co-operative (Co-op) to benefit from the tourist market was conceptualised at a group meeting (personal communication, Chairperson of the Ndengane Tourism Cooperative, October 2013). The community decided that they had sufficient tourist attractions that could be exploited (see Table 6.2 for list of attractions) (personal communication, Chairperson of the Ndengane Tourism Cooperative, October 2013). According to the Chairperson, ‘if you do not know what’s out there you will think what we have is all that exists’ (personal communication, Chairperson of the Ndengane Tourism Cooperative, October 2013). The Secretary of the Co-op explained some of the challenges, opportunities and current needs of the CBT project, summarised in Table 6.3 (personal communication, Secretary of the Tourism Cooperative, October 2013).

Table 6.2: Possible tourist attractions in Ndengane

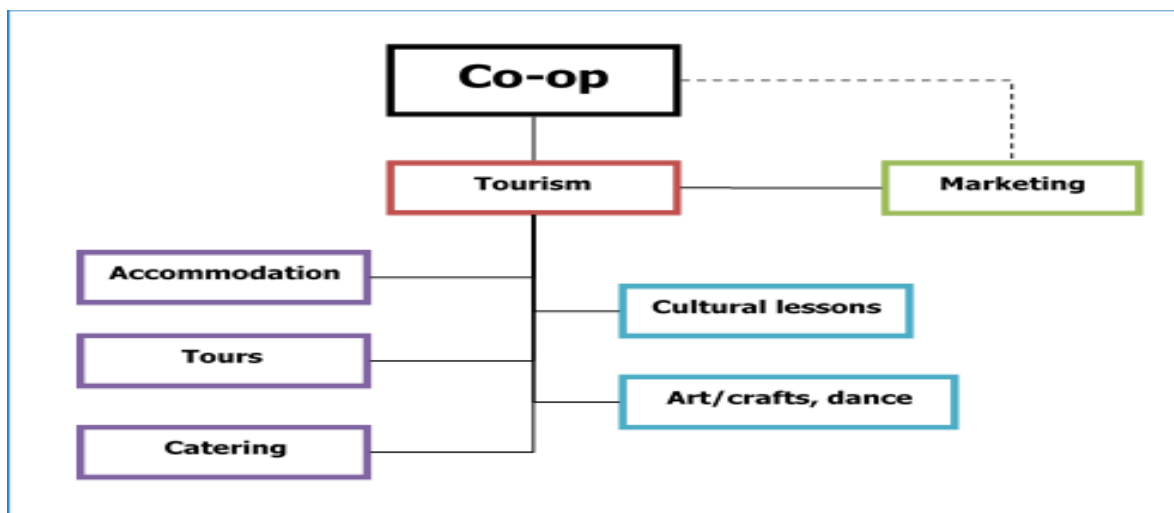
Tourist meals (food/catering service)
Guided fishing trips
Local culture classes (cooking/food, arts and crafts, dancing)
Cultural dance performance
Village tour
Shebeen visit
Bird watching (vulture colony)
Mkambati Nature Reserve tour
Village to village trails
Visit to indigenous forest
Shipwreck tour
River trail

Source: Researcher Constructed

6.3.3 Ndengane CBT project scope and structure

A number of lodges and cottages (holiday second homes) are present along the coastline adjacent to Ndengane Village. These are owned by white families who employ few local people. Some of the existing cottages were built under the Transkei government and still remain legal, while many illegal cottages built after 1994 were broken down. The village lacks the existence and promotion of nature-based tourism within a community-based setting. Hence, an opportunity for combining the natural and cultural features as a tourism product exists and can be exploited for tourism development. Few members of the community identified the potential for CBT development and registered their cooperative (personal communication, Chairperson of the Ndengane Tourism Cooperative, October 2013).

Figure 6.7: Ndengane Village CBT structure and tourism products



Source: Researcher Constructed

Figure 6.7 shows the CBT structure of Ndengane Village and its tourism products. The current products on offer is accommodation which acts as a hub for other activities, such as catering, cultural lessons, arts and crafts and tours. The structure of the management team is as follows: Chairperson, Deputy Chairperson, Secretary, Deputy Secretary and Treasurer (group interview with Co-op members, October 2013). All five members are part of the co-op.

Table 6.3: Challenges/opportunities & current most important needs for CBT

Challenges	Opportunities	Current most important needs
Infrastructure support	Product diversification	Exposure
Market access	Linkage with outside partners	Infrastructure
Need for electricity and piped water	Complementary partnership	Marketing
Financial support	Entrepreneurial mindset	Training and skills development
Management support		

Source: Researcher constructed

Table 6.3 shows that opportunities can be developed, however for CBT development to continue successfully the project members require, infrastructure, marketing, training and skills development and exposure to potential market. Although the project has a management team as shown in Table 6.7, their current most important needs has to be addressed and is a limitation to their project.

6.4 PRE-CONDITIONS, CHALLENGES AND OPPORTUNITIES FOR CBT

A review of the Noqhekwane and Ndengane case studies presents various matters related to pre-conditions, challenges and opportunities for CBT identified in Tables 6.1 and 6.3 and supported by visuals in Figures 6.2 a,b,c,d,e,f and 6.6 a,b,c,d,e,f. These matters are supported by the literature, for example, natural and cultural resources have to be visible before implementing CBT (Tuffin, 2005:179) and are necessary pre-conditions for CBT (Calanog et al., 2012:190). Infrastructure and services such as water, sewers, law enforcement, emergency services and roads are essential for tourism development (Messer & Vitcenda, 2010:31). Hence, CBT development in rural areas is generally restricted, owing to the lack of infrastructure (Johnson, 2010:158).

Being endowed with tourism resources is insufficient if they cannot be converted into a saleable product (Lucchetti & Font, 2013:5), and for this reason Calanog et al. (2012:215) suggest the need to identify local capabilities to determine opportunities and constraints before implementing CBT development. Furthermore, the lack of financial support for CBT presents a major obstacle to community participation and ownership (Asker et al., 2010:4). CBT projects also require strong leadership to mobilise resources or to influence tourism planning (Aref, Redzuan & Gill, 2010:173). Government is also a key stakeholder for the purpose of

CBT development (Tolkach et al., 2013:323) and should provide an enabling environment to allow communities to achieve livelihood objectives from tourism (Simpson, 2008:7). Before implementation of a CBT project, a 'pre'-pre-condition should be to evaluate the pre-conditions of the potential site. A minimum attempt should be made to identify and resolve pre-conditions for CBT development before implementation; however this is not always possible and requires creative alternative ideas to work around such pre-conditions. This is discussed in Chapter Eight.

6.5 SUMMARY OF CRITICAL SUCCESS FACTORS

Both cases need to focus on critical success factors (CSFs) to enhance their CBT projects in the future. In identifying CSFs, there are similar goals to those for identifying the pre-conditions for CBT proposed in this study. Both are related to implementing a strategy to investigate areas that must be performed well to achieve the desired goals of a business or project. The interviews with the Trust members of both projects and Tables 6.1 and 6.3 illustrate the following CSFs that need addressing:

- Management structures – employ managers with relevant skills to manage the CBT project and negotiate with government to make provision for infrastructure.
- Finance – form links with NGOs and the private sector to attract funding for the project.
- Marketing – employ people with the ability to identify and exploit the market.
- Training and development – build capabilities to increase performance and success of the CBT projects.
- Product development – form partnerships with private tour operating businesses to expand on product development.

6.6 CONCLUSION

This chapter presented the two case study areas located in Noqhekwane Village and Ndengane Village in the Eastern Cape Province of South Africa. The two villages located in Mpondoland are circumscribed within a strange paradox. Both areas are endowed with natural and cultural tourism assets which is important to CBT. However, accessibility to the project areas and the lack of infrastructure seems to hamper the projects. Both villages were inserted in the Wild Coast SDI project associated with tourism. The community were supposed to be at the forefront of tourism development arising from the SDI project. The outcome of the project indicate that

the villages were excluded, apart from a levy that was paid to Ndengane. However, in the case of Noqhekwane the community members were able to continue with the project using their own initiative and still remain active, although they continue to experience many difficulties. In Ndengane a group of people decided to restart a project through a cooperative that included tourism as a business. Projects in both villages are still presented with challenges and opportunities. An understanding of and working with the critical success factors seems a possible solution to enhance the chances of success of the projects.

CHAPTER SEVEN

RESEARCH DESIGN AND METHODOLOGY

7.1 INTRODUCTION

The purpose of this multicase study is to explore the importance of considering pre-conditions for community-based tourism (CBT) before proceeding with the actual implementation of the project. Specifically, the researcher sought to evaluate individual CBT pre-conditions with a sample of CBT project members directly involved in community-based tourism to establish whether their projects were faced with challenges or presented with opportunities. The participants were selected because of their relevant knowledge and experience in relation to the case. This chapter presents the methodological framework used to guide the research process. The chapter also provides the rationale for using a case study to address the aims and goals of the research.

7.2 RESEARCH DESIGN

This section discusses the research methodology and criteria important and relevant to this study. Figure 7.1 illustrates the research design and the key processes followed in the research. Mouton (1996:107) uses the analogy of a construction company to explain research design by referring to building plans or architectural designs required before the actual construction of a building. The research design is considered the 'blueprint' of the research project that precedes the actual research process (Mouton, 1996:107). Welman and Kruger (2001:46) explain research design as a plan that is used by the researcher to obtain research participants from whom information will be collected in order to reach conclusions about the research problem, research hypothesis, or research question.

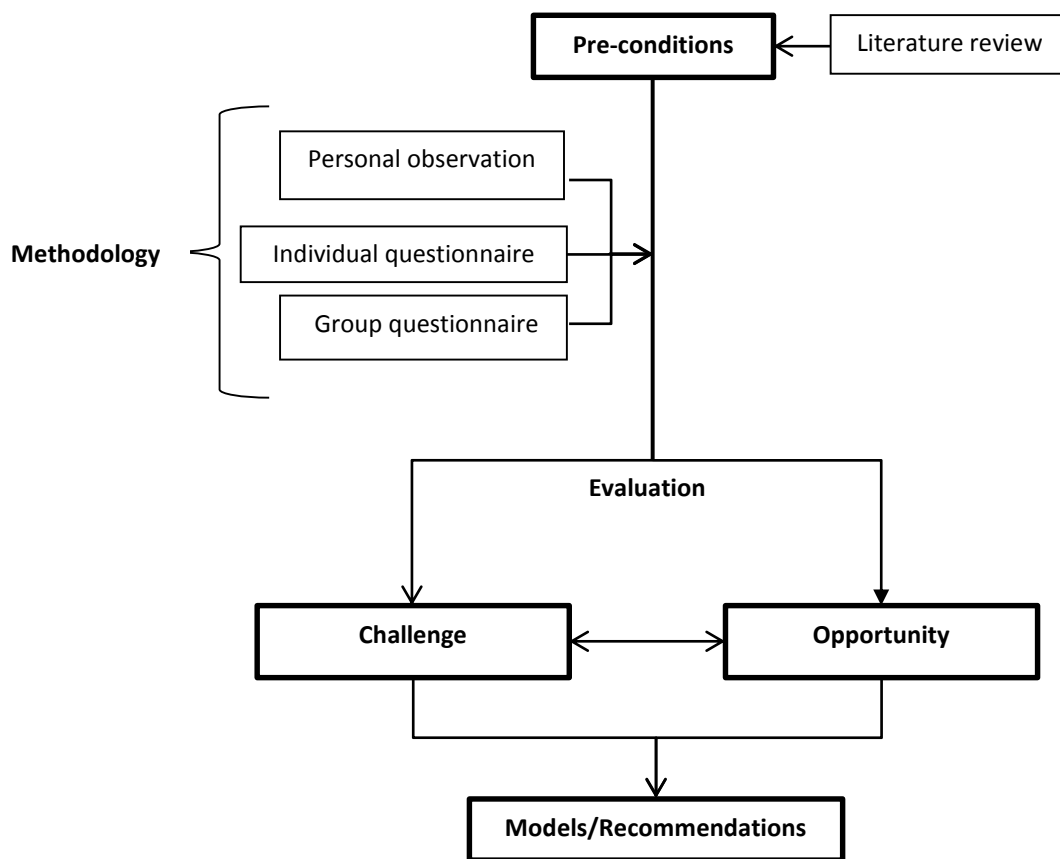


Figure 7.1: Schematic representation of the research process

7.2.1 Qualitative research design

According to Denzin and Lincoln (2013:1), qualitative research involves the collection of a variety of material to describe routine and problematic moments and meanings in individuals' lives. Qualitative research involves an interpretive, naturalistic approach to the world, implying that with this approach the researcher studies things in their natural settings by making sense of terms and meanings that people bring to them (Denzin & Lincoln, 2013:7). The emphasis is on understanding, and not seeking to determine any single causal explanation, to predict, or to generalize (Bloomberg & Volpe, 2012:180). Qualitative research is closely linked to interpretivism as a general philosophy, focusing on understanding and interpretation (Decrop, 2004:157). Terre Blanche and Kelly (1999:123) comment that the researcher working in this paradigm needs to 'assume that people's subjective experiences are real and should be taken seriously (ontology), so that we can understand others' experiences by interacting and listening to what they tell us (epistemology), and that qualitative research techniques are best suited to this task (methodology)'. Hence, the qualitative researcher believes that 'social reality does not

exist objectively but is created in interaction and through interpretation, of which the researcher is an integral part' (Sarantakos, 1993:20). Brockington and Sullivan (2003:57) offer two reasons for using qualitative methods, namely, they tend to collect data in natural settings instead of artificial and constructed contexts, and generate theory inductively from observations rather than deductively testing theories 'by trying to refute their proposition'. According to Hakim (2000:41), qualitative research can be used in combination with 'virtually' all other types of study, thus reducing the risk of invalid conclusions.

This research uses a case study approach to collect qualitative data. The case study approach allows the researcher to use various sources of evidence to present more holistic accounts of social issues and processes (Hakim, 2000:61; Nieuwenhuis, 2010:76). This research will explain and describe what happens in the two selected case study areas by evaluating each pre-condition in the CBT project to establish whether each pre-condition is an opportunity, a challenge and/or both. It is important that pre-conditions are met before establishing CBT projects.

7.2.2 Quantitative research design

Quantitative methodology follows the positivist philosophy (Sarantakos, 1993:41). This philosophy refutes intuitive knowledge. According to Bloomberg and Volpe (2012:28) the postpositivist philosophy is based on careful observation and measurement. Hence, quantitative research is systematic and objective in its application of numerical data (Maree and Pietersen, 2010:145). One theoretical principle of quantitative research is that reality is objective and there is one reality in nature, one truth (Sarantakos, 1993:41). Quantitative research tests theories about reality by looking for cause and effect through quantitative measures to gather data and test hypothesis (Ivankova et al., 2010:257). However, quantitative data collection methods are used in qualitative research. This research makes use of scores and frequencies that are represented in graphs and tables to support the interpretation and discussion of the primary data. According to Bloomberg and Volpe (2012:153) the qualitative researcher does not intend to quantify qualitative data, nonetheless scores and frequencies are used as a supplement to the narrative by looking at patterns of behaviour (Bloomberg & Volpe, 2012:153).

7.2.3 Mixed methods research

This approach addresses more complicated research questions by collecting ‘richer’ and ‘stronger’ evidence than a single method (Yin, 2014:66). The mixed methods approach assists the researcher to best understand the phenomenon of interest (Ivankova et al., 2010:257). Mixed methods research employs data collection associated with both forms of research, that is, qualitative and quantitative data (Creswell, 2003:208). This study employed a mixed methods approach for data collection; more specifically, the qualitative approach was used to gather more in-depth information from respondents, based on their CBT projects in the context of their specific socio-economic status, their local environment, educational levels, management and background of their project, and infrastructures of the area. This research therefore uses the concurrent triangulation approach to collect quantitative and qualitative data in a single phase. With this strategy, the results of the methods are integrated during the interpretation phase as they complement each other (Cresswell, 2003:217).

7.2.4 Triangulation

Triangulation involves collecting material in many different ways and from as many diverse sources as possible, allowing the researcher to understand a phenomenon from several different angles (Terre Blanche & Kelly, 1999:128). Data triangulation was employed to enhance the methodological validity of the study. For example, a number of data collection methods were used in this study, such as in depth interviews with individual respondents regarding the CBT project management, structure, opportunities and challenges, while observation involved witnessing the daily activities of the CBT project members (participants) within their natural environment from a tourist perspective, capturing the tourist environment in photographs, participation in some meetings regarding the CBT and corresponding responses from participants against tourist feedback from documentary sources (See Appendix E, showing tourist comments from the Noqhekwane guest book). The approach employed by the researcher is in line with the views of Decrop (1999:161) that triangulation looks at a research question from multiple sources of data to corroborate or illuminate the research problem. According to Mouton (2009:157) the use of multiple data collection methods compensates for the limitations of each method.

7.2.5 Trustworthiness

According to Veal (2011:46), research in leisure and tourism is fraught with difficulties. Such research relies on people for information, and uses questionnaires and interviews that are subject to imperfections; therefore the validity of data can rarely be certain as in the natural sciences (Veal, 2011:46). Therefore, qualitative research needs to be evaluated against certain criteria to show evidence that the descriptions and analysis by the researcher represent the reality of the situations and persons studied (Bloomberg & Volpe, 2012:112).

The following evaluating criteria were used in this study:

- Transferability
- Dependability
- Credibility

Transferability

According to Rule and John (2011:105), when a researcher chooses a methodology, this choice must be guided by the principle of *fit for purpose*; they explain that case study research is not fit for statistical generalisation. Nieuwenhuis (2010:76) explains that the case study methodology has been criticised for its dependence on a single case study and has been deemed 'incapable' of providing a generalising conclusion. Although this research uses two case studies, it concurs with Nieuwenhuis (2010:76) that it is not the purpose of case study research to generalise but to gain greater insight into and understanding of the dynamics of a specific situation. On this basis, this research chooses *transferability* over generalisability and external validity. According to Lincoln and Guba (1985), instead of generalisability, *transferability* is suggested. This position holds that the researcher of the case study understands best the phenomenon within its context (Rule & John, 2011:105). The researcher does this by providing thick descriptions of the case and its context, and allows his/her findings to gain a level of transferability, which the reader may determine (Rule & John, 2011:105). To address the issue of transferability, the researcher took various steps to provide a holistic picture of the situation in both cases. Chapters Four, Five and Six provide thick descriptions of the South African tourism policies in the context of cases, a presentation of the cases with the context of Mpondoland and a description of the two villages. The descriptions provided in chapters Four, Five and Six are detailed information within the context of the research with the intention to

ensure transferability. Chapter Four discussed tourism policies and strategies in South Africa, and CBT in the South African context; the tourism plans and policies for the Wild Coast in the Eastern Cape Province of South Africa were also reviewed. The chapter concluded with a discussion on the Integrated Development Plans of the Ingquza Hills and Port St Johns Municipalities, including the Tourism Master Plan for the Eastern Cape. Chapter Five surveyed the general history of Mpondoland, its traditions, migrant labour, and the position of the Mpondo People. The chapter also reviewed the history of tourism in the former Transkei and concluded with a discussion on CBT on the Wild Coast and in Mpondoland. Chapter Six introduced the case study areas, Noqhekwane and Ndengane Villages, followed by a discussion on the CBT project of both cases during the group interviews, and presented the current state of both projects and their management structures at the time of the fieldwork. The chapter concluded with a general discussion on pre-conditions, challenges and opportunities for CBT. The researcher also visited both villages as a tourist and stayed with the community prior to commencing the research. This position enhanced the description of the cases, based on the researcher's experience with the people, the CBT project and the villages.

Dependability

Dependability is similar to reliability in that the research findings would be the same if the research were to be repeated at a later date or under similar circumstances. Veal (2011:46) explains that reliability is a model taken from the natural sciences, and further explains that if experimental conditions are appropriately controlled, a replication of an experiment should produce the same results wherever or whenever it is conducted. Reliability is difficult to achieve in the social sciences, since the researcher deals with human beings in differing and constantly changing environments (Veal, 2011:46). Therefore, Lincoln and Guba (1985) suggest that in a constantly changing world, dependability is the closest one gets to reliability. However the processes and procedures to collect and interpret data are explained and can be followed by other researchers. The questionnaire was the primary tool used to collect data and was completed by the researcher during the face-to-face interviews with each community member directly involved in the CBT project in Ndengane and Noqhekwane Village. The data collected from the respondents was analysed with SPSS version 21.0. The results were presented in the form of graphs and tables. In addition and as mentioned above the researcher triangulated all the data collected, this included the results from the indepth interviews, notes from the observation exercise, notes from informal conversations with project members and

comments documented in the Noqhekwane tourist guest book, in order to find common themes to strengthen the findings of this study.

Confirmability

Confirmability is similar to objectivity, and according to Guba (1981),² cited in Rule and John (2011), this is a way of addressing the concerns about the researcher's influence and personal biases on a study. Confirmability is also about the extent to which the research findings can be confirmed by others. In order for confirmability to be achieved, it is important to disclose the research process, limitations, researcher positionality, and ethical requirements, as these help to ensure the dependability and confirmability of the case study (Rule & John, 2011:107). In addition Rule and John (2011:107-108) offer the following techniques to ensure trustworthiness of a case study:

- Crafting thick descriptions
- Verifying accounts with respondents
- Creating an audit trail
- Using critical peer checks

Thick descriptions of the cases were provided in Chapters Four, Five and Six. Interviews were conducted with individual respondents and the trust members. This increased verification of certain responses. The researcher also stayed with the community as a tourist and spent time with the community before choosing both sites as the study areas. These visits and his interaction with the community increased his understanding of the people and the CBT project. The researcher collected multiple sources of data: these included qualitative and quantitative methods and were compared through triangulation to validate the researcher's conclusion. The researcher also made use of the guest comments from the Noqhekwane guest book to verify certain responses. The lead persons involved in the CBT project were also contacted to clarify certain information. However, qualitative research is exposed to subjective perspectives and personal biases from the participants and the researcher and this needs to be considered. A researcher needs to be aware that respondents in qualitative research may provide answers from a personal perspective and for this reason the researcher needs to be tactful with certain responses.

² Guba, E.G. 1981. Criteria for assessing the trustworthiness of naturalistic inquiries. *ECTJ: Educational Communication and Technology Journal*, 29(2):75-91, Summer.

7.3 RESEARCH METHODOLOGY

This research used a case-study approach analysed by using qualitative and quantitative methods. Pre-conditions for CBT were evaluated to establish whether they constituted opportunities or challenges or both within the two selected study areas. Hakim (2000:59) explains that if a case study is used in an intellectually rigorous manner to achieve experimental isolation of selected social factors, it offers the strengths of experimental research within natural settings. Hence, the researcher selected two cases that included participants that were directly involved in operating a CBT project. Yin (2014:16) defines a case study as ‘empirical inquiry’ that (a) ‘investigates a contemporary phenomenon (the case) in-depth and within its real-world context, especially when (b) the boundaries between phenomenon and context may not be clearly evident’. According to Rule and John (2011:39), context implies a particular set of circumstances surrounding an event or a situation. Rule and John (2011:4) offer the following definition of a case study as a ‘systematic and in-depth investigation of a *particular instance in its context* in order to generate new knowledge’. Similarly, the researcher anticipated that the knowledge generated from this study would enhance CBT development projects. Consequently, the framework used in this research aims to capture the views of the community members directly involved in the two CBT projects. Unlike many other forms of research, the case study uses two or more methods of data collection (Hakim, 2000:61). The researcher used direct observation, participant observation, conducted indepth interviews and artefact analysis to gather data. Given the nature of the research questions, the case study methodology is considered the most appropriate. A case study uses a small sample and examines a particular *instance* in greater depth instead of examining multiple instances superficially (Rule & John, 2011:7). The aims of the research process are two-fold, that is, to first evaluate pre-conditions for CBT in each case and then to develop a general Pre-Condition Evaluation And Management Model to enhance the facilitation process for CBT development.

7.3.1 The population and sample size

a) Population

The population is the study object and may comprise individuals, groups, organisations, human products and events, or the conditions to which they are exposed (Welman & Kruger, 2001:46). The objective of this study was to evaluate pre-conditions for CBT in each case to establish whether each pre-condition constituted a challenge, an opportunity, or both. Ideally, both

projects should meet the minimum pre-conditions for CBT. If CBT pre-conditions are not met, then this is considered a challenge and needs to be addressed, while pre-conditions that are met, are viewed as an opportunity to be developed.

Therefore the population identified for this research was the CBT project members directly involved in the CBT project from the two selected case study areas, Ndengane and Noqhekwane Villages. The project members were selected on the basis that they were in the best position to comment on the challenges and opportunities of their CBT projects.

b) Sampling method

Sampling is a process that allows the researcher to choose the units of the target population which are to be included in the study (Sarantakos, 1993:139). The main concern with sampling is representativeness and the aim should be to select a sample that is representative of the population from which the researcher aims to draw conclusions (Durrheim, 1999:44). However, Rule and John (2011:64) explain that a case study researcher is not interested in representativeness of the sample but its ability to generate data that is relevant to the case.

This research uses purposive sampling. Purposive sampling is a form of the non-probability sampling method and makes no claim for representativeness (Sarantakos, 1993:141). According to Maree and Pietersen (2010:178), 'with homogeneous populations, where the members are similar with respect to variables that are important to the study, smaller samples may adequately represent the population'. The participants were selected because of their relevant knowledge and experience in relation to the case. All 17 members who were currently operating a community-based tourism business in the village of Noqhekwane and all five members from the village of Ndengane who were starting their CBT business were approached to participate in the study. This study specifically focused on individuals directly involved in CBT projects and most likely to contribute data both in terms of relevance and depth.

7.4 DATA SOURCES

The primary data sources for this research included the community members who were directly involved in CBT projects in each of the two selected villages. According to Gelo et al. (2008:275), primary data may be collected directly from the subjects constituting the sample. Gelo et al. (2008:275) also point out that in quantitative research, data has to be collected which is relevant to test the formulated hypothesis, while data collected for qualitative research allows

for an in-depth understanding of the participants' perspective. The data collection techniques employed in this research were literature reviews, questionnaires, in-depth interviews, group discussions, artefact analysis, participant observation and documentary sources.

7.4.1 In-depth Interviews

An interview is a conversation between the interviewer and the participant (Nieuwenhuis, 2010:87). During the conversation process, the interviewer asks questions and collects data from the participant (Nieuwenhuis, 2010:87). Interviewing is described as an intimate process offering the researcher an opportunity to know and understand how the participants think and feel (Terre Blanche & Kelly, 1999:128). Additionally, interviews are prepared and executed in a systematic way (Sarantakos, 1993:246). The three types of interviews employed in qualitative research are unstructured, semi-structured and structured interviews.

Interviews were used in this study to generate qualitative data in respect of CBT pre-conditions of the two projects. Interviewing is a form of questioning that employs verbal questioning as its main technique of data collection (Sarantakos, 1993:246). Semi-structured interviews contain elements of structured and unstructured interviews (Sarantakos, 1993:247). The structured approach for data collection allowed participants to answer certain questions as they appeared on the questionnaire, while the unstructured approach dealt with a list of topics that the researcher needed to raise. With semi-structured interviews the participant usually answers a set of pre-determined questions (Nieuwenhuis, 2010:87). One feature of this type of interview is the use of both closed and open-ended questions. The same questions are asked to each respondent but the interviewer has the opportunity to adapt terminology to suit the educational level of the respondent (Welman & Kruger, 2001:161). Semi-structured interviews allow the use of both qualitative and quantitative techniques (Sarantakos, 1993:247).

In this study each community member directly involved in the CBT project was interviewed and asked to appraise each pre-condition for CBT in relation to his or her project. This was done in the form of face-to-face interviews fully administered by the researcher, who spent two weeks in the villages to personally carry out the fieldwork with the help of an assistant who was both isiXhosa and English literate. The field assistant employed in this study was experienced and had worked with other researchers, and was also a certified tourist guide who had the opportunity to train within a European Union-sponsored project in the village.

According to Leslie and Storey (2003:131-132), research assistants are of great value during fieldwork as they have the advantage of the local language and are able to organise entry into the research community, especially if they are well known and trusted. Some of the questionnaires were administered at the respondents' homes and the rest were administered at the local church in Noqhekwane Village. In Ndengane the questionnaire was administered at a homestay rented by the researcher.

7.4.2 Instrument design – questionnaire

Semi-structured questionnaires were used to capture information from respondents (see Appendix A for the questionnaire used in this study). In designing the questionnaire, open-ended questions and a five-point Likert scale were used. The Likert scale was employed to measure the respondent's views in relation to the sixteen CBT pre-conditions in respect of their projects. Likert scales provide ordinal measures of respondents' attitudes by their agreeing or disagreeing with a statement (Maree & Pietersen, 2010:167). Hence, the use of the Likert scale allowed the researcher to collect qualitative data and analyse data more easily. Opened-ended questions provide rich sources of information (Veal, 2011:284). The researcher also made use of open-ended questions to generate qualitative data during the in-depth interviews. A pitfall with open-ended questions are difficulty for illiterate people to answer and statistical analysis is also a challenge (Maree & Pietersen, 2010:161). Closed-ended questions offer the respondents a range of answers to choose from and respondents are usually required to tick their choice as in the case of a self-completed questionnaire (Veal, 2011:284). In this study a questionnaire was used to capture views of the respondents. The structure of the questionnaire is as follows:

Section A Required respondents to provide demographic information such as gender, age, employment status, educational level, marital status and income. There are 10 questions in this section.

Section B Required information related to the project members' initial involvement in tourism, reasons for involvement in tourism, main tourism activity as a member of the project, and training requirements if necessary.

Section C The first section required respondents to express their opinions about issues related to their CBT projects and to respond to statements of agreement/disagreement based on 16 CBT pre-conditions that were

extrapolated from the literature and recommended as an initial feasibility assessment before initiating a CBT strategy: 1) Adequate presence of infrastructure, 2) presence of tourism assets (physical/natural landscape, 3) presence of tourism assets (cultural – dance, food, architectural style, 4) market (existence of a market for their CBT projects, 5) product development, 6) community-appropriate capabilities, 7) financial resources, 8) community traditional leader, 9) CBT project leader, 10) community interest in tourism, 11) existence of decision-making structure, 12) government, 13) no threats to physical environment, 14) no threats to local culture, 15) profitability – individual, and, 16) profitability – communal). The second section required respondents to rank the 16 pre-conditions listed above in order of importance. Number 1 was most important and number 16 least important.

Section D This section consisted of a group questionnaire (unstructured). This group was chosen on the premise that they comprised the management members with the CBT structure. The researcher was aware of the members that comprised the management team through the project leaders in both cases. The researcher also visited the project areas previously and was familiar with the set up. Thus, the sampling of this group was purposive. The researcher through the project leaders requested the participation of the management members. CBT project members from both villages had to provide answers to the following themes: how the CBT project started, ownership and management, management structure, and requirements to move forward, keeping in mind the pre-conditions for CBT.

7.4.3 Pilot study

Pilot studies assist in identifying problems with the design of the research technique or tool. Three academic colleagues and the supervisors were asked to review the questionnaire. The academic feedback reported mistakes in the Likert scale. The language style used in the statements were incorrect and required adjustment. This was corrected and reviewed by the supervisors and the academic colleagues. The questionnaires were then field tested with the two research assistants and did not require revision. The aims were to establish understanding of the questions and to avoid ambiguities. According to Plowright (2011:88) a pilot exercise

can focus on the clarity of the questions. Discussions were held with the translators regarding the questionnaire to promote better understanding before the actual fieldwork. All the respondents spoke isiXhosa and had little understanding of English, which is why the researcher chose to pilot test the questionnaire with the two research assistants who are both isiXhosa and English literate and are employed as translators.

7.4.5 Participant observation

According to Veal (2011:246), participant observation allows the researcher to become a participant in the social process being studied. The researcher was privy to CBT meetings during previous visits to both villages. The issues discussed at the meetings provided the researcher with a holistic understanding of the CBT projects. This technique was selected to enable the researcher to gain insight into the community-based tourism processes as they occurred; this applied to Noqhekwane specifically, as its project was operating. In the case of Ndengane, the researcher did visit potential tourism sites and observed the area, keeping in mind the pre-condition themes necessary for CBT extrapolated from the literature. This approach accords with that of Yin (2014:240), who explains that participant-observation is a mode of data collection that allows a case study researcher to become involved in the activities of the case being studied. The researcher also stayed with both communities as a paying guest, using homestay accommodation during previous visits and during the fieldwork. Such opportunities allowed the researcher to gain an insight into how the CBT project operates. In this case the researcher used focused observation and asked specific questions about the CBT during interaction with CBT members. The researcher made notes and took photographs during this process. Some of the photographs are presented as evidence in Chapter Six. The observations were made to support certain questions and responses from participants. Furthermore, participant observation also allows the researcher to gain knowledge through informal interaction with the community.

7.4.6 Artefact analysis

According to Plowright (2011:92) the main process involved in artefact analysis consist of deconstruction which generates raw data that are collected by the researcher, analysed and interpreted. The researcher presented photographs and copies of tourist feedback from the

Noqhekwane guest book records to substantiate the issues that are reflected in the CBT pre-condition themes in conjunction with participant responses.

7.4.7 Data analysis

The questionnaire was the primary tool used to collect data and was completed by the researcher during the face-to-face interviews with each of the community members directly involved in the CBT projects in Ndengane and Noqhekwane Villages. The data collected from the responses was analysed using the Statistical Package for the Social Sciences (SPSS) version 23.0. Raw data was entered into the program and data was coded. Depending on the data type, appropriate statistics was done to answer the research questions. Furthermore, the quantitative and qualitative data were interpreted together by following the triangulation process.

7.4.8 Ethical Considerations

In qualitative research the researcher experiences reality through interaction with the participants (Sarantakos, 1993:20). According to Veal (2011:17), there is an intimate relationship between the researcher and what is being studied in respect of qualitative research. With this research being qualitative, the researcher had to interact closely with the participants, entering their environments, crossing their personal barriers, and encountering the possible power relations that they may experience. This actually raises ethical concerns that need to be carefully considered before the researcher engages with the participants. According to Rule and John (2011:112), researchers need to apply for ethical clearance before commencing with their study and this is a standard practice for research conducted in academic institutions. For this study, the researcher was required by the Cape Peninsula University of Technology to obtain permission from the Eastern Cape Department of Economic Development, Environmental Affairs and Tourism (DEDEAT) to conduct the research in the Ndengane and Noqhekwane Villages (see Appendix B: Permission letter from the Province of the Eastern Cape, Department of Economic Development, Environmental Affairs and Tourism [DEDEAT]).

7.4.9 Informed consent, voluntary participation and confidentiality

The potential participants reside approximately 380km from the researcher and they do not have access to internet. In order to get consent from the potential participants the researcher

arranged a meeting with the assistance of the translator in July 2013 to describe the purpose of the research and request an interview with those members involved in managing the CBT project. At this meeting permission to participate in the research was requested. The researcher informed the prospective participants of the possible month of the actual interviews. This information was later communicated to the prospective participants and coordinated by the field assistant. Before the actual interviews the researcher re-emphasised the purpose of the research with the help of the translator (see Appendix C: Letter of information). The participants were also informed that they will not be exposed to undue physical or psychological harm and their participation was voluntary. Respondents were also assured of confidentiality. A letter of informed consent was also given to the participants (see Appendix D). The researcher endeavoured to remain honest and respectful towards all participants during the study.

7.5 CONCLUSION

Two study sites were selected that operate CBT businesses. The project members were the key informants and were purposely selected on the premise that they will contribute by answering questions pertinent to the aims of the research. Both cases are different in terms of size and years of operation. Ndengane is operating from 2012 and Noqhekwane is operating for nine years. However, both CBT projects share similar characteristics in terms of tourism assets. Both sites are endowed with physical and cultural tourism assets. On the contrary both sites lack vital infrastructure that is necessary for CBT development. These characteristics inspired the researcher to evaluate both projects to determine if CBT pre-conditions were either a challenge or an opportunity or both.

Data collection strategies included in-depth interviews, participant observations, a semi-structured questionnaire, and artefact analysis. The findings for the objectives (1, 2, 3 and 4) are chapter specific and presented within Chapters Three, Six and Nine, while the findings for objectives (5, 6 and 7) are presented in Chapter 10. The next chapter discusses the results of the study.

CHAPTER EIGHT

INTERPRETATION AND DISCUSSION OF THE PRIMARY DATA

8.1 INTRODUCTION

This study explores the importance of considering pre-conditions for community-based tourism (CBT) before proceeding with the actual implementation of the project. Ignoring this fundamental step may lead to failure of CBT projects. The researcher evaluated individual CBT pre-conditions with a sample of CBT project members directly involved in community-based tourism to establish whether their projects were faced with challenges or presented with opportunities. It was anticipated that knowledge generated from this study would enhance CBT development projects, thus increasing possible success. This chapter presents the key findings obtained from the interviews conducted with the 22 project members that participated in the study. The questionnaire was the primary tool used to collect data and was completed by the researcher during the face-to-face interviews with each community member directly involved in the CBT projects in Ndengane and Noqhekwane Villages. The data collected from the responses was analysed with SPSS version 21.0. The results present the descriptive statistics in the form of graphs, cross-tabulations and other figures for the qualitative data collected. Inferential techniques include the use of correlations and chi-square test values, which are interpreted using the p-values.

Although it is not usual to include literature review references in a data presentation and analysis chapter, the researcher has done this in this work. This was done, specifically in Section B and Section C, to support the pre-conditions stipulated by various authors from community-based tourism (CBT). The study was a practical application of criteria for CBT in two areas of the Eastern Cape Province of South Africa, and it was important for the credibility of the study to show links between the pre-conditions for effective CBT and the two villages of the study.

8.2 SAMPLE

All 17 CBT project members from Noqhekwane and all five CBT project members from Ndengane participated in the study. The members of the CBT ventures were approached to participate in the study through the lead person for each project. Purposive sampling was used in this study, which specifically focused on all 22 individuals involved in CBT, on the basis that they were most likely to contribute data both in terms of relevance and depth. The research

instrument consisted of 174 items, with a level of measurement at a nominal or an ordinal level.

The questionnaire was divided into four sections that measured various themes: as follows:

SECTION A: Biographical Data

SECTION B: General Tourism

SECTION C: CBT Project Pre-conditions

SECTION D: Group Questions (see Chapter Six)

8.3 RELIABILITY STATISTICS

The two most important aspects of precision are **reliability** and **validity**. Reliability is computed by taking several measurements on the same subject(s). A reliability coefficient of 0.70 or higher is considered ‘acceptable’. Table 8.1 below reflects the Cronbach’s alpha score for all the items that constituted the questionnaire.

Table 8.1: Cronbach’s alpha score

Section	Ndengane	Noqhekwane
c5	.164	
c6	.675	.293
c7	.301	.529
c8	.314	.537
c9		.279
c10		.488
c11		.089
c12	.526	.579
c13		
c14	.871	
c15	.944	.350
c16		.623

Source: Researcher Constructed

Certain sections for Ndengane had reliability scores that were close to, or exceeded, the recommended value of 0.700. This indicates an overall degree of acceptable, consistent scoring for these sections for this research. In some instances, the reliabilities could not be determined, while in others the Cronbach’s alpha had a lower than acceptable level. Primary among the reasons for this is that the construct is newly developed and would possibly require further testing to perfect. In addition, the number of variables is relatively small and the sample size is not large.

SECTION A

8.4 BIOGRAPHICAL DATA

This section summarises the biographical characteristics of the respondents. It constitutes the profile of the project members directly involved in the project.

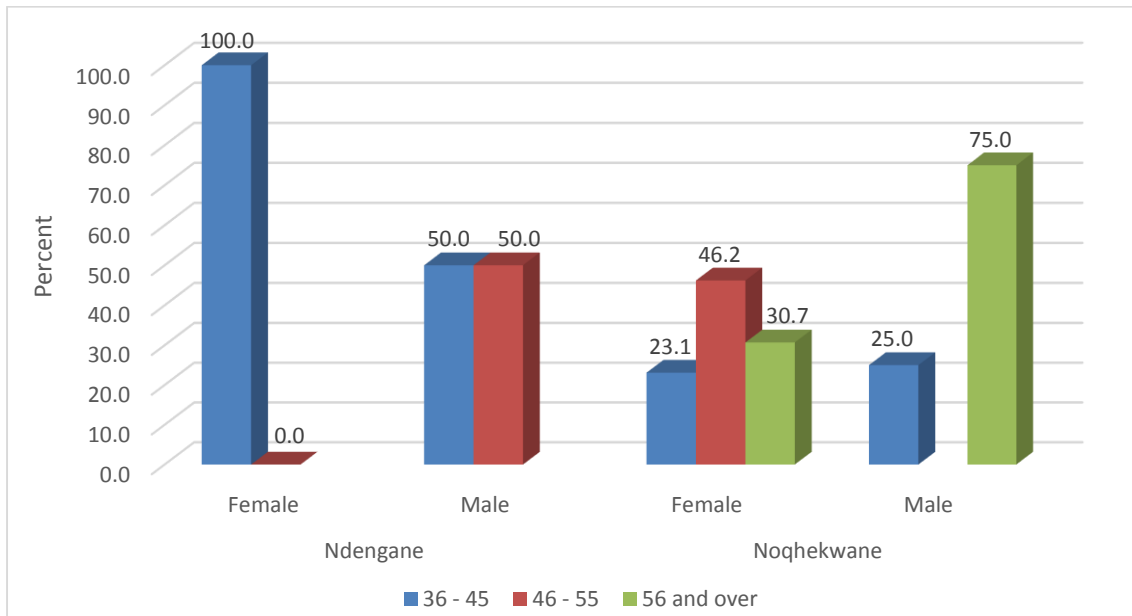


Figure 8.1: Gender of the respondents by age

The results for gender and age show that there were more respondents in Ndengane than in Noqhekwane in the age category of 36 to 45 years. In Ndengane itself, there were more women than men within this age category. The results also show that 50% of the men in Ndengane were within the 36–45 and 46–55 age groups. The situation is very different from Noqhekwane: 23% of women comprised the 36–45 age group; approximately 46% of women were within the 46–55 age group and 30.7% of women were over 56 years old. Only 25% of men in Noqhekwane were within the 36–45 age group and 75% of the men were over 56 years old. From the results presented it is noticeable that youth are not involved in the CBT project in both villages. However, it was decided in a meeting that was held in Noqhekwane on the 24th of October 2013 that youth would be included in the CBT project. The researcher was present at this meeting.

It is important to note that the researcher was approached by a young person during fieldwork in Noqhekwane and was advised of the importance of including youth in the CBT project. This is an important fact when considering the high rate of unemployment among youth in South Africa.

Table 8.2: Place of birth area cross-tabulation

			Area		Total
			Ndengane	Noqhekwane	
Place of birth	In the village (Noqhekwane/Ndengane)	Count	4	15	19
		% within area	80.0%	88.2%	86.4%
	Other (In OR Tambo Municipality)	Count	0	2	2
		% within area	0.0%	11.8%	9.1%
	Other (Outside OR Tambo Municipality)	Count	1	0	1
		% within area	20.0%	0.0%	4.5%
Total	Count	5	17	22	
	% within area	100.0%	100.0%	100.0%	

The results for place of birth and place of residence of the respondents show that 4 of 5 who live in Ndengane were born in Ndengane and 15 of 17 of the respondents who live in Noqhekwane were born in Noqhekwane. This is a significant fact as the results indicate that local (born in the area) people are involved in the CBT project in both cases. The results are congruent with the following information extrapolated from the literature review, that community-based tourism should be owned and/or managed by communities to generate wider community benefit (Dixey, 2005:29). Community-based tourism or enterprises should involve local communities because it is normally developed on community land, and based on cultural and natural assets and attractions (Nelson, 2004:3).

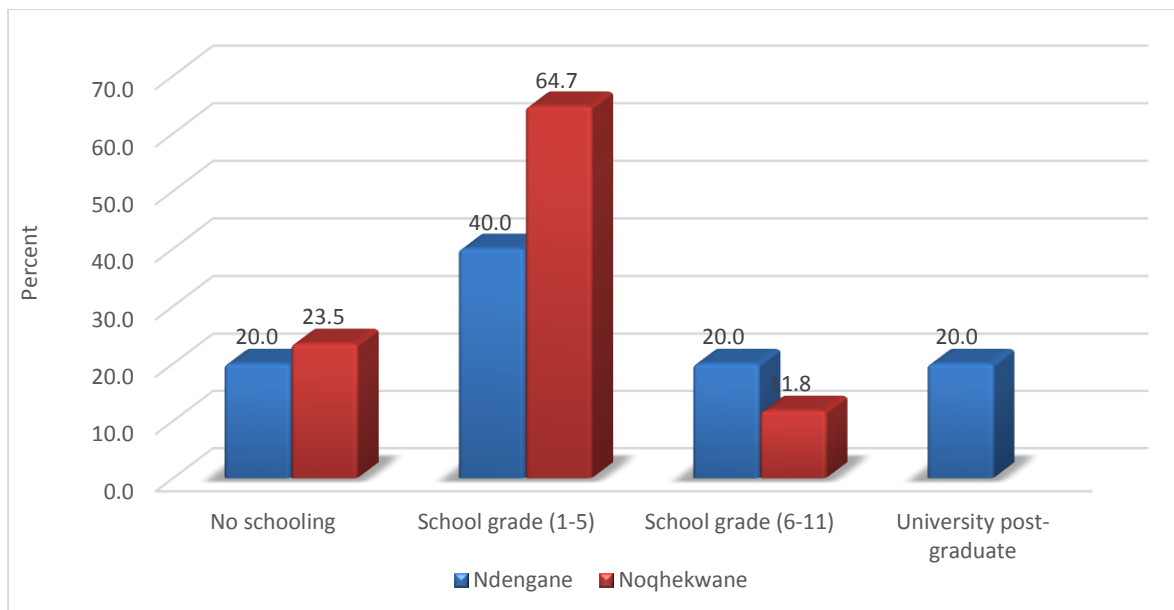


Figure 8.2: Educational patterns of the respondents

The results on educational patterns of the respondents from both cases show that only 1 of 5 of the respondents from Ndengane had a postgraduate qualification. There were no respondents from Noqhekwane with a post-school qualification. Only 2 of 5 of the respondents from Ndengane had at most completed Grade 5. The corresponding figure for Noqhekwane was 11 of 17. Only 1 of 5 of the respondents in Ndengane had completed Grades 6–11 and only a few, 2 of 17 of the respondents from Noqhekwane had completed the same grades. The results also show that only 1 of 5 of the respondents from Ndengane had no schooling, while the corresponding figure for Noqhekwane is 4 of 17. Prior to democracy in South Africa, education was configured along race, class and geographic lines (Fataar, 1997: 338). The majority of the black population received no schooling at all (Jugmohan, 2009:12). The problem was exacerbated when the apartheid government created further divisions by introducing Bantustans for separate ethnic groups, hence the introduction of Bantu Education (Fataar, 1997:338). The poor educational levels of the project members can be attributed to the type of schooling offered to them.

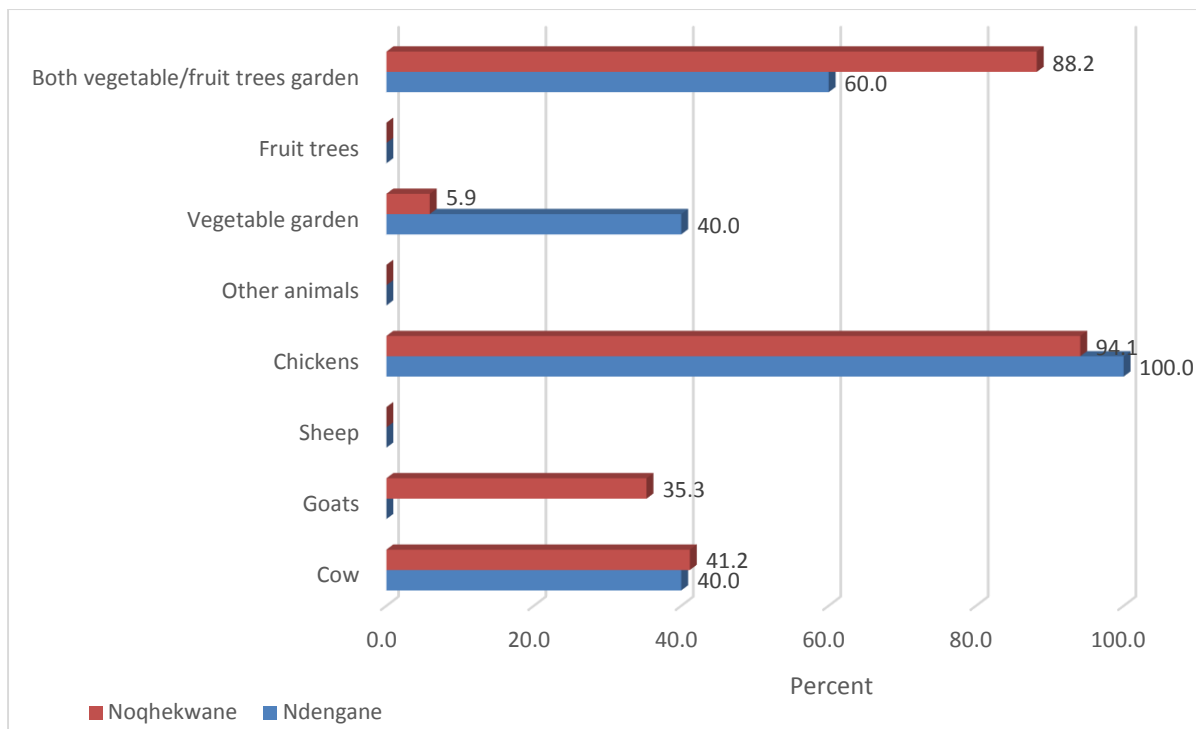


Figure 8.3: Households with animals/gardens

Gardening and small-animal farming are the most common activities of respondents. Herd farming (goats and cows) is done on a smaller scale; the figures for Ndengane show 2 of 5, while the figures for Noqhekwane show 6 of the 17 respondents as having cows. The results also indicate the majority, 4 of 5 of the respondents from Ndengane, and all, 17 of 17 of the respondents from Noqhekwane, keep chickens. With no electricity and refrigeration, chickens can be freshly consumed.

The results also show that the majority, 15 of 17 respondents have both vegetable and fruit tree gardens in Noqhekwane and the corresponding figure for Ndengane is 3 of 5. This is not unusual, as the communities continue with a subsistence way of life. This was observed by the researcher while walking through the homes of the village community during previous visits and during the fieldwork (see images in Figure 8.4 and Figure 8.5). As mentioned in Chapter Six, project members from Noqhekwane produce marmalade made from oranges that they harvest from their gardens (see Figure 8.13), which is sold to tourists and local retailers. The soil in Noqhekwane is fertile and good for planting. The results for Ndengane show that 3 of 5 of the respondents from Ndengane have vegetable gardens. The results presented in Figure 8.6 are significant and compatible with village life, and can be confirmed by information derived from the literature. For example, Mcetywa (1998:13) explains that the people from the Mpondo

Kingdom were organised and firmly established, growing maize and millet, and herding their livestock. This means that people have continued with their subsistence practices and the tradition of herding livestock to this day. Their economic independence rested on their wealth in cattle used for trading to obtain various essential commodities (Mason, 1918:38; Beinart, 1979a:200). Figure 8.4 shows a garden with cabbages used for personal consumption and also sold to local traders. Figure 8.5 shows a garden with bananas, tomatoes, potatoes, herbs, and oranges.



Figure 8.4: Researcher in a garden in Ndengane



Figure 8.5: Researcher in a garden in Noqhekwane

SECTION B

8.5 GENERAL TOURISM

This section investigates the responses to general tourism-related questions.

The success of the Amadiba tourism project prompted PondoCrop in 2000 to negotiate with the European Union-Funded Support Project for the Wild Coast Spatial Development Initiative Programme to extend the existing trail along the entire length of the Wild Coast (Ntshona & Lahiff, 2003:39). It was at this expansion phase that the Noqhekwane and Ndengane villages were subsequently incorporated into the EU project. The EU left the project after their contract expired and at most a few selected community members received some training in Noqhekwane and continued with the operations of the project (personal communication, CBT trust member, September 2013). Figure 8.6 shows the respondents involvement in tourism in terms of years and at which phase they joined the project.

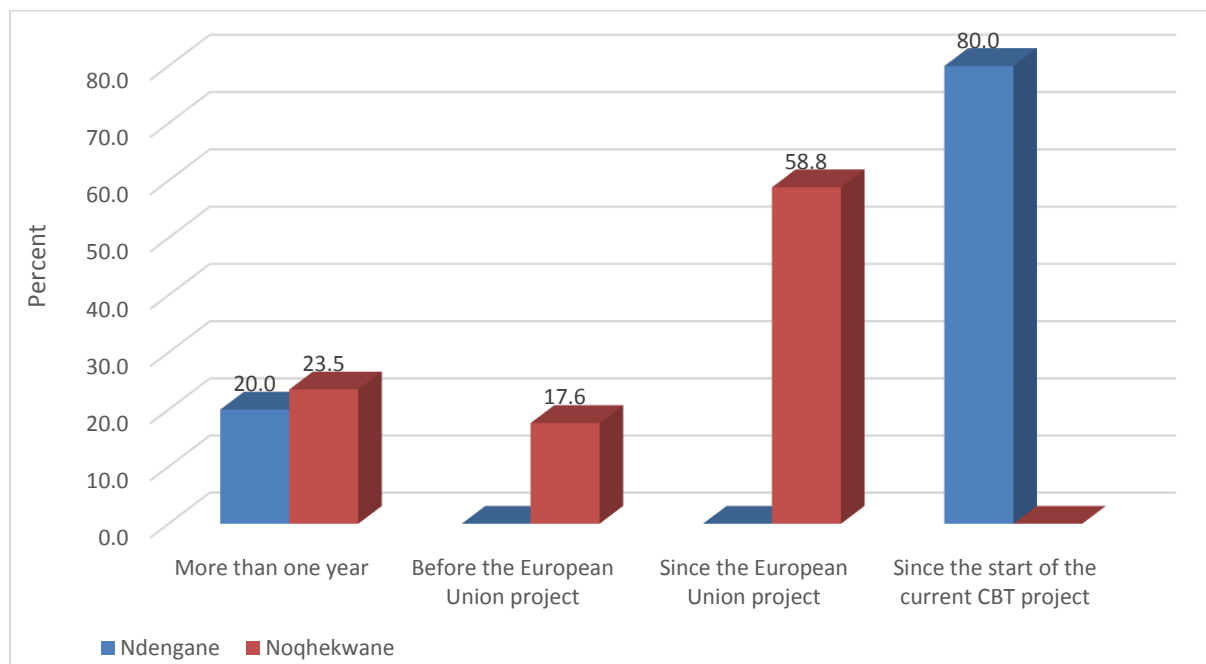


Figure 8.6: Respondents' initial involvement in tourism

This explains why the majority, 10 of 17 of the respondents from Noqhekwane, have been involved since the EU project. According to respondents in Noqhekwane, the EU asked the community to select people at an *imbizo* (meeting) to look after tourists. The EU decided that it was necessary to train the selected community members before implementing the project.

The training included management, catering and accommodation, tour guiding and horse keeping.

Ndengane was one of the villages advertised to bidders by the EU and the DEAT (Prospectus Wild Coast Camps Mpondoland, 2005), where a private bidder took over the project at Ndengane and built tented camps. The original idea of making improvements to existing community members' homes to offer village-based accommodation as planned for both villages by the EU was abandoned, and the CBT project in Ndengane did not take off in terms of community involvement. This confirms why 4 of 5 of the respondents from Ndengane decided to start their own CBT project and were not involved in the EU-planned project. Only 1 of 5 of the respondents in Ndengane had been involved in tourism for more than a year; this is because tourism activities existed in Ndengane before the idea to start a new CBT project was conceptualised by the current co-operative. Figures for Noqhekwane also show that few members – 4 of 17 – had been involved in the project for more than a year. Only 3 of 17 of the members in Noqhekwane had been involved in tourism before the EU-supported project; here again tourism continued to exist in the village in a less formal way and these members had taken their own initiative to earn money from tourism.

(Multiple responses were possible; hence the total percentage would not equal 100%)

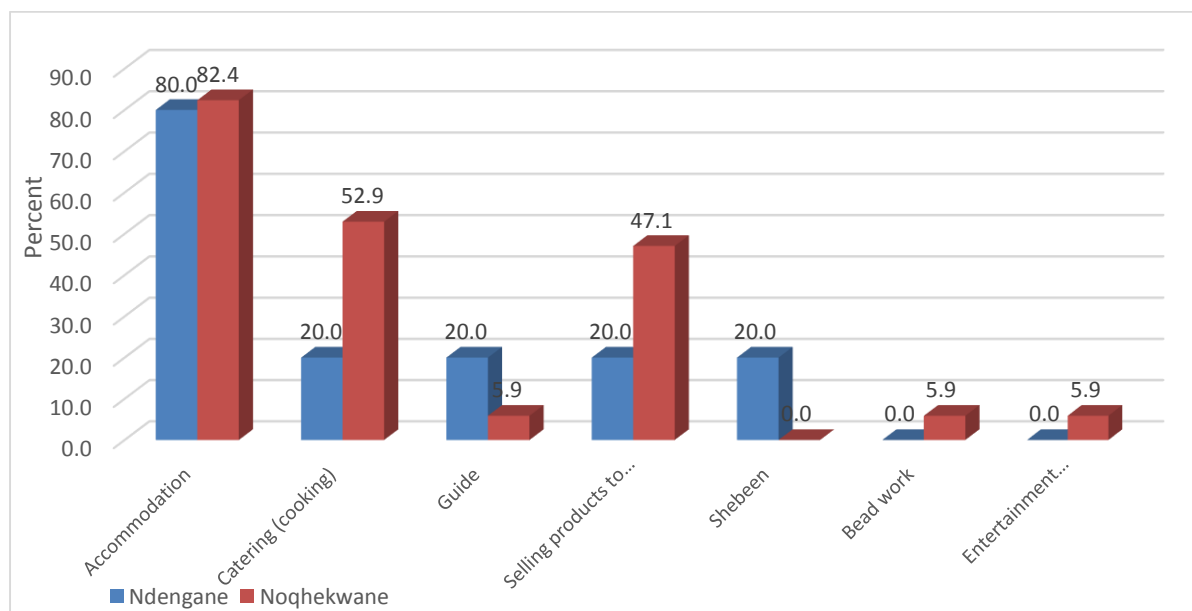


Figure 8.7: Main tourism activity within the CBT project

The results show that the majority, 4 of 5 respondents from Ndengane are involved in accommodation as their main tourism activity. The responses for other tourism activities are the same for other options in Ndengane; the results show that at least 1 of 5 was involved in

catering, guiding, the shebeen, and the sale of arts, crafts, fruit and vegetables to tourists. The number is greater for respondents from Noqhekwane, showing a majority, 14 of 17, engaged in accommodation, 9 of 17 in catering, and 8 of 17 in product sales, while 1 of 17 of the respondents sold beadwork. The reason for more respondents from Noqhekwane being involved in accommodation and catering is an outcome of training and funding for basic catering and accommodation items by the EU support project. According to respondents from Noqhekwane, the EU did contract service providers to train ten people who were selected by the community at an *imbizo* (meeting) to look after tourists. (Figures 8.8, 8.9, 8.10 and 8.11 show some of the CBT engagements).



Figure 8.8: Researcher with cultural dance group and CBT members in Noqhekwane



Figure 8.9: Researcher in front of rondavel accommodation in Noqhekwane



Figure 8.10: Rondavel-type accommodation being built in Ndengane



Figure 8.11: Researcher with Noqhekwane CBT members showing locally produced marmalade

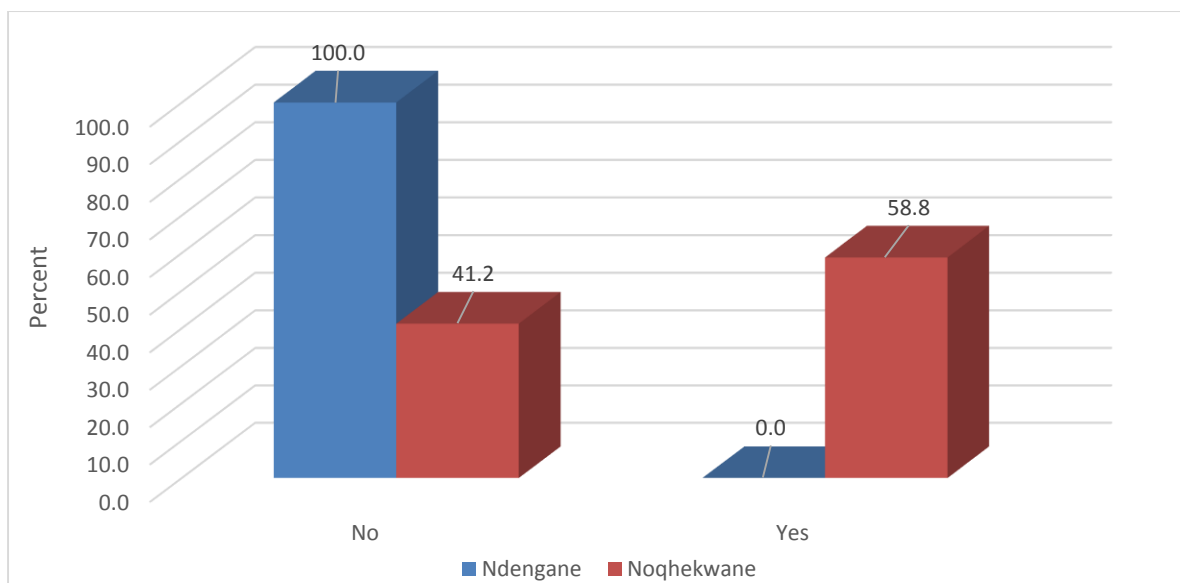


Figure 8.12: Main occupation

When respondents were asked if tourism was their main occupation, all 5 of 5 respondents from Ndengane answered ‘no’ to this question, while the majority, 10 of 17 of the respondents from Noqhekwane, answered ‘yes’, that tourism was their main occupation. This result can be correlated with the results of the question of whether households had animals and gardens (see Figure 8.3). The results show that respondents in both villages were not dependent on tourism only, as they continued to engage in herd farming (goats and cows) on a smaller scale.

Table 8.3: Reasons for working in tourism

	Ndengane	Noqhekwane
Earn an income	4	9
I like tourism	1	8
Total	5	17

Respondents from both areas indicated that income generation was the main reason for their being involved in tourism. For very poor communities in developing countries, tourism is regarded as an alternative source of income (Novelli & Gebhardt, 2007:445). This correlates with the results on why the CBT project members from both villages had started to work in tourism; the majority, 4 of 5 respondents from Ndengane and more than half of the respondents, 9 of 17 from Noqhekwane, work in tourism to earn an income, while only 1 of 5 of the respondents from Ndengane and a number of respondents, 8 of 17 from Noqhekwane, enjoy working in tourism. I like tourism is a combination of enjoying being in the business of tourism and earning and income as well.

Table 8.4: Tourism training received by Noqhekwane CBT members

		Area
		Noqhekwane
Type //(Qualification)	Certificate	1
	Community Tourism Management	5
	Canoeing	1
Total		7

(Multiple responses were possible; hence the total percentage would not equal 100%)

As explained in Chapter Six, the EU left the project after their contract had terminated and at most a few selected community members from Noqhekwane received some training (personal communication, CBT trust member, October 2013). Management training was provided by the Border Technikon at a lodge in Port St Johns. The results show that five people hold community management training certificates and one member holds a certificate in canoeing.

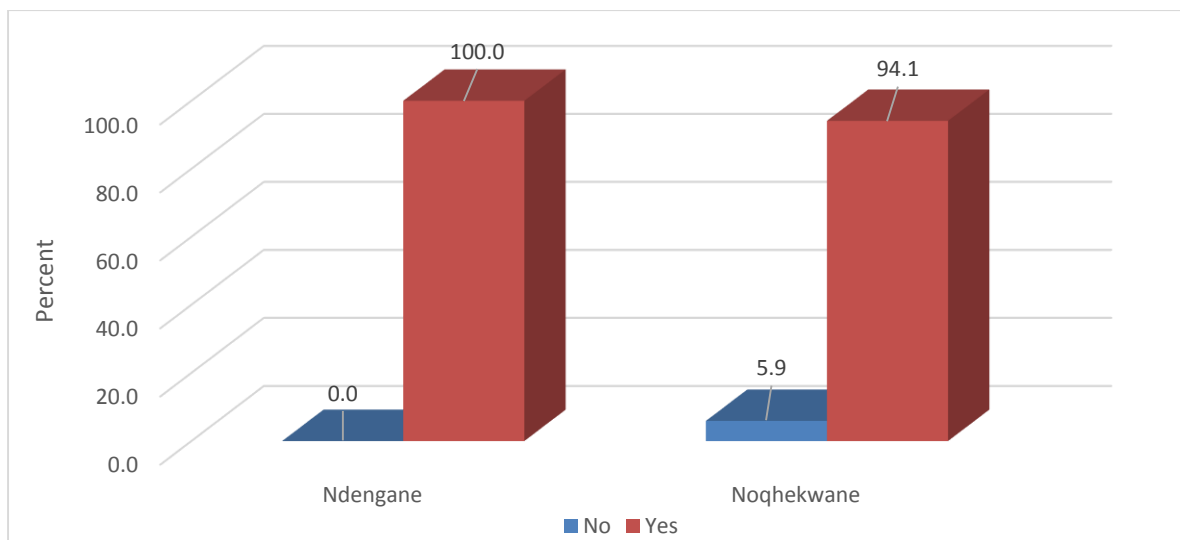


Figure 8.13: Training needs by CBT members

The results for the question on training needs show that all respondents, 5 of 5 from Ndengane, believed that they needed more training. The corresponding figures for Noqhekwane show that majority of respondents, 16 of 17, required training. Overall, respondents indicated that there was a need for further training. The CBT project members from Ndengane were clear that training and skills development was one of their most important needs (see Table 6.2 in Chapter Six). This is consistent with the results on education patterns (see Figure 8.2) that show only one respondent had completed a postgraduate qualification in Ndengane, while 2 of 5

respondents from Ndengane and 11 of 17 respondents from Noqhekwane had completed Grade 1–5 only.

Table 8.5: Skills required by CBT members.

	Ndengane	Noqhekwane
	Count	Count
Accommodation	3	0
Hospitality and catering	2	7
Customer care	2	1
Guiding and training	1	2
To be more professional in tourism services	1	0
Review the management of campsites	0	1
First aid	0	1
Bead work and sewing	0	2
Catering for tourist needs	1	4
Fishing	0	1
Marketing to improve business	0	1
Dance group co-ordinators	0	1

The data in Table 8.5 for skills required by CBT members for Ndengane shows that 3 of 5 respondents required skills associated with accommodation, followed by 2 of 5 respondents requiring skills in hospitality and catering, while the corresponding figure for Noqhekwane is 7 of 17. A further 2 of 5 respondents from Ndengane and only 1 of 17 respondents from Noqhekwane required skills in customer care. One of five respondents from Ndengane also believed that they wanted to be more professional in tourism services, while 1 of 5 believed that they needed skills to cater for tourist needs; the corresponding figure for Noqhekwane was 4 of 17 requiring the same skills. In general the accommodation sector within the tourism industry normally accommodated the bulk of tourists at any given time and generally formed the nucleus for tourists at destination.

This result could be associated with the Type 1 CBT model proposed by Mtampuri and Giampicoli (2013), where they suggest a lodge form the hub and various activities be connected around the main CBT venture(s) (accommodation), with the intention of spreading the benefits (see Chapter Three, section 3.2.5, CBT models). Similarly, respondents in Ndengane were aware that if the accommodation sector acted as a nucleus, they would be able to capitalise on lodging and catering, and would benefit more financially. The respondents also understood that customer care was important when dealing with guests.

Tour guiding also featured as a skills requirement, 1 of 5 respondents from Ndengane believed that they required skills in tour guiding and a few respondents, 2 of 17 from Noqhekwane opted for the same skill. Only 1 of 17 respondents from Noqhekwane believed that they required skills in marketing, fishing and co-ordinating dance groups.

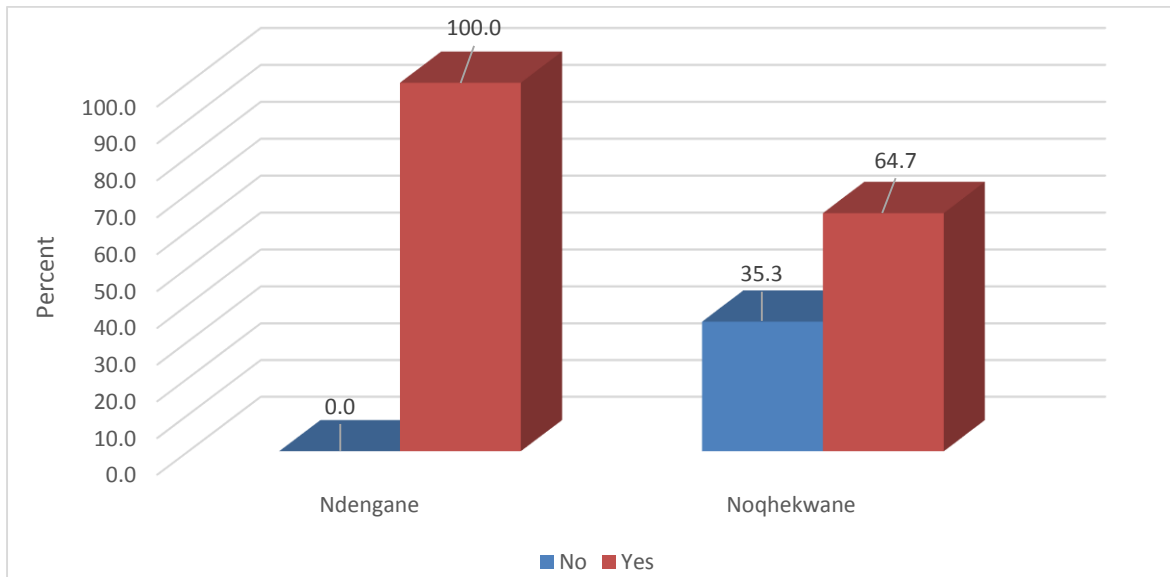


Figure 8.14: Preference of CBT members to work in groups

The results for the question (Figure 8.14) on working in groups, shows that all respondents, 1 of 5 from Ndengane, did not mind working in a group. In this case it is obvious since the group itself is a voluntary co-operative. The corresponding result for Noqhekwane for the same question showed that fewer respondents, 6 of 17, were not in favour of working in a group, while a majority of the respondents, 11 of 17, preferred to work in a group.

In discussing these results it is accepted that information may not be ‘factual’, but the perceptions or opinions of the participants.

Table 8.6: Reasons for choosing to work in a group

	Ndengane	Noqhekwane
	Count	Count
More opportunities to make plans and share ideas	4	8
More power and no funding if you work alone	1	2
So that tourists are not left unattended	0	1
Difficult to work in groups as people are lazy	0	6
Talk too much	0	1

The reasons for choosing to work in a group, or not, are shown in Table 8.6. The majority of respondents, 4 of 5 from Ndengane, believed that working together offered more opportunities to make plans and share ideas, while a large number of respondents from Noqhekwane, 8 of 17, also preferred to work in groups. Only 1 of 5 respondents from Ndengane felt that working together meant more power, adding that working alone reduced the chances of obtaining funding. Only 1 of 17 respondents from Noqhekwane felt that working in a group would ensure that tourists are not left unattended. This is a very important point and can be linked to the operations of the Noqhekwane CBT project, where different members are tasked with specific tourist services according to a rotation system, such as guiding, catering, and accommodation. This is a parallel process, as tourists are taken on a village tour by the guide, and the itinerary includes a break for lunch provided by the caterer; should the tourist stay overnight, this will involve an accommodation provider.

Hence, the Noqhekwane project will not be able to function properly if members do not operate as a unit, as the project requires that tourists take the ferry that operates from Port St Johns to cross the Umzimvubu River to ride horses along the beach to reach the village, and be guided by CBT member. Alternatively, the tour operators or the backpacker company drives the tourists to the village and they are dropped off at a central point; from here a tour guide takes over. The tourists can either hike to the village or ride horses to the village. Tourists are taken on a tour around the village first, followed by a lunch prepared by the catering group. Tourists can also visit the *sangoma*, followed by a performance of traditional dancing. For tourists that are interested to overnight, accommodation is provided in the village.

This overview of the operations of the Noqhekwane project shows that individual members have responsibilities at each stage of the CBT project. A few respondents, 6 of 17 from Noqhekwane, also believe that working in groups has certain disadvantages, such as members

being lazy. During the interviews, some respondents did mention that certain members from the accommodation and catering services did not commit to the rotation system when it was their turn to provide accommodation and catering, feigning illness. This forced some members to undertake the services and bear the associated costs to cater for the tourists, while the profits were shared equally at the end of the month.

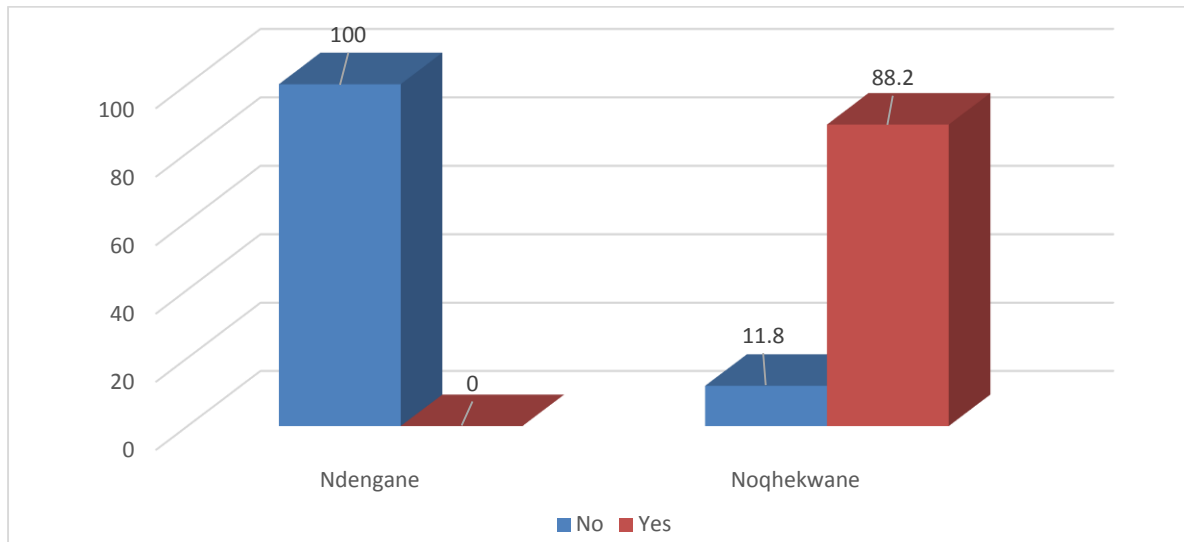


Figure 8.15: effectiveness of the CBT projects

The respondents from the different areas had contrasting views on the effectiveness of the CBT project. All respondents, 5 of 5 from Ndengane, believed that the CBT project was not performing well, because the project was still in its infancy. The corresponding result for the same question for Noqhekwane shows that the majority, 15 of 17 of the CBT members, agreed that the project was performing well, while only 2 of 17 of the project members did not agree that the project was performing well.

Table 8.7: Performance and non-performance of the CBT projects

	Ndengane	Noqhekwane
	Count	Count
The project is just starting – planning stage	4	0
Needs training and financial support	1	0
No market access and no signage	0	1
Situated in a beautiful setting with good views and close to the beach	0	1
Bicycles to replace horses is a better option	0	1
Offer more products to attract tourists	0	1
Tourists numbers are increasing – enjoy the hospitality and food	0	8
Gain income from tourists when they stay	0	2
Tourists are purchasing arts and crafts	0	1
There is tourist support but slow	0	1

Table 8.7 displays the results for the effective performance of the CBT projects in each area, showing that more than half of the respondents identified a particular reason for the performance or non-performance of their CBT projects. The majority of respondents from Ndengane, (4 of 5), stated that their project was just starting and at the planning stage as confirmed by the data in in Table 8.7. All the respondents from Ndengane, 5 of 5, agreed that their CBT project was not performing well, while 1 of 5 believed that the members required training and financial support. There were multiple responses from the Noqhekwane CBT members; 8 of 17 respondents believed that their project was performing well, based on increasing tourist numbers, and contended that tourists enjoyed their hospitality and food, while 2 of 17 believed that good performance was attributed to earning income when tourists stayed at their village. In respect of Noqhekwane, 1 of 17 of the respondents agreed that there was tourist support but it was slow, while another respondent, 1 of 17, believed that good performance was associated with the sale of arts and crafts to tourists. A further respondent, 1 of 17, from Noqhekwane also believed that his/her project’s good performance was attributed to the beautiful setting and good views because of the proximity of the beach. One of the 17 respondents also believed that replacing horses with bicycles could increase project effectiveness, as horses were costly to maintain. On the other hand, 2 of 17 respondents felt that the CBT project was not performing well, attributing this to a lack of visible signage and market access, and the need for more tourism products.

SECTION C

8.6 ANALYSIS OF CBT PRE-CONDITIONS THEMES

In this section the data is analysed to score patterns of the respondents per variable per section. Levels of disagreement (negative statements) were collapsed to show a single category of 'Disagree'. A similar procedure was followed for the levels of agreement (positive statements) 'Agree'. This is allowed because of the acceptable levels of reliability. The results are first presented using head counts for the variables that constitute each section. Results are then further analysed according to the importance of the statements. Although the sample was small, the responses from the members that established and managed their CBT project on a daily basis were best suited to provide relevant information on their projects. Hence, the responses are accepted on the premise that project members were able to provide unbiased answers. Furthermore, all the questions were based on the projects, therefore community members who were not involved in the project would not be able to provide relevant answers.

8.6.1 Theme: Adequate presence of infrastructure

This theme investigates the need for infrastructure for tourism development to take place. Adequate physical infrastructure, access to health, housing, safety and security factors, schools, quality water, sewage, and the ratio of visitors to residents, are pre-conditions for CBT development (Hayle, 2013). More specifically, accessibility to tourism resources is an important pre-condition for a CBT (Hoa et al., 2010). This is not surprising, as both case study areas investigated in this research lack essential services and infrastructure. One of the actions of the NTSS of 2011 is to ensure that infrastructure development in rural areas is prioritised (see Chapter Four, Table 4.4). Additionally, a review of the Eastern Cape Tourism Master Plan (Province of the Eastern Cape. DEDEA, 2009) shows that road infrastructure in the province is severely underdeveloped, and impedes optimal tourism development. Much of the road network is gravel, particularly in rural areas, meaning that the tourism potential is unexplored in these areas. Figure 8.16 shows the gravel road leading to Noqhekwane Village and Figure 8.17 shows the road leading to the beach after the rains in Ndengane. Roads leading to both villages are in poor condition and are more suited to 4x4 vehicles. This restricts entry to the villages by tourists that drive small vehicles.



Figure 8.16: Road leading to Noqhekwane Village



Figure 8.17: Road leading to Ndengane Village

Figure 8.18 shows the results for infrastructural needs. All respondents, 22 of 22 (100%) from both areas, agreed that government should improve the infrastructure for the benefit of tourists to the villages. The information above supports the respondents' views that infrastructure provisions to enhance tourism development in rural areas are essential. More specifically, the respondents made reference to the need for infrastructure in their own areas.

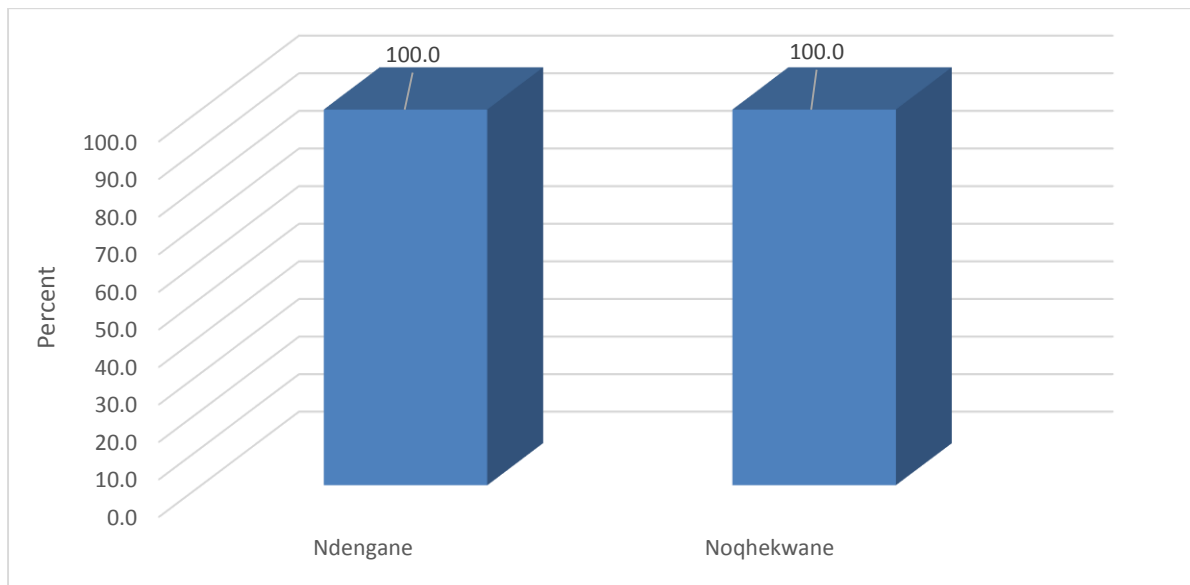


Figure 8.18: Results for the theme (pre-condition) on infrastructure

The researcher had also observed and experienced the challenges in both case areas owing to a lack of infrastructure provision. However, the pre-condition *infrastructure* can be considered a *challenge* and an *opportunity* for both villages. The roads leading to both villages can be difficult to access with small cars, so the CBT project cannot target the greater market. Nevertheless, project members can turn this challenge into an opportunity by targeting a niche market of 4x4 owners. CBT projects at the development stages are unable to handle large numbers of tourists, therefore targeting a niche market should control the influx of visitors. The Noqhekwane CBT project can benefit further by specifically encouraging visitors to use their horse and hiking trail (HTT) from the Port St Johns riverbank to their village. Road infrastructure in the province is severely underdeveloped, and impedes optimal tourism development. Much of the road network is gravel, particularly in rural areas; consequently the tourism potential is unexplored in these areas.

8.6.2 Theme: Presence of tourism assets (physical/natural)

This theme explored tourism physical/natural assets. Attractiveness of ecotourism resources is a pre-condition that needs to be considered before developing a CBT project (Hoa et al., 2010). Alternative tourism development often resides in pristine, natural areas that are not fully exploited by mass tourist movements. The community must have unique natural features and attractive scenery as a pre-condition before developing CBT projects (Calanog et al., 2012:190). Messer and Vitcenda (2010:62) concur that places of natural and scenic beauty are significant and should be the starting point when considering attractions for community tourism development. Locating a CBT venture close to attractions promotes its success (Lukhele & Mearns, 2013:209). Similarly, Spenceley and Meyer (2012:299) note that poor communities are sometimes endowed with cultural and natural assets that can be converted into potential travel itineraries.

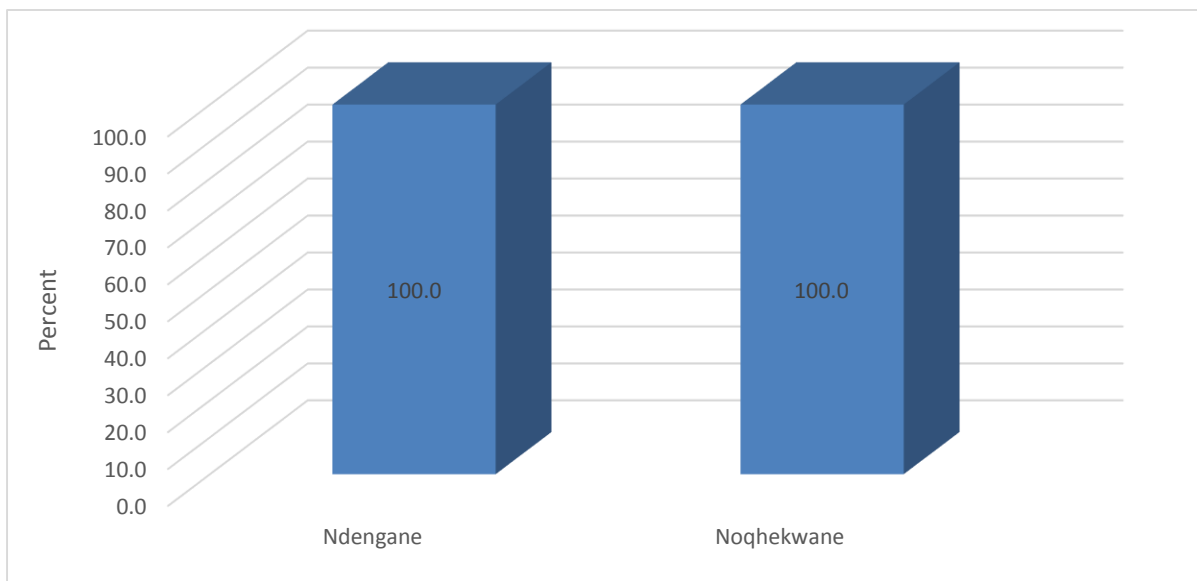


Figure 8.19: Results for presence of tourism assets (physical/natural)

According to the results shown in Figure 8.19, all respondents, 22 of 22, from both areas, agreed that their villages had sufficient physical and natural assets to attract tourists. This theme of physical and natural tourism assets meets the pre-condition for CBT in both areas and is therefore an *opportunity*. These results are depicted in Table 8.8 in questions on what tourists find most interesting in the village, and questions on what features respondents think their village has, compared with those of other villages (see Table 8.11).

Table 8.8: Most interesting attractions to tourists as perceived by CBT members

	Ndengane	Noqhekwane
	Count	Count
Fishing – natural swimming pool	1	0
Vulture colony	2	0
Forests, river	2	9
Waterfalls	2	1
Animals	1	0
Rural life and attractions in the village	1	3
Sea	2	10
Nature and culture	0	8
Caves	0	7
Friendly people	0	1
Crime free	0	1

Table 8.8 shows the results for the most interesting attractions for tourists as perceived by the CBT members. The results show that an equal number of respondents, that is, 1 each of 5, believed that tourists found fishing and the natural swimming pool, animals, and rural life and attractions interesting in Ndengane Village, and an equal number of respondents, 2 each of 5, believed that tourists found the vulture colony, forests and river, the waterfalls and the sea as interesting in Ndengane. The corresponding results for Noqhekwane Village show that more than half the respondents, 9 of 17, believed that tourists found the forests and river interesting, while 9 of 17 respondents thought that tourists found the sea to be most interesting. Eight of 17 respondents thought that tourists found nature and culture interesting, and 7 of 17 respondents believed that the caves would be an interesting option for tourists. Few respondents, 3 of 17, thought tourists would be attracted to the rural life of their village. An equal number of respondents, 1 each of 5, believed that the waterfalls, friendly people, and crime-free area would be attractive to tourists in Noqhekwane (see Chapter Six, Figures 6.2 a,b,c,d,e,f and 6.6 a,b,c,d,e,f for images that confirm the evaluations of respondents, and Appendix E that shows a sample of comments taken from the Noqhekwane guest book. Some negative but constructive comments were made by tourists and may have gone unnoticed by the project members. For example, certain guests commented on the poor condition and exhaustion of the horses, and the need for care. Again this could be linked to poor management of assets by the Trust.

Table 8.9: Comparison of attractive features offered by both CBT areas

	Ndengane	Noqhekwane
	Count	Count
Unique vulture colony	2	0
Fishing opportunities, aqua-sports	1	2
Traditional village life	1	0
Forests, hiking and river	1	13
Sea and waterfalls	1	12
Caves	0	11

The data in Table 8.9 shows a comparison of attractive features offered by both CBT study areas. The results show that 2 of 5 respondents from Ndengane perceived that the vulture colony was attractive since it was unique to their village. This was followed by an equal number of respondents from Ndengane, 1 each of 5, who perceived fishing opportunities and aqua-sports, traditional village life, forests, hiking and the river, as well as the sea and waterfalls, to be attractive features compared with other villages. The corresponding results for Noqhekwane for the same question show that few respondents, 2 of 17 respondents believed that fishing opportunities and aqua-sports were attractive to tourists compared with other villages. However, a large number of respondents, 13 of 17 believed that the forest hiking trails and the river were attractive to tourists; 12 of 17 respondents believed that the sea and waterfalls were superior, and 11 of 17 respondents believed that the caves were more attractive to tourists compared with other villages (see Appendix E, showing tourist comments from the Noqhekwane guest book). The results for the theme on physical and natural assets are significant, together with the literature that these assets are a necessary pre-condition for CBT. Both study areas meet this pre-condition and can be regarded as an *opportunity*. (See Chapter Six, Figures 6.2 a,b,c,d,e,f and 6.6 a,b,c,d,e,f showing tourist attractions in both villages.)

8.6.3 Theme: Presence of tourism assets (cultural)

This theme deals with the presence of cultural tourism assets within the study areas. According to Tuffin (2005:179), sufficient natural and cultural assets should be visible before implementing CBT. The natural and cultural heritage could be the main asset of the poor (Lucchetti & Font, 2013:6). In agreement are Hasuler and Strasdas (2003), emphasising that cultural tourism is one of the most important components of CBT, and adding that culture, history and archaeology form the main attraction of a community.

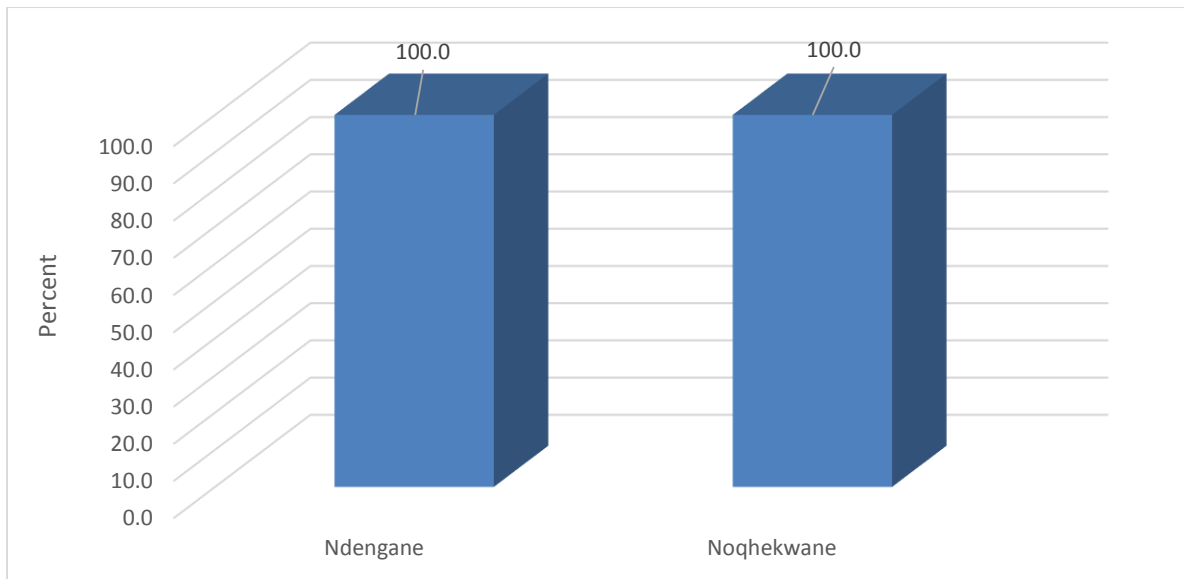


Figure 8.20: Results for presence of tourism assets (cultural)

All respondents, 22 of 22 in each area, believed that their village was attractive to tourists in terms of dance, food, and architectural style. The results presented in Figure 8.20 show that cultural assets fulfil the pre-condition for CBT in both cases and can therefore be regarded as an *opportunity* for CBT.

Table 8.10: Interesting cultural attractions as perceived by CBT members

	Ndengane	Noqhekwane
	Count	Count
Culture	2	1
Traditional food tasting	4	5
Meeting people	1	0
Traditional dance	3	13
Ingadla – women’s dresses	1	1
Camping / sea	1	0
Architecture	2	0
Accommodation rondavels	0	10
<i>Sangomas</i> and traditional healers	0	6
Beadwork	0	1

Table 8.10 displays the results of interesting cultural attractions as perceived by the CBT members; the majority, 4 of 5 respondents from Ndengane felt that traditional food tasting would be considered most interesting by tourists, followed by 3 of 5 for traditional dance. Two of 5 felt that culture and a further 2 of 5 thought that architecture might be attractive to tourists.

Only 1 of 5 respondents felt that the women’s attire might also be attractive to tourists, and 1 of 5 felt that meeting people was something tourists might find interesting.

For the same question, a large number of respondents, 13 of 17 from Noqhekwane felt that tourists would find traditional dance interesting in their village, followed by 10 of 17 respondents that felt that their rondavel-style accommodation would be attractive to tourists. Six of 17 of the respondents thought that the traditional healer (*sangoma*) might be attractive to tourists, while 5 of 17 respondents thought tourists would enjoy traditional food tasting in their village. Only 1 of 17 respondents felt culture and beadwork would be of interest to tourists in their village. (See images of attractions identified by respondents in Chapter Six, Figures 6.2 a,b,c,d,e,f and 6.6 a,b,c,d,e,f as well as Figures 8.8, 8.9, 8.10, and 8.11 in this chapter. See also Appendix E, showing demographics, country of origin and visitor comments from 2005 to 2012, a sample taken from the Noqhekwane guest book.) The variations in what the respondents perceive as interesting by tourists is not unusual, as most tourists have their own interests, and similarly the respondents may have offered responses based on their own subjective personal interests and/or experiences with tourists; however the comments from the guest book provide a clearer picture of tourists’ preferences.

Table 8.11: Comparison of attractive tourist features offered per village with other villages

	Ndengane	Noqhekwane
	Count	Count
Beautiful landscape	3	0
Natural unspoilt environment	3	0
Vulture colony	3	0
Close to the beach	1	4
Culture	0	3
Forest, hiking trails, rivers	0	16
Caves	0	14
Good fishing places	0	1

Table 8.11 shows the comparison of attractive tourist features offered by each village with other villages nearby. The results show that each of the features selected is not the same for each respondent, according to their local perspectives. The majority, 16 of 17 respondents from Noqhekwane believed that the forest and hiking trails and rivers were the most attractive features compared with those of other villages, followed by 14 of 17 respondents that thought the caves were attractive to tourists compared with natural attributes of other villages. Few

respondents, 4 of 17 from Noqhekwane, favoured the proximity of the beach, and only 1 of 17 thought that the good fishing spots were more attractive to tourists compared with other villages. The corresponding results for the same question in Ndengane show an equal number of respondents, 3 each of 5, who perceived beautiful landscapes, natural unspoilt environment, and the vulture colony to be most attractive to tourists, compared with other villages, while only 1 of 5 believed the proximity of the beach made their village more attractive to tourists. The images in Chapter Six confirm some of these results (see Figure 6.2 a,b,c,d,e,f for images in Noqhekwane and Figure 6.6 a,b,c,d,e,f for images in Ndengane).

8.6.4 Theme: Market and marketing

This theme deals with the availability of a market and marketing of villagers' CBT products. It is suggested that a market assessment be conducted to establish demand, and to determine if an area is not over supplied with ecotourism offerings before commencing with possible projects (Denman, 2001; Flyman, 2001; Hoa et al., 2010). Calanog et al. (2012:190) suggest that a necessary pre-condition for CBT is to provide an avenue for marketing.

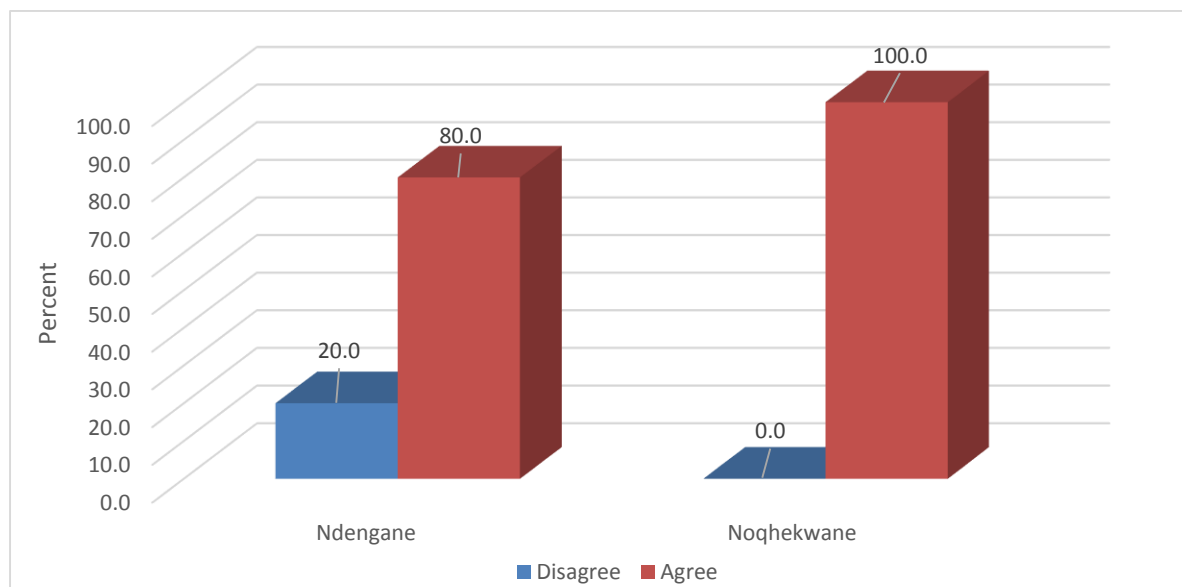


Figure 8.21: Results for availability of market for the CBT product

The results in Figure 8.21 show high levels of agreement from both areas that a market exists for their CBT products. The majority of respondents, 4 of 5 from Ndengane, and all the respondents, 17 of 17 from Noqhekwane, agreed that a market existed for their CBT products. Only 1 of 5 respondents from Ndengane disagreed that a market was available for their CBT

products. However, while there is agreement that a market does exist, all the respondents, 5 of 5 from Ndengane and the majority of the respondents, 14 of 17 from Noqhekwane, disagreed that they had sufficient expertise in marketing (see Table 8.13, statement 6.9, confirming the lack of skills in marketing). The literature suggests the need for external partnerships to increase market viability. However, all the respondents, 22 of 22 from both areas disagreed on a partnership if this required profit sharing. On the contrary, the majority of the respondents from Ndengane, 4 of 5 and all the respondents, 17 of 17 from Noqhekwane, agreed with the concept of external partnerships on condition that the profits were not shared with the external partner. Although the results indicate that a market exists for both areas and fulfils the pre-condition for their CBT, this could mean that there is potential for tourists because of the attractive CBT product offered in both cases, but does not necessarily mean that a ready market exists. This is congruent with the fact that respondents believe that they lack expertise in marketing; this therefore means that they will not be able to exploit a market for their product. This theme on market and marketing is a *challenge* for both project areas and does not fully meet the pre-condition for the CBT projects.

Although the respondents believe that a market does exist, this could be on the supply side of their attractive product only. This is further confirmed by the results in Table 8.24, where respondents from both cases ranked market as the most important requirement for their CBT.

8.6.5 Theme: Product development

This theme is concerned with product development. According to Ashley et al. (2001:64), unattractive products do not sell. It is suggested that tourism products be developed to match the preferences of demand (Lucchetti & Font, 2013:4). A study conducted in Swaziland by Lukhele and Mearns (2013:201) shows that unattractive tourism products do not appeal to the niche markets. It has also been pointed out that it is not sufficient to be endowed with tourism resources if they cannot be converted into a saleable product (Lucchetti & Font, 2013:5).

Table 8.12: Results for product development

		Ndengane	Noqhekwane
The CBT offers enough attractions to attract tourists	5.1	Disagree	
		Neutral	2
		Agree	15
The CBT project is properly planning future attractions to possibly attract more tourists	5.2	Disagree	
		Neutral	2
		Agree	15
The CBT project must be developed under the full control (ownership/management) of the people of the village	5.3	Disagree	2
		Neutral	
		Agree	15
The CBT project must be developed by involving an external entity with a partnership agreement, even if the external entity will take part of the profit from the CBT project at village level	5.4	Disagree	17
		Neutral	
		Agree	
The CBT project must be developed by involving an external entity with a partnership agreement but the external entity will not take any part of the profit from the CBT project at village level	5.5	Disagree	
		Neutral	1
		Agree	17
The CBT project will grow in the next few years	5.6	Disagree	
		Neutral	1
		Agree	16

Table 8.12 shows the results for the product development question, which reveals that all respondents, 5 of 5 from Ndengane, and the majority, 4 of 5 respondents from Noqhekwane, agreed with statement 5.1 (the CBT offers enough attractions to attract tourists). This can also be confirmed by the results against theme 2 and 3 regarding the presence of tourism assets (see Figure 8.19 and 8.20) that showed all the respondents from both areas agreed that they had sufficient natural and cultural attractions in their villages. However, 2 of 17 respondents from Noqhekwane remained uncertain. All of the respondents, 5 of 5 from Ndengane agreed with statement 5.2 (the project is planning future attractions to attract more tourists), and statement 5.3 (the CBT project must be developed under full control of the people of the village), while a similar constant pattern, 15 of 17, was observed for Noqhekwane. All the respondents, 22 of 22, from both villages, did not agree with statement 5.4 (that the CBT project should be developed with external partnership with profit sharing). On the contrary, all the respondents, 22 of 22 from both villages, favoured statement 5.5 (an agreement that involved an external partnership provided that the external entity would not take any part of the profit from the CBT project at village level). The majority of respondents from Ndengane, 4 of 5 and Noqhekwane, 16 of 17 agreed with statement 5.6 (that the CBT project would grow in the next few years). This result is consistent with the results in Table 8.11 and supports the Noqhekwane respondents' perceptions that the forests, hiking trails and rivers are an attractive product compared with the natural resources of other villages, including the caves, and are attractive

options for tourists. Results from table 8.11 also support the Ndengane respondents' perceptions that beautiful landscapes, natural unspoilt environments and the vulture colony are attractive products compared with those of other villages. It is clear that the respondents are satisfied with their current product offering. Similarly, Tuffin (2005:177) explains that tourist assets, such as culture, village life and the environment, are owned by the villagers and attract tourists, while the tour operators hold the key to global tourists. It is also noted that failures of CBT projects are attributed to not linking the private sector at the developmental stage (Isaac & Van der Sterren, 2004:7; Mielke, 2012:35). In terms of the theme, product development, it can be agreed that both areas meet the current pre-condition for CBT and it is therefore an *opportunity* for their projects. However, a *challenge* is the life cycle of their products. It can be argued that all tourism products reach a level of growth and saturation, after which there is a decline in tourist numbers. This theme on product development can be an *opportunity*, since both areas have sufficient tourism products; however it could also be a *challenge* in the long term since the respondents lack the necessary knowledge to diversify their products.

8.6.6 Theme: Community-appropriate capabilities

This theme deals with community capabilities. According to Aref, Redzuan & Gill (2010:172), local communities require capacity building to improve the process of tourism development to reap benefits. Similarly, Naguran (1999) suggests that support may take the form of training, capacity building, business skills, access to finance, and monitoring and evaluation of the tourism projects.

Table 8.13: Results for community-appropriate capabilities

		Ndengane	Noqhekwane	
I think I have enough capacity to manage the CBT project	6.1	Disagree	3	7
		Neutral	1	1
		Agree	1	9
I think I have enough capacity to manage my specific role within the CBT project	6.2	Disagree	4	3
		Neutral		
		Agree	1	14
I want more training	6.3	Disagree		
		Neutral		
		Agree	5	17
There is enough capacity to properly manage the finance of the CBT	6.4	Disagree	3	7
		Neutral	2	
		Agree		10
The operations of guiding of the CBT project are properly managed	6.5	Disagree	3	1
		Neutral	1	
		Agree	1	16
The operations of accommodation of the CBT project are properly managed	6.6	Disagree	4	
		Neutral	1	
		Agree		17
The operations of catering of the CBT project are properly managed	6.7	Disagree	4	
		Neutral	1	
		Agree		17
I think I know where to go/ask/apply for funding and training	6.8	Disagree	4	17
		Neutral		
		Agree	1	
There is enough expertise in marketing	6.9	Disagree	5	14
		Neutral		
		Agree		3

Table 8.13 displays the results of the appropriate capabilities to ensure success of the project, and shows high levels of agreement and disagreement. With reference to statement 6.1 (I think I have enough capacity to manage the CBT project), 3 of 5 respondents from Ndengane disagreed that they had the capacity to manage the CBT project, while more than half of the respondents from Noqhekwane, 9 of 17, agreed that they had the capacity to manage the project. As explained previously, some members from the Noqhekwane project attended management training after being selected by the community and funded by the European Union (EU). The majority of respondents, 4 of 5 from Ndengane, disagreed with statement 6.2 (I can manage my specific role in their CBT project), while the majority of respondents from Noqhekwane, 14 of 17 agreed that they were able to manage their specific roles in their CBT projects. Respondents from Noqhekwane were more confident, as they had run their CBT

project for more than eight years since the EU had withdrawn from the project, while the Ndengane project was at the infancy stage, and these capabilities had not been tested.

All the respondents, 22 of 22, from both areas, agreed with statement 6.3 (I want more training). The members of the project did realise that they had limited capacity to run a successful CBT project. With reference to statement 6.4 (there is enough capacity to properly manage the finance of the CBT), 3 of 5 respondents from Ndengane disagreed that they had sufficient capacity to manage the finance of the CBT project, while 10 of 17 respondents from Noqhekwane agreed that they had the capacity to manage the finances of the project; this again can be attributed to some of the members being trained as the EU pursued the setting up of the Noqhekwane CBT Trust that deals with the finance. Fewer respondents, 7 of 17, disagreed with statement 6.4, that low educational levels could be attributed to their not having the skills to manage the finances of the project. With reference to statement 6.5 (the operations of guiding the CBT project are properly managed), 3 of 5 respondents from Ndengane disagreed that guiding operations of the project were properly managed; this project is still in its infancy and such problems are acceptable at the development stage, while the majority, 16 of 17 of the respondents from Noqhekwane, agreed with the same statement. The majority, 4 of 5 of respondents from Ndengane disagreed with statement 6.6 (that the operations of accommodation were properly managed), while all respondents from Noqhekwane agreed that the operations of accommodation were properly managed.

The positive response from the Noqhekwane project members could possibly be attributed to the training provided to selected members by the EU and the fact that they had been providing accommodation to tourists for the past eight years. The majority, 4 of 5 of the respondents from Ndengane disagreed with statement 6.7 (that the operations of catering within the CBT project were properly managed), while all the respondents from Noqhekwane agreed that the catering was properly managed; again certain members from this project had been trained and had provided catering to tourists for the past eight years.

The majority of the respondents, 4 of 5 from Ndengane, and all the respondents, 17 of 17 from Noqhekwane, disagreed with statement 6.8 (I think I know where to apply for funding and training). All the respondents, 5 of 5 from Ndengane, and 14 of 17 (82.4) from Noqhekwane, disagreed with statement 6.9 (there is enough expertise in marketing).

The results can also be linked to the minimal education patterns shown in Figure 8.2 and the need for training as per Figure 8.16. In addition to the lack of capacity mentioned in this section, the project members from both areas required additional training (see Table 8.5). Supporting this theme on appropriate community capabilities is the question on training needs (see Figure 8.16), where all the respondents from Ndengane and the majority of the respondents from Noqhekwane believed that they needed more training. Overall, respondents indicated a need for further training. Therefore, in terms of the theme on capacity, it can be surmised that mostly this pre-condition had not been met for Ndengane, while Noqhekwane met some of the capacity needs. This theme can be considered a *challenge* for both areas. Both project areas require capacity building to enhance the success of their tourism business. These results are consistent with results indicated in Table 8.5, showing skills required by respondents; Figure 8.2, educational patterns of respondents, showing minimal schooling; and Figure 8.13, need for training.

8.6.7 Theme: Financial resources

This theme investigates the issue of financial resources. A lack of financial resources presents a major obstacle to community participation and ownership (Asker et al., 2010:4). Therefore, Naguran (1999) suggests communities that lack the requisite financial capacity obtain support from the private sector. According to Naguran (1999), support may take many forms, including training, capacity building, business skills, access to finance, and monitoring and evaluation of the tourism projects.

Table 8.14: Results for financial resources

			Ndengane	Noqhekwane
The people involved in the CBT project have enough financial resources to develop the CBT projects	7.1	Disagree	5	17
		Neutral		
		Agree		
I have enough capacity to apply for external funding	7.2	Disagree	5	16
		Neutral		1
		Agree		
I have an idea on how to fundraise for the CBT project	7.3	Disagree	3	1
		Neutral		2
		Agree	2	6
The Community Trust is active in fundraising for the CBT project	7.4	Disagree	1	8
		Neutral		
		Agree	4	9
The people involved in the CBT project are fund-raising	7.5	Disagree		7
		Neutral		2
		Agree	5	8
The government should help with financial resources	7.6	Disagree		
		Neutral		
		Agree	5	17
The private companies should help with financial resources	7.7	Disagree		
		Neutral		
		Agree	5	17

Table 8.14 shows the results for statements on financial resources. All the respondents, 22 of 22 from both CBT project areas, disagreed with statement 7.1 (that the people involved in the CBT have enough financial resources to develop the CBT project). In Ndengane the project is just starting and it has been established that the project requires funding. In the case of Noqhekwane, the project experienced a setback owing to a lack of financial resources. The Noqhekwane Trust did not invest any money for replacement of assets. All the money earned was seen as profit and no funds were saved for possible emergencies. Their biggest drawback was the non-replacement of horses because of a lack of funds. The guided trips on horseback were their most popular tourist product. These shortcomings are congruent with the need for NGOs to capacitate communities to access funding and develop business skills proposed in the CBT model by Naguran (1999). The results for statement 7.2 (I have enough capacity to apply for external funding) show that all respondents, 5 of 5 from Ndengane, and the majority, 16 of 17 (94.1%) from Noqhekwane, disagreed with this statement. The results clearly show the need for capacity in this area. Statement 7.3 (I have an idea of how to fundraise for the CBT project) shows mixed responses. Three of 5 respondents from Ndengane, and 9 of 17 respondents from Noqhekwane, disagreed with this statement. Only 2 of 5 respondents from Ndengane, and a

few respondents, 6 of 17 from Noqhekwane, agreed that they had an idea of how to fundraise. The majority, 4 of 5 of respondents from Ndengane, and more than half, 9 of 17, of respondents from Noqhekwane, agreed with statement 7.4 (the community trust is active in fundraising for the CBT project), while only 1 of 5 respondents from Ndengane, and fewer participants, 7 of 17 from Noqhekwane, disagreed with this statement. All the respondents, 5 of 5 from Ndengane, and under half, 8 of 17 from Noqhekwane, agreed with statement 7.5 (the people involved in the CBT project are fundraising); simultaneously, fewer, 7 of 17 respondents from Noqhekwane, also disagreed that the CBT members were involved in fundraising. The majority of the project members from both areas are not well educated, and would find it difficult to seek funding. Only a few members from the Noqhekwane CBT Trust have some idea regarding funding and have been more active in engaging with government. In Ndengane, only the Chairperson of the Co-operative has a postgraduate degree, and is able to source funding. All the respondents, 22 of 22 from both areas agreed with statement 7.6 (the government should help with financial resources), and statement 7.8 (private companies should also help with financial resources). The Ndengane project members had compiled a co-operative agreement document with the intention to approach government for funding once the document was finalised. This information was mentioned during the fieldwork by one of the respondents. The Noqhekwane project members had already engaged with government for funding. A development agency met with the Noqhekwane project members between 2004 and 2014, and various promises have been made in terms of funding and developing a campsite. Unfortunately, in August 2014, the development agency assigned to the Noqhekwane project advised the project members that the funds allocated for their project was retracted by the funding agency since the allotted timeframe for the development of the project elapsed.

8.6.8 Theme: Community traditional leader

This theme deals with traditional leadership, which is paradoxical in the South African context, as questions had been raised whether rural residents would be forced to concede to the political rule of the non-elected traditional authorities (Ntsebeza, 2002:2). Traditional authorities had been absorbed well from colonial times up to the democratic South Africa, and still had a say in matters of community development, while their role had been viewed as ‘inconsistent and contradictory’ (Ntsebeza, 2002:2).

Table 8.15: Results for the theme community traditional leader

		Ndengane	Noqhekwane
The traditional leader is proactive in CBT development	8.1	Disagree	9
		Neutral	3
		Agree	5
The traditional leader is knowledgeable about CBT development	8.2	Disagree	7
		Neutral	2
		Agree	8
I will follow the traditional leader should he/she lead the CBT project	8.3	Disagree	7
		Neutral	5
		Agree	5

The results in Table 8.15 for the theme on community traditional leaders show mixed responses. For statement 8.1 (the traditional leader is proactive in CBT development), more than half, 9 of 17 of respondents from Noqhekwane disagreed, while 3 of 5 respondents from Ndengane agreed with this statement. Regarding the statement, the traditional leader is knowledgeable about CBT development, 3 of 5 respondents from Ndengane remained neutral, while 2 of 5 disagreed with the statement. For the same statement, under half of the respondents from Noqhekwane, 7 of 17, disagreed that the traditional leader was knowledgeable about CBT development, while 8 of 17 respondents agreed with the statement. Not being knowledgeable in a leadership position has implications for the development of people under the constituency of the leader; this includes tourism development. Regarding statement, 8.3 (I will follow the traditional leader should he/she lead CBT project), the majority of the respondents, 4 of 5 from Ndengane, remained neutral, while only 1 of 5 disagreed that they would follow the traditional leader as the project leader. For the same statement, under half, 7 of 17 respondents from Noqhekwane agreed, and 7 of 17 disagreed that they would follow the traditional leader as the project leader. This theme on community traditional leadership is a *challenge* for both areas as the results showed mixed responses and did not meet the pre-condition on traditional leadership. However, it could also be an *opportunity* if the traditional leader is dedicated and ready to improve his knowledge and be able to develop CBT. Overall, respondents from both areas are not confident in traditional leadership in terms of CBT development.

8.6.9 Theme: CBT project leader

This section deals with the theme, CBT project leader. Community leadership is vital to successful community development (Aref & Redzuan, 2009:187; Mielke, 2012:32). It is suggested that tourism can accomplish positive outcomes if the potential project has leaders or champions (Moscardo, 2007:25). According to Calanog et al. (2012:188) a project will need the guidance of an initiator.

Table 8.16: Results for the theme CBT project leader

			Ndengane	Noqhekwan e
It is necessary to have a leader person (or small group of individuals) to properly develop the CBT project	9.1	Disagree		2
		Neutral		1
		Agree	5	14
Individual (or small group of individuals) that can be the leader of the CBT development in the village is present	9.2	Disagree		2
		Neutral		
		Agree	5	15
I would like to be the leader of the CBT project	9.3	Disagree	4	12
		Neutral	1	1
		Agree		4
I have enough leadership skills and knowledge to be the leader of the CBT project	9.4	Disagree	4	13
		Neutral	1	1
		Agree		3
There is proper leadership currently in the CBT project	9.5	Disagree		2
		Neutral		
		Agree	5	15
I am ready to follow direction from the possible CBT project leader(s)	9.6	Disagree		
		Neutral		
		Agree	5	17
The CBT project is properly managed	9.7	Disagree		2
		Neutral		
		Agree	5	15
The people involved in the CBT project follow the initiator of the CBT project	9.8	Disagree		
		Neutral	5	17
		Agree		

Table 8.16 shows the results for the question on a CBT project leader, which reveal that all respondents, 5 of 5 from Ndengane and the majority, 14 of 17 from Noqhekwane, agreed with statement 9.1 (it is necessary to have a leader person or small group of individuals to properly develop the CBT project). A leader should possess the necessary skills to negotiate with

external stakeholders on behalf of his/her constituency. Similarly, both villages are in dire need of the necessary infrastructure to operate their CBT projects properly.

Although South Africa has entered its third decade of democracy, very little has changed for these community members from the two villages. Therefore the absence of good leadership will hinder the CBT ventures, hence the respondents' agreement on the issue of a project leader. According to Aref, Redzuan and Gill (2010:173), 'a community without leadership may not be equipped to mobilize resources or influence tourism planning'. All the respondents, 5 of 5 from Ndengane, and the majority, 15 of 17 from Noqhekwane, agreed with statement 9.2: an individual or small group of individuals that can be the leader of the CBT development in the village is present. This is congruent with the views of Mitchell and Reid (2004:120) that a local trustworthy person who has stature in the community can assume this role of a project leader. This is also congruent with the opinion of Anacleiti (1993:45) that rural communities still follow their traditional knowledge, organisation and management system, hence the respondents' agreement with statement 9.2. Regarding statement 9.3 (I would like to be the leader of the CBT project), the majority, 4 of 5 of the respondents from Ndengane, and 12 of 17 respondents from Noqhekwane disagreed with statement 9.3. Few respondents, 4 of 17 from Noqhekwane, agreed that they would like to be the leader of the project. The majority, 4 of 5 of the respondents from Ndengane, and the majority, 13 of 17 from Noqhekwane, disagreed with statement 9.4 (I have enough leadership skills and knowledge to be the leader of the CBT project). This is consistent with Table 8.13, statement 6.3, where all the respondents agreed that they required more training, and with statement 6.1, where respondents from Ndengane disagreed that they had the capacity to manage the CBT project. For the same statement, only half of the respondents from Noqhekwane agreed that they had the capacity to manage the project.

All respondents, 5 of 5 from Ndengane, and the majority, 15 of 17 from Noqhekwane, agreed with statement 9.5 (there is proper leadership currently in the CBT project). All the respondents, 22 of 22 from both project areas agreed with statement 9.6 (I am ready to follow direction from the possible CBT project leaders). This response is akin to the spirit of *ubuntu* that can be experienced in these villages. Regarding statement 9.7 (the CBT project is properly managed), all the respondents, 5 of 5 from Ndengane, and the majority of respondents, 15 of 17 from Noqhekwane, agreed that the CBT project was properly managed. Although the project is not generating profits and project members receive only a small income, this is perceived as

‘proper management’. Respondents have not realised the need for a business model to sustain their business. All the respondents, 22 of 22 from both areas, agreed with statement 9.8 (the people involved in the CBT project follow the initiator of the CBT project). Overall the theme on CBT project leader meets most of the pre-conditions for CBT development and can be seen as an *opportunity* for both project areas. However, there is agreement from respondents from both areas that they lacked skills to be the leader of the project, and this was a *challenge* and had been noted in other questions, for example, do you need more training? The results are consistent with Table 8.5, skills required by CBT members, Figure 8.2, educational patterns of respondents, and Table 8.5, skills required by CBT members.

8.6.10 Theme: Community interest in tourism

This theme deals with community interest in tourism. Communities need to be aware of and appreciate the opportunities and risks associated with tourism; at the same time they must have an interest in receiving visitors (Denman, 2001; Calanog et al., 2012; Hayle, 2013). Furthermore, the community must also be fully interested in the project (Calanog et al., 2012:190), and needs to decide whether they want to be involved in a tourism project (Tuffin, 2005:180).

Table 8.17: Results for community interest in tourism

			Ndengane	Noqhekwane
I am interested in the development of the CBT project	10.1	Disagree		
		Neutral		
		Agree	5	17
I am ready to take responsibility for any CBT project future development	10.2	Disagree		
		Neutral		
		Agree	5	17
I think the people not involved in the CBT project are interested to be involved in the project	10.3	Disagree		
		Neutral		3
		Agree	5	14
I think all people involved in the CBT project are interested to continue to be part of it	10.4	Disagree		
		Neutral		3
		Agree	5	14
I am not interested in tourism but I am involved because I can earn some money	10.5	Disagree	4	14
		Neutral	1	1
		Agree		1

Table 8.17 shows the results for the communities' interest in tourism. The results indicate that all respondents, 22 of 22 from both project areas, agreed with statement 10.1 (I am interested in the development of the CBT project). Community interest in tourism is important, as coercion could lead to failure when participants become uninterested, especially if CBT projects do not yield immediate results. There was also agreement from all respondents, 22 of 22 with statement 10.2 (I am ready to take responsibility for any CBT project future development). All the respondents, 5 of 5 from Ndengane, and the majority, 14 of 17 from Noqhekwane, agreed with statement 10.3 (I think the people not involved in the CBT project are interested to be involved in the project). Community-wide involvement with and interest in CBT are important, as this could lead to improved host – guest relationships and enhancement of the cultural aspects of the tourism product. All the respondents from Ndengane, and the majority, 14 of 17 from Noqhekwane, agreed with statement 10.4 (I think all people involved in the CBT project are interested to continue to be part of it). For statement 10.5 (I am not interested in tourism but I am involved because I can earn some money), the majority, 4 of 5 of respondents from Ndengane, and 15 of 17 from Noqhekwane, disagreed with this statement. In terms of the theme on community interest in tourism, it can be surmised that this pre-condition has been met for both project areas. Therefore this theme can be considered an *opportunity* for both areas.

8.6.11 Theme: Existence of decision-making structure

This theme is concerned with the existence of a decision-making structure for the CBT projects. According to Calanog et al. (2012), the presence of a community organisational structure is necessary to ensure effective decision making. This is achieved by empowering communities to operate and control the tourism business by educating these leaders (Tosun, 2005:343). It is also suggested that a well-grounded management and governance structure is necessary (Waruhiu, 2010). Normally, recognised community representatives are selected to make decisions regarding the tourism venture (Sproule, 1996:238). However, a problem with this is that communities are divisive and may not be in agreement with decisions taken (Sproule, 1996:238). Many questions are raised regarding decisions to be taken within the tourism venture, for example, who would be involved in the actual decision-making process? Would there be a governing committee? How would members of such committees be determined? Would they be elected or appointed? Would representatives be compensated? (Sproule,

1996:240). It is suggested that community participation in the decision-making process ensures a degree of ownership (Naguran, 1999:42).

Table 8.18: Results for the existence of a decision-making structure

		Ndengane	Noqhekwane
I think the Community Trust is the proper structure to manage/oversee the CBT project	11.1	Disagree	
		Neutral	1
		Agree	4
The Community Trust is interested in the CBT project	11.2	Disagree	
		Neutral	1
		Agree	4
The CBT project should be completely independent from the Community Trust	11.3	Disagree	4
		Neutral	
		Agree	1
I am in favour to manage the CBT project in a group	11.4	Disagree	
		Neutral	
		Agree	5
There are enough community meetings related to the CBT project	11.5	Disagree	
		Neutral	
		Agree	5

Table 8.18 shows the results for a decision-making structure to guide and manage the CBT project. The results show that all respondents, 17 of 17 from Noqhekwane, and the majority, 4 of 5 from Ndengane, agreed with statement 11.1 (I think the Community Trust is the proper structure to manage/oversee the CBT project). For statement 11.2 (the Community Trust is interested in the CBT project), all the respondents, 17 of 17 from Noqhekwane, and the majority, 4 of 5 from Ndengane, agreed with this statement. This response is in line with the proposal by Sproule (1996:238) for a governing committee to oversee CBT projects. The majority, 16 of 17 of the respondents from Noqhekwane, and 4 of 5 from Ndengane, disagreed with statement 11.3 (the CBT project should be completely independent from the Community Trust). The results show that both areas favour a Community Trust to manage their CBT project. All the respondents, 5 of 5 from Ndengane, and the majority, 12 of 17 from Noqhekwane, agreed with statement 11.4 (I am in favour to manage the CBT project in a group), while fewer respondents, 4 of 17, were not in favour of managing the CBT project in a group. All the respondents, 5 of 5 from Ndengane, and the majority, 14 of 17 from Noqhekwane, agreed with statement 11.5 (there are enough community meetings related to the CBT project). Overall, the results show that the CBT project members from both areas are in favour of a decision-making structure such as a trust. In fact, both areas already have an

established trust and a co-operative (see Figure 6.5, and 6.7 in Chapter Six). The results presented in Table 8.18 show that the existence of a decision-making structure fulfils the pre-condition for CBT. It can therefore be regarded as an *opportunity* for CBT within both case study areas.

8.6.12 Theme: Government involvement in CBT

This theme investigated government involvement in CBT. According to Reid (2003:3), both business and government accept tourism as a development mechanism to uplift communities through poverty alleviation. It is also suggested that tourism development could accomplish positive outcomes, provided it starts from within the local community, and includes government (Moscardo, 2007:25). Similarly, a CBT planning process model proposed by Pinel (2002) suggests the inclusion of business, community and government, and that working together will create a more sustainable and consistent tourism industry for communities.

Table 8.19: Results for the theme government involvement in CBT

			Ndengane	Noqhekwane
I think the ward councillor is interested in the CBT project	12.1	Disagree		2
		Neutral	2	
		Agree	3	15
I think the local councillor could have a positive role in the CBT project	12.2	Disagree	1	
		Neutral	2	
		Agree	2	17
Government should strongly support CBT development	12.3	Disagree		
		Neutral		1
		Agree	5	16
The government should organise appropriate training for CBT	12.4	Disagree		
		Neutral	1	
		Agree	4	17
The government should organise appropriate funding for CBT	12.5	Disagree		
		Neutral		
		Agree	5	17

Table 8.19 shows the need for government involvement in tourism development. There were mixed responses from both areas for statement 12.1 (I think the ward councillor is interested in the CBT project). The majority, 15 of 17 of respondents from Noqhekwane, and majority, 3 of 5 from Ndengane, agreed with this statement, while only 2 of 17 respondents from Noqhekwane disagreed with the statement, and 2 of 5 from Ndengane remained neutral. The

Ward Councillors are elected representatives of the community and are positioned as negotiators with government on behalf of the local communities. The fact that both villages do not have basic, essential infrastructures and services raises questions on the effectiveness of the locally elected Ward Councillors. Results for statement 12.2 (I think the local councillor could have a positive role in the CBT project) are also mixed. All the respondents, 17 of 17 from Noqhekwane, and only 2 of 5 from Ndengane, agreed with this statement, while 2 of 5 respondents from Ndengane remained neutral and only 1 of 5 disagreed with the statement. The Ndengane respondents have little confidence in the role of the Ward Councillor in contributing towards their CBT project. This non-confidence in the Ward Councillor by respondents could be related to the current lack of services and infrastructure delivery to their village. There was agreement from both areas for statement 12.3 (the government should strongly support CBT development). All the respondents, 5 of 5) from Ndengane, and the majority, 16 of 17 from Noqhekwane, agreed with this statement. All the respondents, 17 of 17 from Noqhekwane, and the majority, 4 of 5 from Ndengane agreed with statement 12.4 (the government should organise appropriate training for CBT) and only 1 of 5 remained neutral. There was complete agreement from both areas for statement 12.5 (the government should organise appropriate funding for CBT). The communities strongly believe that government should support their initiatives. In general most rural communities are led to believe that government will deliver on their promises as candidates imply during election campaigns. Unfortunately, democracy has not brought any change to these communities as they continue to live as they did during colonial times. The results for this theme show mixed responses from the Ndengane CBT members for the statement on the role of the local councillor; this can be attributed to the fact that they are just starting and have not involved the councillor at this stage. The Noqhekwane CBT project is more established and the community has involved their councillor in meetings with government members (the researcher observed the involvement of the local councillor at a meeting in October 2013). Overall, respondents from both areas agreed that government should support their CBT by providing training and funding. The results presented for the theme on government do not fully meet the pre-condition for CBT and can be regarded as a *challenge* and an *opportunity*. This theme could be an *opportunity* only if government were involved and committed in assisting these CBT projects. This theme could be a *challenge* if government did not provide the necessary support as mentioned in the discussion above.

8.6.13 Theme: No threats to physical environment

This theme deals with possible threats to the physical environment. According to Denman (2001), ecosystems must be able to absorb a managed level of visitation without causing damage, while Calanog et al. (2012) caution that the ecosystem must be able to resist and adapt to varying levels of visitation stress (Calanog et al., 2012). A community-based ecotourism enterprise will only be considered effective if social and environmental strategies are maintained (Calanog et al., 2012:314).

Table 8.20: Results for the theme no threats to the physical environment

		Ndengane	Noqhekwane
I think the increase in the number of tourists could damage the natural environment	13.1	Disagree	15
		Neutral	2
		Agree	4
The increase of tourists in the CBT project will improve the local natural environment	13.2	Disagree	3
		Neutral	
		Agree	14
I think if the number of tourists increases, the village will have more water problems	13.3	Disagree	15
		Neutral	2
		Agree	3
I think if the number of tourists increases, there will be more scarcity of fish to be fished	13.4	Disagree	11
		Neutral	
		Agree	6

Table 8.20 shows the results regarding threats to the physical environment. Regarding statement 13.1 (I think the increase in the number of tourists could damage the natural environment), the majority, 4 of 5 respondents from Ndengane, and 15 of 17 from Noqhekwane, disagreed with this statement. Currently visitor numbers to both villages are low and possible damage is not visible. Furthermore, the communities are receiving a small income from visitors, therefore possible threats to the environment may be overshadowed by the need for this income – hence the perception of the respondents that increased tourist numbers will not damage the natural environment. For statement 13.2 (the increase of tourists in the CBT project will improve the local natural environment), all the respondents, 5 of 5 from Ndengane, and the majority, 15 of 17 from Noqhekwane, agreed with this statement; only 3 of 17 respondents from Noqhekwane disagreed that an increase in tourist numbers would improve the natural environment. Normally, regulated visitation to natural areas has sustainable mechanisms in place to conserve the environment; one way is to re-use part of the money

earned for conservation of the area. Unfortunately, both cases do not have such a regulatory system in place and furthermore, their earnings from tourism are too meagre to distribute for conservation. There were mixed views for statement 13.3 (I think if the number of tourist increases, the village will have more water problems). The majority of respondents, 15 of 17 from Noqhekwane, disagreed with this statement, while 3 of 5 respondents from Ndengane agreed that an increase in tourist numbers to their village would increase the water problems. This result was interesting as both villages do not have piped water and are dependent on storage tanks for their water supply. The researcher is aware of this problem after staying at both villages.

For statement 13.4 (I think if the number of tourists increases, this could increase scarcity of fish stocks), all the respondents, 5 of 5 from Ndengane, and more than half of the respondents, 11 of 17 from Noqhekwane, disagreed, while fewer respondents, 6 of 17 from Noqhekwane, agreed with this statement. As discussed in Chapter Six, Noqhekwane has a favourite fishing spot called Poenskop, frequented by fishermen (see Figure 6.2 (a), in Chapter Six). This could be why some of the respondents from Noqhekwane believed that an increase in tourist numbers could create a scarcity of fish. Although there had been mixed responses for this theme, the majority of the responses show that an increase in tourist numbers would not damage the environment. It is important to note that both villages are monitored by the Eastern Cape Parks Board. The researcher noted that personnel were appointed and are positioned at the beach to monitor fish sizes, limits of certain species, and licence requirements for certain protected species, such as crayfish. Overall, it is suggested that a CBT is closely linked to sustainable tourism (Honggang et al., 2009:3). This theme could be considered a *challenge*, as the CBT members from both areas had not realised the danger linked to an increase in the number of tourists to their village. This theme could also be considered an *opportunity*, if tourist numbers were monitored to avoid possible threats to the physical environment, and revenues earned from the project were reinvested in management of the environment.

8.6.14 Theme: Limited threats to local culture

This theme investigated the possible threats to culture arising from a CBT. According to Denman (2001:6), a basic pre-condition for community-based ecotourism should be no obvious threats to indigenous culture and traditions. Additionally, the impact of the proposed project on the local community's social structure, their culture and way of life, must be considered

(Calanog et al., 2012:208). It is important to also note that tourism is not separate from other aspects of life for people residing in a community that is dominated by tourism (Reid, 2003:112). Consequently, the concept of tourism is dependent on people’s visiting places that cannot exist outside a community (Beeton, 2006:16). Therefore respect and protection measures must accord with local indigenous systems and values (Calanog et al., 2012).

Table 8.21: Results for the theme no threats to local culture

		Ndengane	Noqhekwane	
I think if the number of tourists increases, it could change my way of life	14.1	Disagree	3	16
		Neutral	1	1
		Agree	1	
I think if the tourist numbers increase, this could give problems to the village	14.2	Disagree	4	16
		Neutral		
		Agree	1	1
The increase of tourists in the CBT project will improve the village	14.3	Disagree		
		Neutral	1	
		Agree	4	17

Table 8.21 shows the results for the theme of no threats to local culture. There were mixed views for statement 14.1 (I think if the number of tourist increases, it could change my way of life). The majority, 16 of 17 respondents from Noqhekwane, and 3 of 5 from Ndengane, disagreed with this statement, while only 1 of 5 from Ndengane agreed and 1 of 5 from Noqhekwane remained neutral. Currently, tourist traffic to both villages is small, and this impact on their culture is not visible, hence, the respondents’ perceptions that increased tourist numbers would not affect their current way of life. For statement 14.2 (I think if the tourist numbers increase, this could give problems to the village), the majority, 16 of 17 of the respondents from Noqhekwane, and the majority, 4 of 5 of the respondents from Ndengane, disagreed with this statement; only 1 of 5 of respondents from Ndengane agreed with the statement. Unfortunately, the impact of increased tourist numbers cannot be accurately measured considering that the tourist numbers to the villages were currently low and the responses would be speculative. All the respondents, 17 of 17 from Noqhekwane, and the majority, 4 of 5 from Ndengane, agreed with statement 14.3 (the increase of tourists in the CBT project will improve the village), while only 1 of 5 respondents from Ndengane remained neutral. A unique feature of CBT is the distribution of a portion of the earnings to community-wide projects in local areas. The agreement from respondents that increased tourist numbers

would improve the village could be associated with possible benefits to the wider community who may not be directly involved in the project. For example, the erecting of a church, crèche or clinic could be funded from earnings of a CBT project. Overall, the respondents were satisfied that tourists would not threaten their culture and fully met the pre-condition for CBT. However, this theme could be an *opportunity* and a *challenge* as well. As an *opportunity*, tourists and guests had a chance to interact and learn from one another's culture. A *challenge* may arise as a consequence of strong outsider influence from increased tourist numbers, normally associated with the demonstration effect, in which case, local people start to mirror the lifestyles of their guests. However, CBT is also believed to be closely linked to sustainable tourism (Honggang et al., 2009:3).

8.6.15 Theme: Profitability (individual)

This theme examined profitability for individuals directly involved in the project. According to Mallya (2006:32), poor communities benefit from economic opportunities associated with tourism through employment or entrepreneurial activities, on condition that they are involved in the economic activity. Some of the benefits include provision of food, accommodation, souvenirs, and the supply of locally grown fruits and vegetables (Mallya, 2006:32). Poor communities therefore complement their livelihood strategies by involving themselves in tourism (Forstner, 2004:497). Therefore, it has been suggested that tourism should contribute more towards improving the livelihoods of the poor (Mtapuri & Giampiccoli, 2013:1; Lapeyre, 2010:757; Tolkach, King, & Pearlman, 2013:1). However, the problem is that CBT ventures do not provide instant benefits and returns and take time to materialise (Lukhele & Mearns, 2013:210).

Table 8.22: Results for profitability (individual)

		Ndengane	Noqhekwane
I think the CBT project is a profitable project for me	15.1	Disagree	3
		Neutral	
		Agree	17
I think the money I earn from the CBT project is enough for my financial wellbeing	15.2	Disagree	4
		Neutral	3
		Agree	10
The profit from the CBT project is my main source of income	15.3	Disagree	6
		Neutral	
		Agree	10

Table 8.22 shows the results for profitability (individual), which reveal mixed responses. Four of 5 respondents from Ndengane disagreed with statement 15.1 (I think the CBT project is a profitable project for me), and only 1 of 5 agreed, while all the respondents from Noqhekwane agreed with this statement. The disagreement with this statement could be attributed to the fact that the Ndengane project was just starting and income and profits had not yet been measured. For statement 15.2 (I think the money I earn from the CBT project is enough for my financial wellbeing), 4 of 5 respondents from Ndengane disagreed with this statement, and 1 of 5 remained neutral, while more than half, 10 of 17 of Noqhekwane respondents, agreed that the money they earned from the CBT project was sufficient for their wellbeing; however, a few respondents, 6 of 17, disagreed with this statement and 3 of 17 remained neutral. One feature of CBT is its complementary nature. CBT complements other livelihood activities, for example, farming, and therefore communities involved in CBT projects should also understand that they cannot depend on the projects as their sole means of income. Tourism in general is seasonal, and earnings fluctuate between the high and low seasons. Therefore the mixed responses to profitability can be associated with these limitations. Again, the disagreement with this statement from the Ndengane respondents is attributed to the project's just commencing. For statement 15.3 (the profit from the CBT project is my main source of income), more than half, 10 of 17 of the respondents from Noqhekwane agreed, and fewer respondents, 6 of 17 disagreed with this statement. The results for the same statement show that the majority, 4 of 5 of respondents from Ndengane disagreed, and only 1 of 5 agreed that the profit from the CBT project was their main source of income. Although project members from both areas had mixed responses to profits earned from the CBT project, they were not totally dependent on tourism for their income.

Figure 8.3 showed that respondents continued to engage in gardening and small-animal farming. This information was also confirmed by the responses in Figure 8.12, showing that tourism was not the main occupation of all the respondents. The results presented for the theme on profitability individually did not fully meet the pre-conditions for CBT within both areas and could be regarded as a *challenge* and an *opportunity*. This theme could be an *opportunity* only if the CBT project were financially sustainable, and a business model developed to distribute profits for contribution to the CBT from individuals. This theme could be a *challenge* if individuals did not see enough personal economic gain. The results from both areas show mixed feelings regarding profitability (individual).

For Ndengane, this theme can mainly be regarded as a *challenge*, because their CBT project was still in its infancy compared with the Noqhekwane project, which had been operating for approximately eight years, with results indicating that most people were benefitting personally.

8.6.16 Theme: Profitability (communal)

This theme investigated profitability at the community level. Members of a CBT project may contribute in different ways. However, a problem arises when deciding on the distribution of profits. There were several questions that required attention in this respect, for example, who would collect the money and how would the money be divided? It should be remembered that sharing and reinvestment of profits within the community is a basic pre-condition, according to Waruhiu (2010, 2010). A study conducted by Jones in Latin America (2008:8) shows that local communities did not relate to the term ‘profit’ in their approach to managing cash. In this scenario, communities reinvested cash flow to increase benefits without regarding sustainable business practices (Jones, 2008:8). Thus, they did not maintain basic bookkeeping records that allowed them to calculate profits (Jones, 2008:15). On the other hand, local members that were not directly involved in the tourism enterprise also gained through the multiplier effect and linkages (Hausler & Strasdas, 2003:3; Lapeyre, 2010:758).

Table 8.23: Results for the theme profitability (communal)

		Ndengane	Noqhekwane
I think enough people in the community are benefiting from the CBT project	16.1	Disagree	2
		Neutral	1
		Agree	15
I think it is good to give part of the profit from the CBT project to the Community Trust for other community projects	16.2	Disagree	
		Neutral	2
		Agree	15
I think more people in the village should benefit from the CBT project	16.3	Disagree	1
		Neutral	1
		Agree	15

Table 8.23 shows the results for profitability (communal). The results for the theme on profitability at communal level were as follows: 3 of 5 of the respondents from Ndengane disagreed, while 1 of 5 agreed and 1 of 5 remained neutral with regard to statement 16.1 (I think enough people in the community are benefiting from the CBT project), while the majority, 15 of 17 from Noqhekwane, agreed and only 2 of 17 disagreed that enough people in the community were benefiting from the CBT project. Again Ndengane had not had the

opportunity to share their profits with the community as they were starting their project, while the Noqhekwane Trust required distribution of profits for community projects. For statement 16.2 (I think it is good to give part of the profit from the CBT project to the Community Trust for other community projects), all the respondents, 5 of 5 from Ndengane, and the majority, 15 of 17 from Noqhekwane, agreed with this statement; only 2 of 17 respondents from Noqhekwane disagreed with giving part of the profit to the CBT Trust for community projects. All the respondents, 5 of 5 from Ndengane, and the majority, 15 of 17 from Noqhekwane, agreed with statement 16.3 (I think more people in the village should benefit from the CBT project, while 1 of 17 respondents disagreed, and 1 of 17 remained neutral. The results presented for the theme on communal profitability fully met the pre-condition for CBT in Noqhekwane and partly for Ndengane. It is a *challenge* for Ndengane, because it seems that not enough people are benefiting; this was because the project had just started and it was obvious that insufficient income had been earned for distribution for communal projects. However, the overall response from the Ndengane project members was oriented towards wider community benefits, and this could eventually change to an *opportunity*. This theme was an opportunity for Noqhekwane, as their responses seemed oriented towards wider community benefits.

Table 8.24: Mean ranks of the 16 themes on pre-conditions for CBT as scored by the respondents from Ndengane and Noqhekwane

	Ndengane		Noqhekwane	
	Mean	Recoded Rank	Mean	Recoded Rank
Adequate presence of infrastructures	5.0	3	3.3	1
Presence of tourism assets – physical/natural	5.2	4	6.9	5.5
Presence of tourism assets – cultural	6.0	6	6.9	5.5
Market – existence of a market for the CBT product	3.6	1	6.8	4
Market – knowledge of market demand	5.4	5	6.5	2
Product development	7.2	8.5	7.1	9
Community-appropriate capabilities	7.0	7	7.0	7.5
Financial resources	7.2	8.5	7.0	7.5
Community leader/initiator	11.6	12	7.9	10
Community interest in tourism	4.2	2	6.7	3
Existence of decision-making structure	11.8	13	8.1	11
Local leadership/government	12.0	14	10.4	12
No threats to physical environment	13.8	15	11.9	13
No threats to local culture	14.8	16	12.8	14
Profitability – individual	11.4	11	13.2	15.5
Profitability – communal	9.8	10	13.2	15.5

Table 8.24 shows the ranking of the pre-condition themes as perceived by the respondents from both cases. Recorded rank is the allocation of a rank using a raw score, with 1 being the first (top) rank. The results showed that the existence of a market for the CBT product, community interest in tourism, and an adequate infrastructure were the key pre-conditions for CBT in Ndengane, while an adequate infrastructure, market knowledge related to market demand, and community interest in tourism were the key pre-conditions for CBT in Noqhekwane. It is interesting to note that the rankings were similar for the first three themes (pre-conditions) as perceived by the respondents from both areas for CBT. It was not surprising when respondents from both areas ranked the pre-condition market as important, when considering that CBT projects in developing countries lack the commercial distribution channels necessary for commercial sustainability (Mitchell & Ashley, 2009:1). The results were also congruent with statement 6.9 in Table 8.13, where all the respondents from Ndengane and 84.4% of respondents from Noqhekwane disagreed that *they have enough expertise in marketing*, and they *need more training* (statement 6.3). Table 8.24 is relevant in directing facilitators to the priority areas that needs attention.

Respondents from both areas also ranked the presence of infrastructure as important; this was in line with the suggestion by Messer and Vitcenda (2010:31) that tourism is dependent on infrastructure and services such as water, sewers, law enforcement, emergency services, and roads. These results were consistent with results on the theme ‘infrastructure’, where all the CBT members from both areas agreed that government should improve the infrastructure (see Figure 8.21). Community interest in tourism was also ranked as important by respondents from both areas; this is congruent with Calanog et al. (2012:190), who suggest that the community must be fully interested in the project, while Tuffin (2005:180) adds that the community needs to decide whether they want to be involved in the tourism project.

8.17 CONCLUSION

This chapter evaluated sixteen CBT pre-conditions to determine whether they were an opportunity or a challenge within the Noqhekwane and Ndengane CBT projects, by comparing the mean scores for each pre-condition. This was done by comparing the ratings of the two CBT groups in relation to each pre-condition to determine the extent to which each pre-condition was either an *opportunity* and/or a *challenge*.

Table 8.25: Challenge or opportunity for CBT in Noqhekwane and Ndengane

CBT Pre-conditions	Noqhekwane		Ndengane	
	Opportunity	Challenge	Opportunity	Challenge
Infrastructure		x		x
Presence of tourism assets (physical/natural)	x		x	
Presence of tourism assets (cultural)	x		x	
Market		x		x
Product development	x	x	x	x
Community-appropriate capabilities		x		x
Financial resources		x		x
Community traditional leader	x	x	x	x
CBT project leader		x		x
Community interest in tourism	x		x	
Existence of decision-making structure	x		x	
Government involvement in tourism	x	x	x	x
No threats to physical environment	x	x	x	x
No threats to local culture	x	x	x	x
Profitability (individual)	x	x	x	x
Profitability (communal)	x			x

Source: Researcher Developed

The results show that both areas have five common challenges, four common opportunities, and six common challenges and opportunities, with only one individual opportunity and challenge that was different between the both cases. Table 8.25 shows a breakdown of the opportunities and challenges identified in both cases. An interesting observation noted in Table 8.24 was the similarity in terms of rankings for the three most important pre-conditions as identified by the CBT project members from both cases. This observation indicated that infrastructure, market and community interest in tourism were important for CBT. It was clear that without basic infrastructure, such as water, roads, electricity and sanitation, it would be very difficult to operate a successful CBT project. The researcher had experienced the

challenges associated with the lack of infrastructure in both cases while staying as a tourist in Noqhekwane and Ndengane. The need for a market and the capacity for marketing the CBT project were also priorities and had been ranked as important according to the perspective of the CBT project members from both cases (see Table 8.4). This was also obvious, as having all the assets for tourism, without a market and knowledge of marketing, would impede the success of the project. The fact that there was agreement from both cases that they were interested in tourism was an opportunity and should be exploited. This made it easier for government or external stakeholder involvement as facilitators since coercion is not necessary as it impacts negatively on the sustainability of the project in the long term.

A close examination of the individual pre-condition themes from the results reveals the following: infrastructure, market, community-appropriate capabilities, financial resources and CBT project leadership should be challenges in both cases, while the presence of physical and cultural assets, community interest in tourism, and the existence of a decision-making structure was identified as an opportunity in both CBT projects. Product development, community traditional leaders, government involvement in CBT, no threats to physical environment and local culture, as well as individual profitability, were identified as opportunities and challenges in both case study areas. Profitability (communal) was the only pre-condition that was identified as an opportunity for the Noqhekwane project and a challenge for the Ndengane project. Overall, it was visible that the rating pattern between both cases was generally similar, as indicated in Table 8.25; only profitability (communal) was perceived differently by the CBT project members in both cases. This similarity could make facilitation easier in terms of interventions necessary to fix the challenges, as they were mostly common, and therefore reduced possible duplication. The pre-conditions that had been identified as challenges in both cases were key findings in this study and were consistent with the literature on CBT themes expressed by researchers cited in this study:

- CBT development in rural areas may be limited due to lack of infrastructure (Johnson, 2010:158).
- Tourism is dependent on infrastructure and services such as water, sewers, law enforcement, emergency services, and roads (Messer & Vitcenda, 2010:31).
- CBT ventures face a number of barriers to market access (Forstner, 2004:498; Mitchell & Muckosy, 2008:1).
- Market knowledge is necessary to evaluate the commercial viability of CBT initiatives (Calanog et al., 2012:289; Lucchetti & Font, 2013:3).
- Many CBT ventures fail due to insufficient numbers of visitors (Denman, 2001:16).

- Reliable quality products are key to commercial sustainability of an enterprise (Ashley et al., 2001:40).
- It is important to develop products that match the preferences of demand (Lucchetti & Font, 2013:4).
- CBT ventures do not provide instant benefits and returns and take time to materialise (Lukhele & Mearns, 2013:210).
- A problem with decision-making structures is that communities are divisive and may not be in agreement with decisions taken (Sproule, 1996:238).
- Community capacity enhances the level of success of a CBT initiative and must be considered (Lucchetti & Font, 2013:5).
- Prior to effecting community-based ecotourism enterprise development, it is important to identify local capabilities to determine opportunities and constraints (Calanog et al., 2012:215).
- A lack of financial resources presents a major obstacle to community participation and ownership (Asker et al., 2010:4).
- A project will need the guidance of an initiator (Calanog et al., 2012:188).
- Communities must be willing and trust one another before engaging in tourism development (Mitchell & Eagles, 2001:7).
- Government needs to create opportunities and develop policies that enable communities to achieve livelihood objectives from tourism (Simpson, 2008:7).

Although both areas were involved in CBT, the success of the projects will depend on addressing the challenges and developing the opportunities. However, challenges will require more resources, while addressing the opportunities may require less effort and fewer resources. In the same way, if all the pre-conditions linked as a unit function well, it will allow the project to improve and increase its chances of success. Chapter Nine of the study proposes a general Pre-Condition Evaluation and Management Model with universal applications.

CHAPTER NINE

PROPOSED CBT PRE-CONDITION EVALUATION AND MANAGEMENT MODEL (PEM)

9.1 INTRODUCTION

The purpose of this multicase study is to explore the importance of considering pre-conditions for community-based tourism (CBT) before proceeding with the actual implementation of the project. This chapter presents an overview of CBT models identified in Chapter Three of the study. It introduces the concept of the proposed PEM model and discusses the application of the model. It also discusses the pre-condition assessment resource tool (PART) and its complementary association with the steps of the PEM model. The PEM model proposed in this study provides a framework for the evaluation and management of CBT pre-conditions. The chapter concludes with a brief reflection on the proposed PEM model.

9.2 REVIEW OF CBT MODELS IDENTIFIED IN THE LITERATURE

CBT models were explored and presented in detail in Chapter Three of this study, and this section re-captures some of the characteristics of these models. Mtapuri and Giampiccoli (2013) presented two models, a type 1 model, with a single community-owned structure where the community lodge forms the nucleus and different activities revolve around the main CBT venture(s) (e.g. accommodation), and a type 2 model, aimed at a group of independent, micro and small ventures that should be managed under a common umbrella organisation. Hausler and Strasdas (2003) proposed a model with three levels of participation: in level one, the project can be owned and operated by the local community; in level two, parts of the community or families are involved in the project; and in level three, a joint venture is proposed between the community and some of its members or business partners. Zapata et al. (2011), advised 'bottom-up' and 'top-down' CBT models for Nicaraguan communities, with accelerated growth. In the bottom-up model, the community members are the entrepreneurs of the CBT project; it is funded by the locals with a strong focus on the domestic market, and shows reasonable success; however the top-down model is linked to external resources and is initiated by donors and NGOs. The initiator-sourced potential customers use their own knowledge, resources, networks and values, and target long-haul markets. The 'top-down' model has not been successful, compared with the 'bottom-up' model. Thapa (2010) proposed a CBT model with a community participation approach (village-based tourism in Nepal). This model was

based on village-based accommodation in the form of homestays in Sirubari Village in Nepal. Basically, visitors eat and sleep in individual houses and are received as a 'family member'. A unique characteristic of this model is its management committee, referred to as Tourism Development and Management Committee (TDMC). One of the strengths identified in this model is the voluntary contribution of labour and local skills. Baktygulov and Raeva (2010) proposed a CBT model with a sustainable approach for Kyrgyzstan. This CBT model is based on a sustainable approach towards rural poverty alleviation. The model is referred to as a business model and constitutes different actors consisting of local tourism service providers (individuals and families from local communities) and representatives of local authorities. There are two additional main actors involved in this CBT business model: tour operators (TO) and the Kyrgyzstan Community-Based Tourism Association (KCBTA). Tourists are at liberty either to buy CBT services or products directly from KCBTA or at the local CBT group office. Besides providing services for tourists, this CBT business model aims at generating income for rural families. A CBT Planning Process Model (CBTP) was proposed by Pinel (2002). The justification for the CBTP is based on the premise that tourism planning should start from an awareness of community values and organisational needs. This is seen as a more viable option to guide local tourism development. The thinking behind this model is the joint planning process with stakeholders, that is, residents, operators and government work in unison, building a more sustainable and consistent tourism industry for communities. Naguran (1999) proposed a CBT model with an integrated approach. This model was designed as a guiding development framework for CBT. The model identifies the major stakeholders that should ideally be involved in CBT, and discusses their roles and responsibilities. It recognises the relationship between the community, state, private sector and the NGOs as being interconnected. The state is seen as the promoter of an enabling environment and legislative framework for CBT to take place, and forms the basis for adopting an integrated approach to the development of CBT projects.

Most of the models share common aspects associated with CBT, such as community ownership and control. Common to the majority of the models was the adoption of bottom-up approaches. Only one top-down approach, presented by Zapata et al. (2011) in Nicaragua was identified among the models mentioned, and this was unsuccessful. Common problems noted among the various models are the need for finance, marketing, capacity building and partnerships. One model targeted domestic tourists and was extremely successful. However, no models examined CBT pre-conditions. Based on the results in the study area, which are considered to be crucial

to the success of CBT projects, this research proposed a CBT (PEM) model to facilitate CBT development. The proposed PEM model is general and has universal application. It is understood that meeting these pre-conditions does not guarantee success; however, addressing these concerns provides smoother implementation of succeeding steps. Therefore, it is argued here that pre-conditions should not only consist of a checklist, but should entail a thorough assessment. This assessment should include rating and ranking to determine the individual pre-conditions that need to be improved in terms of priority. This should be followed by action plans to enhance the project's success.

9.3 CONCEPT OF THE PEM MODEL

A fundamental step that needs to be considered before implementing a CBT project should consist of an assessment of its resources. For the purpose of this study resources are linked to CBT pre-conditions (see [A] in Table 9.1 for list of pre-conditions). The pre-conditions in this study are extrapolated from the literature and have universal application. However, their application elsewhere will vary and depend on the specific context of the project area. In the case of the latter, certain pre-conditions may apply and others may not be necessary. The planning committee will need to identify the necessary pre-conditions during the planning process. Essentially the assessment will assist in determining possible opportunities that could be developed, and introduce strategic thinking to address challenges identified within the project area. The outcomes of this assessment should be developed into action plans, to identify indicators, set goals and objectives, and to monitor and evaluate the success of the proposed plans. The steps are presented in the PEM model shown in Figure 9.2. Ideally a planning team should form part of the committee to drive the project. Participants could include government departments, local government representatives, non-government organisations, universities, the private sector, traditional leaders and project leaders elected by the community. The role of traditional leaders needs to be clearly defined, otherwise they just 'take over'. In addition the proposed steps in the PEM model may vary in their application, and may need to be modified when applied elsewhere because the aims and objectives of various CBT projects can be different (also based and/or depending on the specific local context).

The facilitation/guidance should follow a bottom-up approach. The relationship of all involved must be balanced and dominance should be avoided. In other words, the process should be collaborative. The PEM model is also based on the following premises:

- That all pre-conditions linked to the CBT project must be identified jointly by the local project members and external facilitators.
- That each pre-condition needs to be evaluated individually to determine whether it is an opportunity or a challenge.
- That improving the possible challenges using inventive solutions would ameliorate the challenge to become an opportunity.
- That the evaluation process should be repeated to ensure that all identified challenges are strong enough to enhance the project success.

9.4 CBT: PRE-CONDITION WHEEL

Figure 9.1 displays pre-conditions linked to a central pre-condition CBT project hub, similar to a bicycle wheel with spokes attached between the hub and the rim. A wheel operates optimally if all the spokes linked to the hub are in good working condition. A damaged spoke will cause the wheel to malfunction. In the same way, if all the pre-conditions that are linked to a project function well, this will allow the project to improve and increase its chances of success.

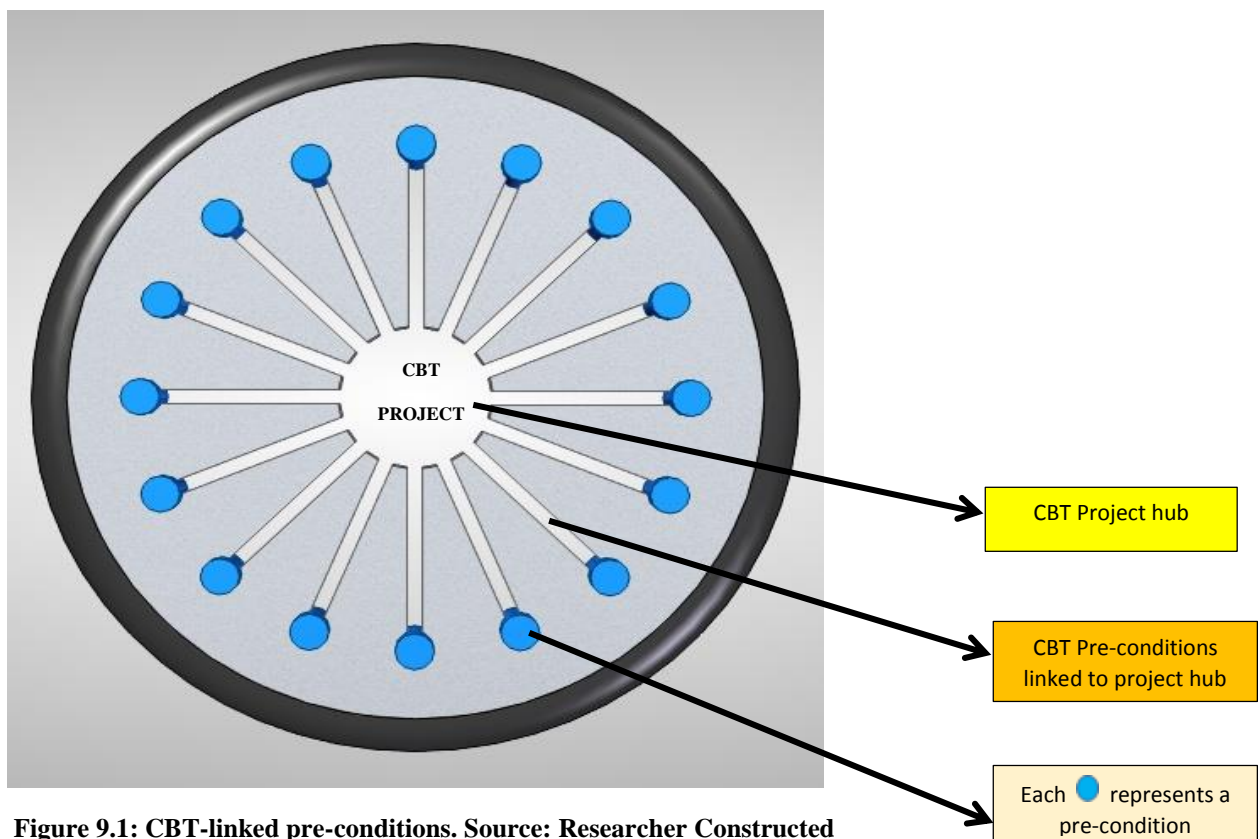


Figure 9.1: CBT-linked pre-conditions. Source: Researcher Constructed

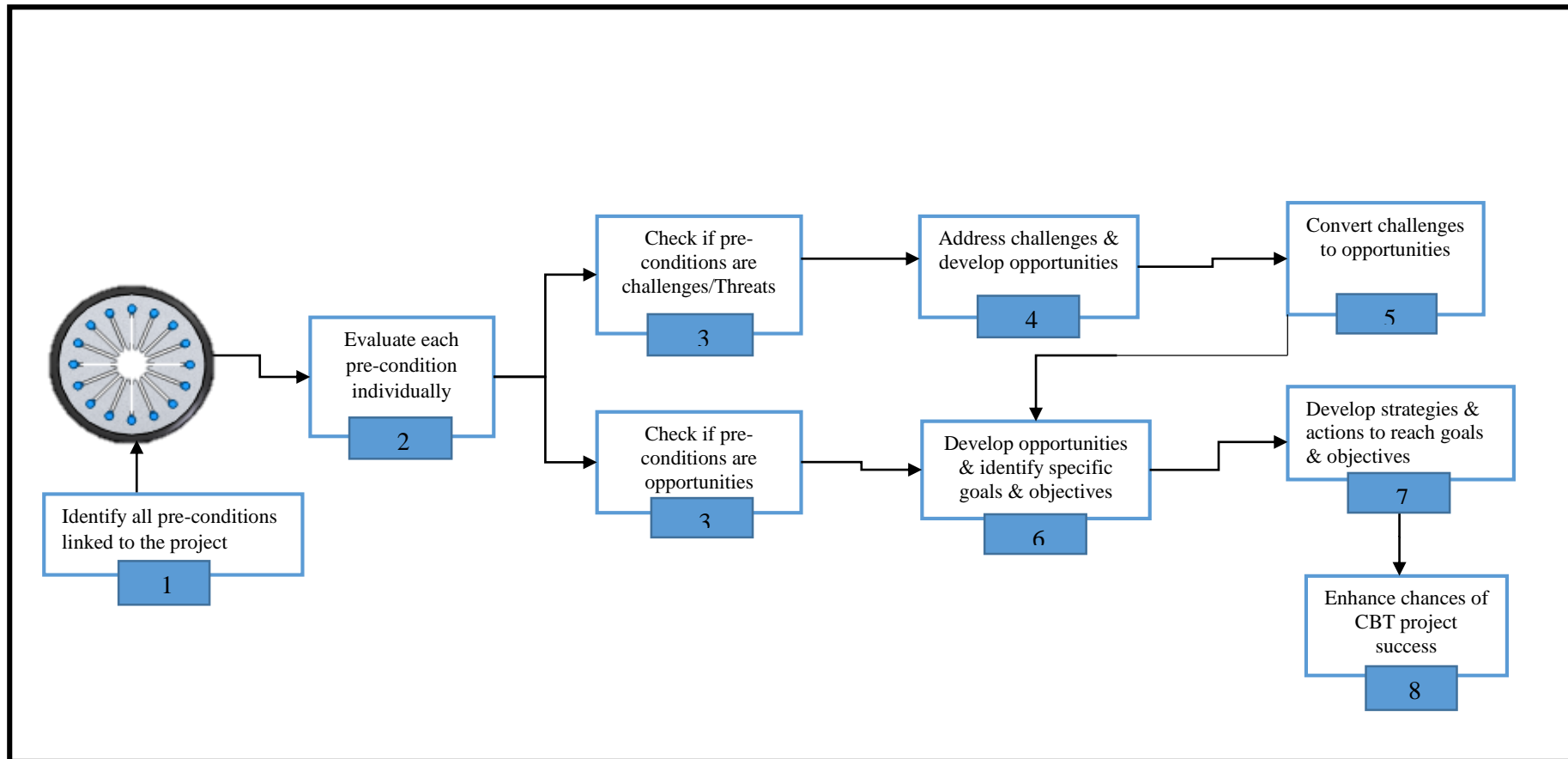


Figure 9.2: CBT Pre-Condition Evaluation and Management Model (PEM).

Steps 1 to 8 of the PEM model are linked to the pre-condition assessment resource tool (PART) in Table 9.1. Both the PEM model and PART complement each other. The PEM model provides a methodological or guiding framework, while the PART allows the planning committee to capture their outputs and also encourages future thinking.

9.5 STEPS IN APPLYING THE PEM MODEL

The following key steps need to be followed when applying the (PEM) model:

Step 1: Identify all pre-conditions linked to the project

At the first stage a 'pre' requirement will be to identify all the CBT pre-conditions that are linked to the project before implementation by the planning committee. This is shown as step 1 in the PEM model (Figure 9.2) and is illustrated in the Pre-Condition Wheel in Figure 9.1, and listed in Table 9.1 under (A). Each pre-condition is linked to a central pre-condition hub, as explained above, and is similar to a bicycle wheel, which operates optimally if all the spokes linked to the hub are in good working condition, as damaged spokes would cause the wheel to malfunction. In the same way, if all the pre-conditions that are linked to the project function well, it will improve and enhance the success of the CBT project (Figure 9.1). The identified pre-conditions will require further examination to determine if they need addressing or developing. This process is discussed in the next step.

Step 2: Evaluate each pre-condition individually

This step requires the facilitator and project members to determine whether each pre-condition is either a challenge or an opportunity (or both) within the CBT project. This is shown as step 2 in the PEM model and is linked to B and C of the pre-condition assessment tool (PART) (Table 9.1). The next step will require the committee to separate individual pre-conditions identified as either a challenge or an opportunity.

Step 3: Check for threats (challenges) or opportunities

Depending on the outcome of step 2, as shown in B and C (Table 9.1), the committee should decide which pre-conditions are either a challenge or an opportunity. The challenges could be a threat to the project and will need addressing, and also require more time and resources, while an opportunity could be further developed and probably requires lesser time and resources. This exercise is linked to steps 2 and 3 of the PEM model. Step 4 of the PEM model requires the planning committee to rate and rank each pre-condition and is linked to D and E of the pre-condition assessment resource tool (Table 9.1). The ratings and rankings should lead to critical evaluation of each pre-condition.

Step 4: Address challenges and develop opportunities

The first three steps of the PEM model showed the need to identify all pre-conditions linked to the project, evaluate each pre-condition individually, and determine whether challenges or opportunities are present. Step 4 involves a closer examination of each pre-condition. This step of the PEM model address challenges and develops opportunities. In this step the committee should rate all pre-conditions, for example, individual pre-conditions identified as challenges could either be rated poor, inadequate, or need improvement, while opportunities could be rated as either excellent, good, fair or satisfactory (D–E in Table 9.1) of the PART, while rankings will be based in order of priority (E in Table 9.1).

The pre-conditions that are ranked as a high priority should be followed with a short report to show factors that influenced their rating, as this exercise could reveal vital information that could be used to address challenges, as suggested in step 5, to develop opportunities, and in step 6, to convert challenges into opportunities as required by the PEM model.

Step 5: Convert challenges into opportunities

The next exercise is to convert challenges into opportunities. The information gathered from the brief report on each rated and ranked item (D–E in Table 9.1) should provide indicators to convert challenges into opportunities. Indicators are tools used to measure and identify key types of information that can be used to guide tourism management decisions (Messer & Vitcenda, 2010:175). An indicator, for example, in relation to infrastructure, could be a tarred or gravel road. The project members will need to assess the situation and find a solution, depending on the indicators. For example, if an output shows that a selected CBT project has the impediment of gravel roads, one objective could be to target 4x4 owners, as in the case of tourism, the journey forms part of the experience, while the goal is to increase tourist numbers. Another objective (based on the same indicators) is to ask the local municipality to have the roads graded more frequently. This will allow more tourists, with smaller cars, access to the project area; the goal again could be to increase tourist numbers by providing access. Similarly indicators need to be identified for each pre-condition, keeping in mind goals and objectives. The project members and facilitators should agree on possible solutions and take actions to convert challenges into opportunities. This step must be undertaken within agreed time frames.

Step 6: Develop opportunities: identify objectives

The main goal of the pre-condition evaluation and management exercise based on the PEM model is to ensure that most pre-conditions are developed into opportunities so the CBT project can be enhanced. In this step, objectives need to be identified. These objectives should be developed into action plans.

Step 7: Develop strategies & action plans to reach goals

In this stage, the planning committee (community members and facilitators) create an action plan based on the outputs from the preceding steps. This process is essential to determine whether goals are being met and whether other interventions may be necessary. Monitoring and evaluation should be implemented as part of the action plan, as it is a cyclic process, and should be repeated. Therefore the planning committee should continuously plan, act, review and improve their CBT project. At the end of the time frame, the facilitators and project members should re-evaluate the indicators to decide whether alternative strategies are necessary. If some of the pre-conditions are still identified as challenges, then the project members and facilitators will repeat the improvement cycle – until the pre-condition is improved to an acceptable level for the proposed CBT project, as illustrated in Figure 9.3.



Figure 9.3: Cyclic process of the monitoring and evaluation exercise, Source: Researcher Constructed

Step 8: Enhance chances of CBT project success

In a CBT project, ideally each pre-condition will be evaluated by the planning committee using a bottom-up facilitative approach. Thus, this cycle should be repeated (as illustrated in Figure 9.3) to ensure that all identified challenges are strong enough to enhance the project's success. At the end, the facilitators and project members need to check whether the challenges (threats) have been mitigated, and must decide whether they still are challenges, or if they have been mitigated to be opportunities (strengths). It is important that each pre-condition reaches an acceptable level so that the project can progress towards its specifically proposed goals. In cases where resources and capabilities do not allow the project to reach the ideal pre-condition level, then alternative strategies need to be implemented to make the project feasible, for example, if there is currently no reticulated water supply, then project members could look at borehole construction or tanks for water storage.

9.6 APPLICATION OF THE PRE-CONDITION ASSESSMENT RESOURCE TOOL (PART) AND PRE-CONDITION EVALUATION AND MANAGEMENT (PEM) MODEL

The Pre-Condition Assessment Resource Tool (PART) in Table 9.1 is an instrument that is designed to complement the PEM model. The PART has three main features: it acts as an inventory that allows for the charting of all identified pre-conditions, it allows for the charting of opportunities and challenges, and it allows for specific rating and ranking of the pre-conditions that require priority in terms of development as shown in the completed example (in Table 9.1). The PART assists the planning committee to make more informed decisions.

The main purpose of the PEM model is to provide a framework that guides the assessment process for CBT development. A key feature of the model is to identify a checklist of pre-conditions to be considered before implementing a selected CBT project; this is considered the principal step. The intermediate steps include evaluation of the individual pre-conditions to identify challenges and opportunities, and addressing challenges and developing opportunities, while the final steps require development of strategies and action plans, including periodic review by following a cyclic process (Figure 9.3).

Table 9.1 (A) shows a list of CBT pre-conditions extrapolated from the literature consulted in this study. The outputs of the assessed pre-conditions should assist in identifying possible challenges and opportunities and provide directions for corrective actions before embarking on a CBT project; for example, Table 9.1(B–C–D) shows possible outputs that may unfold from

an assessment, linked to steps two and three of the PEM model. The assessment of the pre-conditions could reveal whether challenges are either poor, inadequate, or need development, while opportunities could show whether they are either excellent, good, fair or satisfactory and could be developed. The assessment chart also requires pre-conditions to be rated and ranked (Table 9.1, D–E) and is linked to steps four, five and six of the PEM model. All pre-conditions are not equally important. Therefore, the pre-conditions identified as critically important, for example, infrastructure, market for the product, need for a skilled project manager, government support, capacity, and financial resources, need to be high priority. This exercise is essential and highlights challenges that need to be addressed and opportunities that need to be developed in order of priority and should be critically examined. As previously mentioned, the final steps require development of strategies and action plans, and monitoring and evaluation of the recommended goals and objectives, to enhance the success of the project (F in Table 9.1) and are linked to steps seven and eight of the PEM model. Although pre-conditions should be mandatory for all CBT projects, the type of pre-conditions could vary, depending on the specific context and circumstances of the project area and its project members. For example, infrastructure, financial resources and skills levels may be a pre-condition that needs high priority in terms of development in rural areas in LDCs, while the same pre-conditions may probably not be a priority in developed countries.

Table 9.1: Pre-condition assessment resource tool (PART).

Application to Hypothetical CBT Project						Action Plans		
A	R	C	E					F
CBT Pre-Conditions	Opportunity	Challenge	Development Priority List					Develop action plans/monitor & evaluate pre-conditions for CBT
			Not a priority 1	Low priority 2	Medium priority 3	Moderate priority 4	High priority 5	
Availability of infrastructure		Poor/none exists					x	
Presence of physical/natural resources	Excellent		x					
Presence of cultural resources	Excellent		x					
Existence a of market for product		No established market					x	
Knowledge of a market demand		Needs improvement					x	
Availability of skilled labour		Needs improvement					x	
Availability of financial resources		Inadequate					x	
* Support from traditional leader		Inadequate					x	
Availability of skilled project leader/manager	D	Inadequate					x	
Community interest in tourism	Good		x					
Existence of decision-making structure	Good		x					
Government involvement in tourism		Poor/None					x	
No possible threats to physical environment	Fair			x				
No possible threats to local culture	Fair				x			
Profitability (individual)		Poor					x	
Profitability (communal)	Satisfactory	Needs Improvement					x	

Source: Researcher Constructed

1 means *not a priority*, 2 means *low priority*, 3 means *medium priority*, 4 means *moderate priority*, 5 means *high priority*. This scale shows the development priority, following the outcomes of the identified pre-conditions before proceeding with implementation of the project. Table 9.1 is a hypothetical example and illustrates a typical scenario only.

A to F are linked to the eight steps of the PEM model (Figure 9.2). This link shows the synergy of the PEM model and the Pre-Condition Assessment Resources Tool (PART). As explained previously, they complement each other. If the steps of the PEM model are followed, the outputs could be charted as illustrated in the example (Table 9.1).

* Only applicable in Africa and in similar traditional societies.

9.7 CONCLUSION

This section explained the proposed Pre-Condition Evaluation and Management Model (PEM) and its synergy with the Pre-Condition Assessment and Resource Tool (PART). No other research seems to have proposed a CBT pre-condition model and most literature is limited to listing the pre-conditions necessary for CBT development. It is argued here that a model for the evaluation and management of pre-conditions is fundamental; only with a proper foundation can CBT development increase its chances of success. As a building needs a proper and solid foundation to remain steady and undamaged, the same applies to a CBT project, which needs proper evaluation and management of pre-conditions (as a foundation of the project) to increase the chance and level of success, and remain sustainable. The level and type of collaborative approach between CBT project members and external facilitators is important, as this relationship should always recognise that the owners, managers and beneficiaries of the CBT project are the local members. Therefore, collaboration should lead to long-term sustainability of the projects, also (especially) when the facilitators leave the scene of the project. The CBT (PEM) model assists in clarifying the viability of the project at the outset of the planning phase, while the PART complements the application of the model. The application of the model is universal, and is similar to a SWOT (strengths, weaknesses, opportunities, threats) analysis, allowing the stakeholders to conduct a feasibility study based on the indicators that are developed for each pre-condition presented as a challenge.

The CBT (PEM) model is relevant for the following reasons:

- It can reduce failure as the model provides a framework for planning, before practical implementation of the project.
- It encourages stakeholders to find solutions through early detection of possible problems.
- It promotes future planning and thinking.
- It strengthens the foundation of a project.
- It allows the stakeholders (community and external facilitators) to identify the pre-conditions for their CBT project in advance as this depends on specific local context.
- It promotes community-based planning, involving local communities with the assistance of external facilitators.

It is assumed that following this model, which recommends the evaluation and management of pre-conditions before practical implementation, will present important information that will

possibly enhance the success of the CBT project, thus achieving more positive outcomes. However, projects that are already operating, such as the cases in this study, can still make use of the model. Finally, the PEM Model developed in this study can be applied in different places with minor modifications. The pre-conditions identified from the literature also have universal application and can be applied as required in relation to the context of the project area. Thus, the general concept of identifying and evaluating pre-conditions should be mandatory to any CBT project to enhance the chance of success of the project itself. The rationale for the model is based on the need to save time and funds, and possibly reduce failure and increase the chance of success of CBT projects. Hence, CBT involves a large cross section of fundamentals that includes the state, tour operators, local community who reside in proximity of the area of operation and the tourists who support the CBT projects during their visit. All these elements form the pre-conditions for CBT. Therefore, CBT projects depend on the ability to capitalise on the natural resources by the local community with the support and facilitation from various stakeholders for success. The previous chapters explained the role of government and their policies to support tourism development and the need for facilitators in CBT development was also explained. Various CBT models were also examined and a need for proper evaluation and management of pre-conditions was identified as a gap and was proposed to increase the success of CBT projects. Therefore, it is recommended that ideally pre-conditions should be met prior to implementation.

CHAPTER TEN

INTERPRETATION, CONCLUSIONS AND RECOMMENDATIONS

10.1 INTRODUCTION

This study sought to explore the importance of considering pre-conditions for community-based tourism (CBT) before proceeding with the actual implementation of the project. Ignoring this fundamental step often leads to the failure of CBT projects. The purpose of this research was to evaluate individual CBT pre-conditions with a sample of CBT project members directly involved in community-based tourism to establish whether their projects were faced with challenges or presented with opportunities. It was anticipated that knowledge generated from this study would enhance CBT development projects, thus increasing possible success. This chapter presents an overview of the study, followed by a discussion of the major findings, conclusions and recommendations.

10.2 OVERVIEW

The literature shows that there is a lack of research on the evaluation of CBT pre-conditions through the perspectives of its members; what exists is limited to pre-condition guidelines that should be followed. Database searches revealed a lack of published research on the perspectives of CBT members regarding their own projects in relation to the evaluation of pre-conditions for CBT. Literature on pre-conditions for CBT was available, but was restricted to checklists that should be followed before undertaking a tourism business, and not located within specific CBT projects, as undertaken in this study. Hence, this research sought to develop a CBT evaluation model that could be used before the development of CBT ventures/projects. It should be noted that each pre-condition could be a challenge or opportunity, and/or both, for community development, depending on various matters such as the specific socio-economic context, local environment, and infrastructure of the area.

Therefore, the need was to first collectively identify which pre-conditions were necessary before proceeding with CBT projects. This study utilised two case studies to validate why it was important to conduct an initial feasibility assessment of pre-conditions for CBT before implementation. The study was based on the following objectives:

1. To explore the different CBT models.
2. To identify the pre-conditions required for CBT.
3. To investigate the historical and current state of CBT in both project areas.

4. To develop a pre-condition model to enhance the chance of success and facilitation of CBT development prior to implementation.
5. To identify present pre-conditions, challenges, and opportunities for CBT development in the study area.
6. To identify the pre-conditions that are most important for the individual CBT projects.
7. To propose strategies to improve the CBT development after considering the pre-conditions, challenges, and opportunities, and/or both, experienced in the study area.

The two case studies, Ndengane and Noqhekwane Villages, are located in the Eastern Cape Province of South Africa. Both cases have specific differences: the Ndengane CBT project, operated as a co-operative with five members, started in 2012, whereas the Noqhekwane project began operating in 2005 and has been operational for approximately eight years, with seventeen members, and is managed through a trust. The purpose of the research was to evaluate CBT pre-conditions through the perspectives of project members in relation to their projects. The CBT pre-conditions were evaluated to determine whether they were an opportunity or a challenge, or/both, within Noqhekwane and Ndengane, by comparing the mean scores for each pre-condition. This was done by comparing the ratings of the two CBT groups in relation to each pre-condition to determine the extent to which each pre-condition was either an *opportunity* and/or a *challenge* in each village. It was hoped that a better understanding of the pre-conditions would provide insight into how to improve the CBT projects. This study employed a mixed-methods approach for data collection, more specifically, the qualitative approach was used to gather more in-depth information from respondents, based on their CBT projects in the context of their specific socio-economic status, their local environment, education levels, management and background of their project, and infrastructure of the area.

All seventeen CBT project members from Noqhekwane, and all five from Ndengane, participated in the study, giving a 100% response rate. This study specifically focused on all twenty-two individuals who were involved in CBT, on the basis that they were most likely to contribute data, both in terms of relevance and depth. This chapter provides explanatory insights in relation to the findings. The discussions also consider literature that supports CBT. The findings should increase the understanding of how to address challenges and develop opportunities. This chapter then closes with a reflection on the research conclusions, recommendations for further research, and concluding comments.

10.3 INTERPRETATION OF FINDINGS

The findings in respect of objectives 1, 2, 3 and 4 are chapter specific, and were summarised and presented in Chapters Three, Six, and Nine, and are briefly reported in this section, while the findings for objectives 5, 6, and 7 are presented in this section in more detail.

Findings of objectives 1, 2, 3 and 4

Objective 1 (Explore the different CBT models) is answered in Chapter Three, section 3.2.5, CBT Models. An overview of the various models explored is presented in this section:

Mtapuri and Giampiccoli (2013) propose two models, one with a single community-owned structure where the community lodge forms the nucleus and various activities are grouped around the main CBT venture(s) (such as accommodation), and a model aimed at a group of independent, micro and small ventures that should be managed under a common umbrella organisation. The advantages of both models could be associated with backward-linkages and multiplier effects, while the disadvantages could be related to non-equitable income distribution because of variable and non-equitable inputs from individual service providers. Zapata et al. (2011) propose ‘bottom-up’ and ‘top-down’ CBT models. The ‘top-down’ model targets long-haul international tourists and does not involve the community at strategic levels. Hence, it proved unsuccessful, while the ‘bottom-up’ model targets domestic markets, backward-linkages through local supply chains, local ownership and management, and good marketing, and proved to be successful. Moscardo (2007) proposes a regional tourism model. Advantages of this model are the involvement of the local community and local stakeholders, and proposals to identify leaders and champions who have a holistic understanding of tourism development. An integrated model presented by Naguran (1999), links to a guiding framework, and encourages linkages between the community, government, and the private sector. The role of NGOs as facilitators could be an advantage in this model, while the disadvantage could be associated with a possible non-equitable share of the ownership and management of the CBT project. A community participation model proposed by Thapa (2010) reveals several unique features. The project was managed by a management committee (TDMC), labour and skills were volunteered by the community, quality standards were promoted, products were developed jointly between the community and a travel agency, and joint marketing efforts were promoted. The homestays were an advantage in this model, as guests lived with their hosts; this reduced financial expenditure. A pitfall in this model is the irregular income derived from

the CBT project, since guests do not have an option to choose a host, as this falls to the management committee (TDMC). Hausler and Strasdas (2003) posit a model with three levels of participation: in level one, the project could be owned and operated by the local community; in level two, parts of the community or families are involved in the project; and in level three, a joint venture is proposed between the community and some of its members or business partners. Baktygulov and Raeva (2010) suggest a CBT model with a sustainable approach linked to poverty alleviation for Kyrgyzstan. This model utilises a business approach and constitutes different actors. An advantage in this case study was that all CBT groups had their own CBT fund and received the maximum share of the revenue, while a major disadvantage was that commission earned varied and was dependent on the way tourists contacted individual service providers.

After exploring the various CBT models, this study proposed a general CBT Pre-Condition and Evaluation (PEM) model to facilitate CBT development. None of the CBT models explored considered pre-conditions from a CBT development perspective. The main purpose of the PEM model was to provide a framework that guides the assessment process for CBT development. A key feature disregarded in the models examined was the identification of pre-conditions that needed to be considered before implementing a possible CBT project, while this should be considered as the principal step.

The findings revealed the application of different approaches among the models, but they all share similar goals, that is, to improve the lives of the community members who are either directly or indirectly involved in the projects. Chapter Three also answered the question: What are the various interpretations of and models for CBT development? The findings indicate certain commonalities and differences among the proposed CBT models and are presented in Chapter Three, section 3.2.5, Table 3.4.

Objective 2 (Identify the pre-conditions required for CBT) is answered in Chapter Three, section 3.2.6, Pre-conditions for CBT, in Table 3.3. The findings based on the literature show a list of pre-conditions that should be available before commencing with CBT development. Chapter Three also answered the question: What are the specific pre-conditions for CBT development based on the literature? It provided the following list of pre-conditions extrapolated from the literature:

1. Availability of infrastructure
2. Presence of physical/natural tourism assets
3. Presence of cultural resources
4. Existence of a market for the products
5. Knowledge of market demand
6. Knowledge of product development
7. Profitability (individual)
8. Profitability (communal)
9. Existence of a decision-making structure
10. Availability of skilled labour
11. Available of financial resources
12. Support from traditional leader/initiator
13. Community interest in tourism
14. Government involvement in tourism
15. No possible threats to physical environment
16. No possible threats to culture

Recommendations based on the appraisals of the pre-conditions of the two cases in this research are available in section 10.5 of this chapter.

Objective 3 (Investigate the historical and current state of CBT in both project areas) is answered in Chapter Six. The Amadiba horse and hiking trail began in 1997, initiated by the Pondo Community Resources Optimisation Programme (PondoCROP). In 2000 PondoCROP negotiated with the European Union (EU) to fund the extension of the existing trail to stretch across the entire length of the Wild Coast. The findings show that plans by the EU-supported project were not completed after the EU contract terminated in 2004. One outcome was the development of a campsite in Ndengane (not controlled and managed by the community as originally planned), which took place after the EU had negotiated with a private bidder to take over the project. Currently, the private company pays a lease agreement fee to the Ndengane Community Trust. It was only in 2012 that a few community members from Ndengane decided to open a co-operative to run a tourism project.

The Noqhekwane project did not take off under the EU-supported project, except a few members received training through the EU-supported project funding. These members subsequently continued to operate their own project from 2005, after the EU had left the project

when their contract expired. Tourists from many countries visited Noqhekwane, most of whom were vacationers at the main tourist town of Port St Johns (see Appendix E, showing country of origin of visitors to Noqhekwane, taken from the guest book). Currently tourist numbers to Noqhekwane have declined, and this could be attributed to the death of the horses, which had been the main tourist attraction. The non-replacement of horses has severely hampered the project in Noqhekwane. The findings showed that both projects are affected by multiple factors that impede the success of the projects and need to be addressed. A more detailed presentation of the history and current state of the projects is presented in Chapter Six.

Objective 4 (Develop a pre-condition model to enhance the chance of success and facilitation of CBT development prior to implementation) is answered in Chapter Nine. The need for the model was based on pre-conditions identified in the literature. The pre-condition models identified in this research mainly discuss elements that are or need to be incorporated in projects, and gaps that need to be closed. Only Pinel (2002) discusses a CBT planning process model; however, no models examined CBT pre-conditions. Therefore this research proposed a CBT Pre-Condition Evaluation and Management (PEM) model to facilitate CBT development. It is understood that meeting these pre-conditions does not guarantee success; however addressing these concerns provides smoother implementation of succeeding steps and enhances the chances of success. The PEM model is presented in Chapter Nine of this thesis.

Objective 5 (Identify present pre-conditions, challenges, and opportunities for CBT development in the study areas) answers the questions: What pre-conditions are challenges, opportunities or both in the case study? The findings for the above questions are linked to four selected themes, which the researcher grouped in four categories:

1. Category one – challenges in both cases
2. Category two – opportunities in both cases
3. Category three – opportunities and challenges in both cases
4. Category four – opportunities and challenges in individual cases

Category one: findings related to challenges in both cases

This research question sought to identify what pre-conditions are challenges/opportunities or both in the case studies. The findings revealed multiple challenges in both cases. It was widely acknowledged that the lack of infrastructure is a problem in both cases. For example, both areas lack a reticulated water supply and access to electricity. The toilets are a basic pit type. The

roads leading to both areas are gravel and are more suited to 4x4 vehicles. Small passenger vehicles are not suitable for these roads. There was a consistent view from respondents that government should improve the infrastructure to enhance tourism in both villages. The majority of the respondents from both cases agreed that marketing was a challenge. The respondents in both areas also felt that their tourism products were attractive to tourists; however they lack expertise in marketing, and require training. The findings also revealed a wide range of skills gaps. For example, respondents acknowledged that they lacked capacity to manage their projects and required upskilling. The findings also suggest that both projects lack financial resources, and the ability to manage income received from tourists. The respondents also pointed out that they required capacity to apply for funding and capacity to manage income. There was general consensus from both cases for a project leader to develop the CBT project. Respondents also agreed that they lacked leadership skills and required capacity building to lead the project.

Overall, respondents agreed that infrastructure, market, community-appropriate capabilities, financial resources, and CBT project leadership were challenges in both cases. Such perspectives might be warranted, based on the literature on CBT pre-conditions, for example, the need for infrastructure (Johnson, 2010:158; Messer & Vitcenda, 2010:31; Calanog, et al., 2012:243), the need for market access (Forstner, 2004:498; Mitchell & Muckosy, 2008:1), the need for marketing (Calanog et al., 2012:289; Lucchetti & Font, 2013:3), the need for capabilities (Aref, Redzuan & Gill, 2010:172; Calanog et al., 2012:215; Lucchetti & Font, 2013:5), the need for financial resources (Aref, 2010:355; Asker et al., 2010:4), and the need for leadership (Mitchell & Reid, 2001:120; Calanog et al., 2012:188).

It is now important to consider the implications of the perspectives of respondents involved in the projects. It appears that tourism is dependent on infrastructure; therefore it can be argued that the project cannot progress without infrastructure, and that government should make provision for infrastructure development. Both villages have very 'marketable' tourism products; unfortunately they are unable to exploit the greater market for their products because they lack skills in marketing. Thus, it can be reasonably argued that marketing is a specialised skill and requires professionals. Project members also perceive government as a potential source of assistance. With reference to this perception, it is conceivable that respondents are mindful of the responsibilities of government in relation to community development. Participants also maintain that private companies should assist them. It is likely that the private sector may include credit agencies, tour operators and private businesses that are likely to assist through corporate

social responsibility. It appears that participants lack leadership skills and confidence to lead their projects. Leadership is fundamental to the success of the projects. Leaders play a role in negotiating with government, funders and the private sector. Leadership and skills come into play to tap into these potential sources of funding. It is unlikely that these CBT projects will succeed if these issues are not addressed.

In summary, it can be argued that the pre-conditions that are challenges to the projects threaten the projects' success. Therefore the project members and possible facilitators should agree on solutions and actions to address challenges and to develop opportunities. Most of these challenges affect the possible success of the projects, and need to be improved to an appropriate level, thus allowing the CBT projects to achieve a greater chance and level of success. Therefore, it can be reasonably argued that the focus should not be on rushing to implement the project, but rather to take measures to prevent possible failure.

Category two: findings related to opportunities in both cases

The findings in this category revealed that both areas have sufficient physical/natural and cultural attractions. These elements are essential pull factors that motivate tourists to visit a destination and can be linked to an opportunity to develop the project. In both cases the project members seem to be interested in the development of their CBT projects, and in tourism, and they are eager to take responsibility for any future development of the CBT projects. In light of this view, it can be posited that success can only be achieved through teamwork among all project members. Additionally, respondents are also in favour of a decision-making structure, such as the Community Trust, and are open to other community members' joining the projects. The literature suggests that physical and cultural assets, community interest in tourism, and decision-making structures are necessary pre-conditions for tourism, development, for example, the need to have physical and cultural assets (Telfer & Sharpley, 2008:125; Messer & Vitcenda, 2010:62; Spenceley & Meyer, 2012:299), interest in tourism (Mitchell & Eagles, 2001:7; Johnson, 2010:158; Calanog et al., 2012:190), having decision-making structures (Naguran, 1999:42).

It is also important to discuss the implications of the perspectives of the respondents involved in the projects. It appears that the project members are motivated and are interested in tourism, and seem to embrace tourists, besides earning money, which could mean that they have pride in showing their village and sharing their culture. Typical of traditional structures, the current project members are open to other communities' joining their project; this is representative of their traditional customs of *ubuntu*. It appears that both villages have sufficient cultural and natural attractions, a pre-condition for CBT.

In summary it is suggested that opportunities are present in both projects and should be exploited; however it is likely that some important factors could have been overlooked by respondents. This view is posited because it is insufficient to have physical and cultural tourism assets without a market, and skills to market the product. It is also probable that not having a market for tourism products makes all the other opportunities dormant. Therefore it appears that respondents need to ensure that their CBT projects reach a potential market through the correct channels as a first step; only then will all the other opportunities become effective. Overall, the findings suggest that the pre-conditions in this category meet the pre-conditions for CBT; however it will need to be developed and sustained.

Category three: findings related to opportunities and challenges in both cases

The findings in this category show opportunities and challenges are present, and it appears that sufficient tourism products are currently available in both cases. However, respondents lacked knowledge of how to diversify their products. As such, it can be reasonably argued that this limitation is a challenge and that respondents will require capacity to diversify their products. There were mixed responses concerning the community traditional leaders. Some project members agreed and others disagreed on whether the traditional leader was proactive in developing the CBT project. It is likely that respondents lacked confidence in the traditional leader's knowledge of CBT development or were afraid to comment adversely. As such, it can be posited that the main reasons for no confidence in traditional leadership are based on the premise that traditional leaders are unfamiliar with current socio-economic development strategies.

In terms of government involvement in tourism, there was agreement from both cases that government should support CBT development, by providing funding and training. It is probable that the current lack of progress in the projects can be attributed to government's failure to provide assistance. This view is posited because it should be the responsibility of government to implement the tourism development policies they adopted, which often proclaims funding and infrastructure development for rural communities, but is rarely applied. The majority of the respondents believe that an increase in the number of tourists to their village will not damage the environment or threaten their culture. This is unlikely, as increased tourist numbers have a tendency to impact the natural and cultural heritage of host communities. Therefore, increased tourist numbers may appear good on the surface, but this could be a challenge if the project members are not cautioned on sustainability. More respondents from Noqhekwane agreed that the CBT project is profitable to them, while the majority of the respondents from Ndengane disagreed. This differing perspective is linked to multiple factors: some of the main factors can be attributed to the lack of funds, leadership, government involvement, and the infancy of the project. Overall, the findings show that product development, community traditional leadership, government involvement in CBT, no threats to physical environment and culture, and individual profitability were identified as opportunities and challenges in both case study areas. The perspectives of the respondents on the above challenges and opportunities find support in the literature on CBT, for example, product development (Ashley et al., 2001:40; Lucchetti & Font, 2013:4; Lukhele & Mearns, 2013:201), traditional leadership (Mitchell & Reid, 2001:120; Giampiccoli & Hayward Kallis, 2012a:182), threats to physical environment and culture (Denman, 2001:6; Calanog et al., 2012:314), individual profitability (Sproule, 1996:240; Jones, 2008:8; Lukhele & Mearns, 2013:210). Now the implications of the perspectives of the respondents involved in the projects should be considered. Respondents perceived that they would benefit more from increased tourist numbers. This finding is paradoxical as both project areas depend on rain and springs for their water supply. Both areas do not have a reticulated water supply. Their personal water consumption is limited, owing to scarcity, and people walk distances to collect water. The respondents also perceived that increased tourist numbers would not affect fish stocks. This is likely, as fishing is strictly controlled by Parks Board authorities, and local community members are employed by the Parks Board to monitor fishing in the area; both areas are also listed as conservation areas. The conservation rules are strictly enforced by the Parks Board authorities, and the researcher has observed the monitoring of fishing by the conservation authorities. Culture forms part of the tourism product in both villages. It seems that

the limited tourist numbers are not showing signs of negative impact. However, it is probable that this may change if tourist numbers increase and if long-term impacts are not considered.

The Noqhekwane project is more established and has been operating for eight years. A few project members received training and are contributing to the success of the project. The Ndengane project is less than two years old and none of the members received specific training in tourism-related skills. This is a limitation, which may explain why the Ndengane project is not receiving maximum benefits. Both projects are not prepared to split their income with possible partners and are therefore reluctant to form partnerships. A possible reason for this is their small share of the income received from the projects and the implications of sharing this income. The Ndengane project is fairly new and has not involved the Ward Councillor, hence the difficulty in determining the outcomes of not involving the Ward Councillor. The Ward Councillor in Noqhekwane has involvement in their project, as was observed by the researcher during a meeting held in Noqhekwane. Both areas have high unemployment rates and have initiated CBT projects to earn an income; however they lack funding and sufficient skills to manage their projects.

Respondents believed that they were not getting assistance from government and that they had to depend on their own plans and initiatives. Therefore, it is understandable that their resourcefulness and determination to continue with their projects are characteristic of their motivation to succeed. Unfortunately, both projects have suffered many setbacks in terms of funding, capacity and infrastructure, yet government has not intervened to assist, although the tourism policies indicate the need to do so. Furthermore, traditional leadership had not been active in resolving these matters. Thus, it can be reasonably argued that the problem with traditional leadership is that leaders hold the power when it comes to decision making, irrespective of whether they are knowledgeable about specific issues or not, and therefore their hierarchical leadership status should be questioned against their lack of current socio-economic development knowledge. From the perspective of the respondents, it appears that they do not have confidence in the traditional leaders' leading their projects. Given these considerations, one explanation may be that although the communities lack skills and have limited resources they are prepared to move forward with their projects to earn much needed income. Another explanation to consider is their need for assistance from government and guidance from possible facilitators to overcome their challenges (weaknesses) that can threaten the success of their projects. As such it is difficult for the project members to address the challenges to reach an

acceptable level to operate the projects towards their specific proposed goals if they are not assisted.

Category four: findings related to opportunities and challenges in individual cases

The research findings show that profitability (communal) was the only pre-condition that was identified as an opportunity for the Noqhekwane project and a challenge for the Ndengane project. It is interesting to note that more respondents from Noqhekwane agreed that enough people in the community were benefiting from the CBT project, while in the case of Ndengane there was disagreement on whether enough people in the community were benefiting from the project. The perspectives of the respondents on the above challenges and opportunities find support in the literature on CBT, for example, Lukhele and Mearns (2013:210) explain that CBT ventures do not provide instant benefits and returns, and take time to materialise. Now consider the implications of the perspectives of the respondents involved in the projects. The Ndengane project is still in its infancy and does not have an established market for its products, which is impacting respondents' income. In contrast, the Noqhekwane project has been established since 2005 and receives an income from the CBT project; however members also need an established market for their product in order to earn an income that is sufficient to adequately support them. In summary, although respondents from both projects are positive about their CBT ventures, they will not be able to be profitable without guidance from facilitators and support from government, and possible collaboration with tour operators to reach a market.

Objective 6 (Identify the pre-conditions that are most important for the individual CBT projects) answers the question: What pre-conditions are ranked as most important for the CBT development based on the case study? The findings from the ranking suggest that all the pre-conditions for CBT are not equally important to the members of the CBT. Themes were ranked from 1 (most important) to 16 (least important) and are depicted as such in Chapter Eight, Table 8.24. However, it is interesting to note that the existence of a market for the CBT product, community interest in tourism, and adequate presence of infrastructure, were ranked as most important pre-conditions for CBT in Ndengane, while adequate presence of infrastructure, market knowledge of market demand, and community interest in tourism were ranked as most important pre-conditions for CBT in Noqhekwane. One of the most noteworthy issues to consider is that the rankings were similar for the first three themes (pre-conditions) as perceived by the respondents from both areas for CBT, which means that these pre-conditions are critical

to the success of the CBT projects. Firstly, this pattern is an indication of the need for a market and knowledge of marketing; secondly if a market does not exist, all other efforts become futile. It can be argued that without market information, the respondents will not know which segments of tourists to attract. In contrast, even if a market did exist, it would also be insignificant if no infrastructure were present for tourism to take place. Finally, the respondents' interest in their projects is significant, as coercion has a tendency that leads to failure.

10.4 CONCLUSIONS

The aim of this case study research was to explore with a sample of CBT project members their perceptions on CBT pre-conditions to establish whether the individual pre-conditions within their projects were a challenge, or an opportunity, or both, and to develop a CBT pre-condition evaluation model. Following is a discussion on the major findings and conclusions drawn from the study, recommendations for further research, and concluding comments.

Conclusions related to CBT challenges in both cases

The first major finding for this category is that the majority of project members in this study indicated that infrastructure, market, community-appropriate capabilities, financial resources, and CBT project leadership were challenges in both cases. The conclusions that can be drawn from this finding is that infrastructure is fundamental to tourism development. The lack of infrastructure will impede tourism development by not yielding maximum benefits. The lack of marketing skills and an established market is another finding. A conclusion that can be drawn from this finding is that it is not sufficient to have attractive tourism products without being able to exploit the market. Marketing is largely a function of professionals, and is a complex process; hence the respondents' lack of expertise in marketing will limit the project's finding a market for its product. Another finding is the need for funding. A conclusion to be drawn from this finding is that respondents require skills to access funding, for example, developing business plans to obtain credit, and negotiating with government and external funders. A lack of financial assistance and suitable leadership to negotiate for finance will cause both projects to struggle. Banks, for example, may be reluctant to provide loans unless the projects can prove that their business will be able to make sufficient profits to pay off the debt. The primary purpose of the leader is to motivate the group and negotiate on behalf of them to achieve their aims. Capacity development for leadership roles has to be acquired to enhance the success of the project.

Conclusions related to opportunities in both cases

The findings in this category suggest that the presence of physical and cultural assets, community interest in tourism, and existence of a decision-making structure, were identified as opportunities in both CBT projects. A conclusion that can be drawn from this finding is that (in the current absence of proficient leadership) project members should be supported and guided by facilitators and government, especially when considering high unemployment in the project areas and the need for income.

Another finding was the freedom of community members not directly involved in the projects to join the projects. A conclusion that can be drawn from this finding is that a larger pool of community members could contribute to the projects, and earn an income. Embracing tourism in the area could reduce possible conflicts of interest, and may also increase host – guest relationships. Showcasing the village and its people’s culture instils a sense of pride and could possibly reduce outsider influence.

The findings also indicate the presence of physical and cultural assets within the project areas. A conclusion that can be drawn from this finding is that, although tourism physical and cultural assets are available, they will be inadequate if a potential market is not reached through proper marketing channels.

Conclusions related to opportunities and challenges in both cases

The findings in this category revealed that product development, community traditional leadership, government involvement in CBT, no threats to physical environment, and local culture, as well as individual profitability, were identified as opportunities and challenges in both case study areas.

Respondents indicated that they did not have skills in product development. Developing tourism products demands high levels of skills and planning, including demand for such products. A conclusion that can be drawn from this finding is that (in the absence of product development skills) the involvement of non-profit organisations and/or the private sector, such as tour operators, could serve as a catalyst to close this gap.

Another finding was that the majority of the respondents did not have confidence in the capabilities of traditional leaders to lead the CBT projects; communities continue to follow

traditional leaders, since it is considered disrespectful to confront these leaders. Communities look up to traditional leaders to voice their concerns to government. It can be concluded that it is futile to be in a leadership role without being proactive in solving problems for one's constituency. A further and related conclusion that can be drawn is that traditional leaders have a say in all matters in the village and normally hold the balance of power as individuals in relation to the larger community. They are symbolic leaders, rather than leaders that have the necessary knowledge to transform the village to benefit the economic and social wellbeing of its constituency in changing times. A further and related conclusion that can be drawn from this finding is that traditional leaders continue to hold sway over their village and more often than not stifle growth, owing to their lack of knowledge of the changing dynamics of socio-economic development.

The absence of government involvement in the project areas was another finding. Research showed that tourism policies in South Africa consistently have highlighted the need to develop tourism in rural areas, for example, the White Paper on Development and Promotion of Tourism in South Africa (1996), Tourism in GEAR (1998), the Rural Development Strategy of the Government of National Unity (1995), and more recent policies such as the National Rural Tourism Strategy (2012), and the National Tourism Sector Strategy (2011). These documents highlight many interventions to promote tourism in rural areas. Therefore, it can be concluded that government should review these policies and convert them into action to meet its intended aims. The communities from both villages have not received any essential services since South Africa became a democracy. Additionally, District Ward Councillors are elected by local communities and are the voices of the community. They form a link between the community and government; therefore these communities are dependent on councillors to voice their needs to government.

Another finding was that the majority of respondents were positive about increased tourist numbers to their project areas. A conclusion that can be drawn from this finding is that respondents realise that more tourists mean more income; however, they have not considered long-term impacts and sustainability. Currently the respondents do not have many economic alternatives and are ready to sacrifice their limited resources in exchange for a small income. Increased tourist numbers have been noted for impacting on the culture of hosts if not sustainably managed. A related conclusion to be drawn from this finding is that project members should not expect their natural and cultural resources to last forever if they consciously disregard sustainable development.

Another finding was associated with the respondents' reluctance to form partnerships. Being in charge of their project is understandable; however the projects need to operate like any other business to make profits. The primary conclusion that can be drawn from this finding is that, although project members want to be independent, their low levels of education and lack of business skills will stifle success.

Conclusions related to opportunities and challenges in individual cases

The findings in this category showed that profitability (communal) was the only pre-condition that was identified as an opportunity for the Noqhekwane project and a challenge for the Ndengane project, and that the community members not directly linked to the Ndengane project were not benefiting from the project. The primary conclusion that can be drawn from the finding is that the Ndengane project currently lacks an established market for its products. This means that not having an established market leaves the projects with no tourists and minimal income from the few tourists. The Noqhekwane project is more established and receives more tourists than Ndengane because of its links with a local network (backpacker establishment). A conclusion to be drawn from this finding is that the Noqhekwane project is largely dependent on the backpacker establishment for the majority of its tourists; while this is an opportunity, the project could do better if marketed properly through collaborative efforts with the private sector and government.

Conclusions based on rankings of perceived importance of CBT pre-conditions in relation to the projects

The findings from the rankings show that all the pre-conditions for CBT are not equally important; however the existence of a market and knowledge of marketing for the CBT products, community interest in tourism, and adequate infrastructure are ranked as most important pre-conditions in both cases. A conclusion to be drawn from this finding is that without a market there will be no tourists, without infrastructure the projects will not be able to cater for tourist needs, and that project members are interested in the projects and are not coerced. A further and related conclusion that can be drawn is that the absence of a market and infrastructure will impede the project from succeeding, even if the members are interested in developing the project.

10.5 RECOMMENDATIONS

The research offers recommendations based on the findings and conclusions of this study. The recommendations that follow are also linked to the **objective 7**: improving the effectiveness of the CBT projects after appraising the pre-conditions.

Recommendations for improving both CBT projects

Given that the current state of the projects is faced with multiple factors that are affecting the progress of their CBT ventures, a number of issues need to be addressed by the project members to successfully manage their projects.

Partnerships

Project members should consider possible private-sector partnerships, for example, with a tour operator. The tour operator could bridge the market gap and act as an advisory agent on product development and the creation of tour packages. It is also suggested that both projects link up with external stakeholders, such as non-government organisations (NGOs), to assist in facilitation of product development, as both study areas agreed that they require skills for this purpose. They should also consider a partnership with government, as government is the main provider of infrastructure, and should be involved from the project's inception.

Capacity Building

There is a dire need to capacitate project members directly involved in the projects. They should consider working with NGOs, and should also link up with universities, which can, for example, conduct research and capacitate project members in business management, customer care, marketing, finance, environmental management, tourism management, and proposal development for credit or funding. Universities can offer assistance as part of their community engagement programmes.

Policy

In the South African context, many tourism policies have been formulated and adopted; however government needs to convert these policies into action, especially in rural areas. Furthermore, local, regional and national government representatives need to be more proactive in rural tourism development initiatives. Policies should also be reviewed to entrust authority to project leaders elected by the community to lead and manage their CBT projects, based on

merit, and not on hierarchical status akin to traditional leadership. Some of the important policies and strategies are highlighted below:

- Point 3.3 of the White Paper on the Development and Promotion of Tourism (1996) is very clear that a new tourism industry is required that is able to create entrepreneurial opportunities for previously neglected groups. However, findings from a study conducted by Mafunzwaini and Hugo (2005:256) in the Limpopo province of South Africa, reveals a lack of community ownership and no spread of benefits to disadvantaged communities.
- One important point mentioned in the Tourism in GEAR strategy is: *initiating programmes to accelerate community ownership and involvement in tourism, particularly aimed at disadvantaged communities* (South Africa. DEAT, 1998:4), and reiterated in The White Paper on the Development and Promotion of Tourism (1996), The Rural Development Strategy of the Government of National Unity (1995), the National Rural Tourism Strategy (South Africa. NDT, 2012b:10), and the National Tourism Sector Strategy (South Africa. NDT, 2011:42). This vision has not lived up to its aims.
- The intention to develop and promote tourism development is well documented and many objectives appear in the following strategic documents (Ingquza Hill Local Municipality, 2011; Port St Johns Local Municipality, 2012; and the ECTMP (Province of the Eastern Cape. DEDEA, 2009). However, implementation of these strategies and objectives has not been realised.

Funding

Finance is an important component for both CBT projects. The project members have to consider sourcing funding from government, philanthropists, external funders, credit agencies, private business funders as part of corporative social responsibility programmes, or creatively raise funds by themselves through their own contributions. Ideally the project members will require assistance from facilitators for this purpose.

Markets and marketing

The project members have to identify markets for their tourism products by conducting market assessments, and require knowledge of developing marketing plans. Both are complex processes and should ideally involve the co-ordination of facilitators. The projects could also

establish connections with local networks and target the local market as suggested in the 'bottom-up' CBT model with accelerated growth proposed by Zapata et al. (2011). Both projects could also consider linking up with a travel agency or tour operator to co-ordinate bookings and handle marketing.

Infrastructure

Government plays a critical role in infrastructure provision. In the short term, government should assist the CBT projects with acceptable infrastructure, such as solar power, tanks for water storage, acceptable toilets and showers, and regular grading of the roads to increase access to the project areas.

Leadership

Project members have to consider a leader who is chosen on merit to manage the project. Alternatively, the project members can consider collective leadership instead of an individual, where this approach could incorporate more members from the community and possibly avoid conflicts on decisions taken by an individual. Skilled managers are important, specifically ones with holistic knowledge of tourism and business skills.

Sustainability

It is important for the project members to consider sustainability, as they currently believe that increased tourist numbers will not affect their villages. The natural and cultural heritage of the area needs to be sustainable, considering that these elements form part of the tourism products. Therefore, project members have to be capacitated to understand the need for sustainability.

Profits

Project members need to consider the multiple factors linked to profits, for example, increasing tourist numbers by identifying markets, developing marketing plans, conducting market assessments, or linking with tour operators, targeting domestic markets and local networking, having skilled leaders, adopting business models, and ensuring accessibility to the project areas.

10.6 CONCLUSION

The proposition underlying this study was based on the importance of conducting an initial feasibility assessment of pre-conditions for CBT before implementing a CBT strategy. A thorough literature review was undertaken to identify the key pre-conditions for CBT. A number of key themes emerged. These themes were clustered into individual pre-conditions, which this study used to test through primary research with project members directly involved in CBT. The discussion points to several reasons why both CBT projects did not meet all the pre-conditions for CBT. It offers an explanation as to which challenges need to be addressed and the need to develop opportunities. The discussion also offers possible reasons why certain pre-conditions are challenges, and possible implications for the project.

The study employed mixed methods to collect data; the quantitative data was used to confirm and support the extrapolated pre-condition themes for CBT suggested in the literature, while the qualitative approach was used to capture detailed meaningful information on the issue from a small sample of participants. Visiting the project areas as a tourist also increased the researcher's understanding of the projects, the members and operations; this understanding improved the quality of the study compared with the researcher's having a complete outsider view. The collected data was sifted and analysed and a framework was constructed to present what the data revealed. A CBT Pre-Condition Evaluation and Management Model (PEM) was also developed and presented in Chapter Nine, Figure 9.2. Furthermore, the literature only provides CBT pre-condition guidelines to be followed and has not been applied to a CBT case study where project members evaluate CBT pre-conditions of their own projects, as in this study. This study has provided an example of how CBT pre-conditions are applied in real settings.

10.7 RECOMMENDATIONS FOR FURTHER RESEARCH

The following recommendations for future research are based on the findings of this study:

- A long-term study should be undertaken in both cases to monitor the impacts of the pre-conditions in relation to the challenges and opportunities of both projects, considering that both projects had started without evaluation.
- The possibility of improving the challenges according to the suggestions made in this research, and determining outcomes by testing the model, could be investigated.

- The CBT Pre-Condition Evaluation and Management Model's effectiveness could be applied and tested in projects that are at the preliminary stages.

10.8 FINAL COMMENTS

Overall, the results of this study demonstrate the need to evaluate pre-conditions before starting a CBT project. The findings showed that challenges and opportunities existed in the Noqhekwane and Ndengane CBT projects, based on community members' perspectives. This study contributed to CBT development by signifying the value of appraising CBT pre-conditions before implementation of a project. Avoiding this critical step may lead to time being wasted in pursuing a CBT project which could possibly fail. At the same time it must be noted that meeting these pre-conditions does not guarantee success; however addressing these pre-conditions could enhance the project's success. Thus, the general concept of identifying and evaluating pre-conditions should be mandatory for any CBT projects to enhance the chance of success of the project itself. The study also proposed a CBT Planning Evaluation and Management Model, which could be applied elsewhere with minor modifications. The rationale for the model was based on the need to save time, funds and possibly reduce failure and increase the chance of successful CBT projects.

Therefore, it is recommended that evaluation/assessment of pre-conditions should take place at the planning stage, followed by appraisal and the requisite actions, and subsequently be reviewed and improved.

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Appendix A. Questionnaire

Personal questionnaire Noqhekwane/Ndengane

SECTION A – General profile

A1. Gender

Female	1
Male	2

A2. Age?

Less than 18	1
18-25	2
26-35	3
36-45	4
46-55	5
56 and over	6

A3. Where were you born? (Village or local hospital is equal to local)

In the village (Noqhekwane/Ndengane) or in the local hospital	1
Other (In OR Tambo Municipality)	2
Other (Outside OR Tambo Municipality)	3

A4 Where do you live?

Noqhekwane/Ndengane	1
Other (Specify.....)	2

A5. Are you a student or employed?

Student	1
Employed (Specify job.....)	2
Unemployed	3
Informally employed (Specify job.....)	4
Other (Specify.....)	5

A6. Indicate highest level of education?

No school	1
School grade (1-5)	2
School grade (6-11)	3
Matric (high school) certificate	4
University / college diploma	5
University degree	6
University post-graduate	7
Other (Specify.....)	8

A7. Marital status

Single	1
Married	2
Divorced	3
Married but living in different places	4

A8. Number of children

No children	1
-------------	---

1	2
2	3
3	4
4	5
5	6
6	7

A9. How many children contribute to family income?

1	1
2	2
3	3
4	4
5	5
6	6

A10. In total how many people live with you and how many have a job or grants?

People in household	1
With job/grants	2

A11. Do you (the household) have animals/garden?

Cow	1
Goats	2
Sheep	3
Chickens	4
Other animals (Specify.....)	5
Vegetable garden	6
Fruit trees	7
Both vegetable/fruit trees garden	

SECTION B – Tourism general

B1. When were you first involved in tourism?

Under one year	1
More than one year	2
Since the European Union project	3
Since the start of the current CBT project	4
Before the European Union project	5

B2. What has been your main activity(s) in tourism since you have been involved? (max. 2 answers).

Accommodation	1
Catering (cooking)	2
Guide	3
Selling products to tourist (ex. arts/crafts, fruit and vegetable)	4
Security	5
Other (Specify.....)	6

B3. Currently is tourism your main occupation?

No	1
Yes Please explain what you do	2

.....	
.....	
.....	
.....	
.....	
.....	

.....
.....

***B4 (Noqhekwane). Why did you start to work in tourism?**

Gain an income	1
I did not have other options	2
I like tourism	3
Community member or EU suggestion to do so	4
Other (Specify.....)	5

***B4 (Ndengane). Why did you start to work in tourism?**

Earn an income	1
I did not have other options	2
I like tourism	3
Want to work in the campsite but campsite does not work well	4
Community member or EU suggestion to do so	5
Other (Specify.....)	6

B5. Did you have any tourism training?

No	1
Yes Please Specify Type /(Qualification)..... Length..... Specific sector.....	2

B6. Do you think you need more training?

No	1
Yes	2
Please explain your answer 	

B7. Do you like to work in a group? (the CBT group)

No Why.....	1
Yes Why.....	2

B8. In general do you think the CBT project is performing well?

No Why.....	1
Yes Why.....	2

SECTION C – CBT project pre-conditions

This section of the questionnaire requires you to express your opinion about issues related to CBT in your village. Certain questions have statements and require you to mark your response which best describes your opinion (from a scale of 1 to 5) 1=strongly disagree 2=disagree 3=neutral 4=agree and 5=strongly agree. Some questions require you to provide a brief explanation.

Theme 1. Adequate presence of infrastructure	1	2	3	4	5
1 - Government should improve the infrastructure for the benefit of tourists in the village					
Researcher observation – (road, clinic, school, electricity, running water, sewage system, communication network....) show also with pictures.					
Legend: 1 – Strongly disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly agree					

Theme 2. Presence of tourism assets (Physical/natural) – landscape, ...	1	2	3	4	5
1 - The village is attractive to tourists					
2 - What do you think tourists find most interesting in the village?					
3 – What attractive features do you think your village has compared with other villages for the tourist?					
Researcher observation (landscape) also with pictures					
Legend: 1 – Strongly disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly agree					

Theme 3. Presence of tourism assets (Cultural) - dance, food, architectural style, ...	1	2	3	4	5
1 - The village is attractive to tourists					
2 - What do you think tourist find most interesting in the village?					
3 – What attractive features do you think your village has compared with other villages for the tourist?					
History of amaMpondo					
Legend: 1 – Strongly disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly agree					

Theme 4. Existence of a market for the CBT product	1	2	3	4	5
	1 –Tourists that could come to your CBT are enough				
Researcher observation					
Legend: 1 – Strongly disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly agree					

Theme 5. Product development	1	2	3	4	5
	1 – The CBT offers enough attractions to attract tourists				
2 – The CBT project is properly planning future attractions to possibly attract more tourists					
3 – The CBT project must be developed under the full control (ownership/management) of the people of the village					
4 – The CBT project must be developed by involving an external entity with a partnership agreement, even if the external entity will take part of the profit from the CBT project at village level					
5 - The CBT project must be developed by involving an external entity with a partnership agreement but the external entity will not take any part of the profit from the CBT project at village level					
6 – The CBT project will grow in the next few years					
Legend: 1 – Strongly disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly agree					

Theme 6. Community appropriate capabilities	1	2	3	4	5
	1 – I think I have enough capacity to manage the CBT project				
2 – I think I have enough capacity to manage your specific role within the CBT project					
3 – I want more training					
4 –There is enough capacity to properly manage the finance of the CBT					
5 – The operations of guiding of the CBT project are properly managed					
6 – The operations of accommodation of the CBT project are properly managed					
7 – The operations of catering of the CBT project are properly managed					
8 – I think I know where to go/ask/apply for funding and training					
9 - There is enough expertise in marketing					
Legend: 1 – Strongly disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly agree					

Theme 7. Financial resources	1	2	3	4	5
	1 – The people involved in the CBT project have enough financial resources to develop the CBT projects				
2 –I have enough capacity to apply for external funding					
3 – I know how to fundraise for the CBT project					
4 – The Community Trust is active in fundraising for the CBT project					
5 – The people involved in the CBT project are fundraising					
6 – The government should help with financial resources					
7 – The private companies should help with the financial resources					
Legend: 1 – Strongly disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly agree					

Theme 8. Community traditional leader					
	1	2	3	4	5
1 – The traditional leader is proactive in CBT development					
2 - The traditional leader is knowledgeable of CBT development					
3 – I will follow the traditional leader should he lead CBT project					
	Yes		No		
4 - Traditional leader lives in the village					
Legend: 1 – Strongly disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly agree					

Theme 9. CBT project leader					
	1	2	3	4	5
1 – It is necessary to have a leader person (or small group of individuals) to properly develop the CBT project?					
2 - Individual (or small group of individuals) that can be the leader of the CBT development in the village is present					
3 – I would like to be the leader of the CBT project					
4 –I have enough leadership skills and knowledge to be the leader of the CBT project					
5 –There is proper leadership currently in the CBT project					
6 – I am ready to follow direction from the possible CBT project leader(s)					
7 –The CBT project is properly managed					
8 – The people involved in the CBT project follow initiator of the CBT project					
	Yes		No		
9 - The leader of the CBT project lives in the village?					
10 - Is there a leader of the CBT project?					
Legend: 1 – Strongly disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly agree					

Theme 10. Community interest in tourism					
	1	2	3	4	5
1 – I am interested in the development of the CBT project					
2 – I am ready to take responsibility for any CBT project future development					
3 – I think the people not involved in the CBT project are interested to be involved in the project					
4 – I think all people involved in the CBT project are interested to continue to be part of it					
5 – I am not interested in tourism but I am involved because I can earn some money					
Legend: 1 – Strongly disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly agree					

Theme 11. Existence of decision-making structure					
	1	2	3	4	5
1 – I think the Community Trust is the proper structure to manage/oversee the CBT project					
2 – The Community Trust is interested in the CBT project					
3 - The CBT project should be completely independent from the Community Trust					
4 – I am in favour to manage the CBT project in a group					
5 – There are enough community meetings related to the CBT project					
Legend: 1 – Strongly disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly agree					

Theme 12. Government					
	1	2	3	4	5
1 – I think the ward councillor is interested in the CBT project					
2 - I think the local councillor could have a positive role in the CBT project					
4 – Government should strongly support CBT development					
5 – The government should organise appropriate training for CBT					
6– The government should organise appropriate funding for CBT					
Legend: 1 – Strongly disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly agree					

Theme 13. No threats to physical environment					
	1	2	3	4	5
1 – I think if the number of tourist increases, it could damage the natural environment					
2 - The increase of tourists in the CBT project will improve the local natural environment					
3 – I think if the number of tourists increases, the village will have more water problems					
4 – I think if the number of tourist increases, this will decrease fish stocks					
Legend: 1 – Strongly disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly agree					

Theme 14. No threats to local culture					
	1	2	3	4	5
1 - I think if the number of tourist increases, it could change my way of life					
2 - I think if the number of tourist increases, it could give problem to the village					
3 – The increase of tourists in the CBT project will improve the village					
Legend: 1 – Strongly disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly agree					

Theme 15. Profitability (Individual)					
	1	2	3	4	5
1 –I think the CBT project is a profitable project for me					
2 – I think the money I earn from the CBT project is enough for my financial wellbeing					
3 – The profit from the CBT project is my main source of income					
Legend: 1 – Strongly disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly agree					

Theme 16. Profitability (Communal)					
	1	2	3	4	5
1 – I think enough people in the community are benefiting from the CBT project					
2 – I think it is good to give part of the profit from the CBT project to the Community Trust for other community projects					
3 – I think more people in the village should benefit from the CBT project					
Legend: 1 – Strongly disagree; 2 – Disagree; 3 – Neutral; 4 – Agree; 5 – Strongly agree					

- What do you think is the most important pre-condition? Please rank the following pre-conditions from 1–16; 1 means the most important factor and 16 means the least important factor.

Themes	Ndengane village	Rank	Noqhekwane village	Rank
1	Adequate presence of infrastructures		Adequate presence of infrastructures	
2	Presence of tourism assets Physical/natural		Presence of tourism assets Physical/natural	
3	Presence of tourism assets Cultural		Presence of tourism assets Cultural	
4	Market Existence of a market for the CBT product		Market Existence of a market for the CBT product	
5	Market Knowledge of market demand		Market Knowledge of market demand	
6	Product development		Product development	
7	Community appropriate capabilities		Community appropriate capabilities	
8	Financial resources		Financial resources	
9	Community leader/initiator		Community leader/initiator	
10	Community interest in tourism		Community interest in tourism	
11	Existence of decision-making structure		Existence of decision-making structure	
12	Local leadership/Government		Local leadership/Government	
13	No threats to physical environment		No threats to physical environment	
14	No threats to local culture		No threats to local culture	
15	Profitability Individual		Profitability Individual	
16	Profitability Communal		Profitability Communal	

SECTION D Group Questions unstructured

Noqhekwane and Ndengane

- Understand why, who and how the CBT project started
- Ownership and management of the CBT project
- Management structure
- Requirements to move forward (questions that link as much as possible with the general issues of the themes of pre-conditions)

Appendix B. Permisson letter from DEDEAT to conduct the research

25 June 2013

Professors: Steyn and Spencer

Cape Peninsula University of Technology

CAPE TOWN

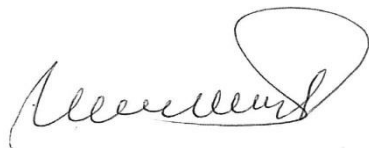
Dear Professors

Permission to Conduct Research in Eastern Cape Province

The Province of the Eastern Cape, Department of Economic Development, Environmental Affairs and Tourism, hereby grants permission to Mr. S.N. Jugmohan (student number 211299987) to conduct his Doctoral research on Community Based Tourism in the Villages of Ndengane and Noqhekwane. The department commends this initiative and would appreciate if Mr. Jugmohan could share the research findings.

Thank You

Yours Sincerely



Ms. W. Busakwe

Senior Manager: Tourism

Appendix C. Letter of Information

LETTER OF INFORMATION

Title of the research study: Pre-conditions, challenges and opportunities for community-based tourism development in Mpondoland, in the Eastern Cape Province of South Africa.

Principal investigator / researcher: Mr. Sean Neville Jugmohan

Brief introduction and purpose of the study: The aim of the research is to investigate the *pre-conditions, challenges and opportunities for community-based tourism in Mpondoland in the Eastern Cape Province of South Africa*. Identifying this “gap” will inform the development of a model to allow for community-based tourism ventures/projects to be enhanced and become more sustainable.

Outline of the procedures: Willing community members are invited to participate in the survey. The survey should take approximately forty minutes to complete, as a result of isiXhosa translation required during the face-to-face interviews.

Risks or discomforts to the participant: None

Benefits: The survey findings will be used to provide recommendations that can be implemented to improve community-based tourism development within the case study and in general.

Reason/s why participants may withdraw from the study: Participants are invited to take part in this survey on a voluntary basis. In addition, participants may withdraw from the survey at any stage, for whatever reason, without prejudice.

Remuneration: No remuneration is offered for participating in the survey.

Costs of the Study: There are no costs to the survey respondents with respect to completing the survey.

Confidentiality: Individuals’ survey responses are confidential. These records will be stored in an archive for the duration of the project and then destroyed.

Research-related injury: No risks to survey respondents are anticipated in the completion of the survey.

Contact Persons in case of problems or queries: Please contact the researcher (Sean Jugmohan, 031 3735304, 0847277009 or email seanj@dut.ac.za or Professors Steyn (0824157984) and Spencer (0827729095).

General:

This is a voluntary and anonymous survey. Individual responses will be treated as confidential. Please read the “Consent Letter to participate in the study”. Participants are required to grant consent to researchers before completing the survey. Submitted questionnaires will be interpreted as having been submitted with such informed consent.

Appendix D. Informed consent letter

INFORMED CONSENT LETTER

Cape Peninsula University of Technology
Faculty of Business
Department of Tourism and Event Management

Dear Community Member

I am undertaking a doctoral degree study with the Department of Tourism and Event Management, Cape Peninsula University of Technology, under the supervision of Professors Kobus Steyn and John Spencer. My research investigates the pre-conditions, challenges and opportunities for community-based tourism (CBT) development in Mpondoland, in the Eastern Cape Province of South Africa.

The aim of the research is to investigate the *pre-conditions, challenges and opportunities for community-based tourism in Mpondoland in the Eastern Cape Province of South Africa*. Identifying this “gap” will inform the development of a model to allow for community-based tourism ventures/projects to be enhanced and become more sustainable.

The objectives of the study are thus to:

- examine various internal and external challenges and opportunities related to the various CBT models
- develop proposals and strategies to improve the effectiveness of CBT development programmes in the study area
- develop a model for successful facilitation of CBT development leading to holistic community development

I would be very grateful if you were willing to participate in this study by allowing me to interview you. I hope that, with your assistance, the results of this study will be useful to CBT development.

Your participation in this study is voluntary and you may discontinue your participation at any time without any adverse consequences. Confidentiality will be maintained and no person will

be identified in the study. No particular comments or views will be ascribed to particular institutions. It is anticipated that this study will not present any risk to you.

You may direct any questions to me, Sean Jugmohan, 031 3735304 / 0847277009 / seanj@dut.ac.za or to my research supervisors, Professors Steyn (0824157984) and Spencer (0827729095). If you are willing to participate, please let me know. I will then set up an interview date with you.

Thank you for your assistance.

Yours sincerely

Mr Sean Jugmohan, DTech graduate student

seanj@dut.ac.za

0847277009 – 031 3735304

Appendix E. Visitor comments taken from Noqhekwane guest book

POENSKOP BEACH TRAILS 22/06

THANK U! Highlight Betty rolling down!!!

NAME	NATIONALITY	COMMENTS.
CATRIONA MACLEOD	ENGLISH.	It was an absolutely amazing experience. It was my first time and I don't think anything can get beat this time. Views were beautiful and Andile was a very friendly & informative guide. Such an adrenaline rush - the ENGLISH! kakulu!
KENNETH KROFF	S. AFRICAN	SHAKING GOOD, NATURE. PURE RUSH. STUNNING PRISTINE SCENERY TO FILL THE SOUL WITH PRECIOUS MOMENTS. ALL GREAT STAFF, THANKS

INDEX A

CRUIS

EVERETT

POENSKOP BEACH TRAILS 05/02/06

THANK U LUZZ!!!

NAME	NATIONALITY	Comments
EMMA COLE	BRITISH	Thank you for a fantastic day... riding on the beach was amazing!!
NATALIE ALLAIN	BRITISH	FANTASTIC EXPERIENCE SO GLAD WE DECIDED TO DO IT! BEAUTIFUL HORSES, SCENERY + PEOPLE
Stephen Parkinson	British	All good great scenery was good to see. All the countryside + horse riding is great. Will do it again. Thank U!!!
Stephan Helen	German	Very nice horses, scenic + people that! Do it! 😊
Frances Perrin	Welsh	Excellent experience Friendly guide - well behaved horse (most of the time!) Amazing scenery -
Dominic O'Leary	Nelson	Thank-you!! Excellent, really good fun + great food. Thank

NOQHEKWANA/POENSKOP HORSE TRAILS

Name	NATIONALITY	Comments
20/01/07 SABATIER	France	very good foods a very pleasant time
Boudeau	France	Thank you!
TOUTIN	France	Thanks you did good luck!
DUMAINE	Didier	Very Happy.
Naulin	France	" " me too
DEVAUD (2)	France	Tres belle promenade. Merci
SIFFERMANU	France	Pas bien
VERHEEST	France	Tres belle ballade. Merci
Bogart	Simon	fantastic!
Martin	Germany	Thank you very much!
Chris	German	Thank you! Danke
Holger	"	Beautiful place, beautiful
Margret	German	Absolutely marvelous! ^{it was a ceP} tooo thank
Sarah Fric	BRITISH	BREATH and nice guide
Sharon Clarke	British	Great fun + guidance - felt safe. Thanks.
Dickie Andeman	Netherlands	it was great
Annet de Groot	Netherlands	you have a very great view on I liked it very much!]
LEON ALDOR	ENGLAND	PERFECT - THANK YOU.
Amy Hoess	AUSTRALIA	HAD A GREAT TIME - CHEERS!!
Rianne Jansma	DUTCH	It was great, beautiful! Thanks!
Eva Jarne	SWEDISH	Nice guide, very beautiful, ^{interesting}
Kate Nelson	ENGLISH	LOVELY ride - Thank you.
Merja Mähe	FINNISH	Supab ride. Thanks

02/02/07
THANKS

Koenskop Horse Trails

05/05/12

Enjoy it!
 You will
 Come All
 Unforgettable!

Name	Nationality	Comments
CHRISTINE and Rob Adams	USA	THE BEST HORSE TOUR I'VE EVER DONE! WHAT A beautiful Place! ^{THANK} you!
Tony Coo	British	Beautiful scenery and a great eco-tourism project.
Anne & Piene	French	Woow! Fantastic! is the best horse tour! Thank you very much for the ride, facilities, and people ---
Jenny Pincos	S.A	Brilliant day out. Guides (are great ^{and} informative. Very scenic and lunch was delish! Thanks!
Charal Lewis	DURBAN	Force is a lovely horse, the sights are brilliant. Will be back.
Bronwyn Phillips	Durban	FANTASTIC! A really stunning and informative trail. I thoroughly enjoyed it!

06/03/12

<u>DATE</u>	<u>NAME</u>	<u>NATIONALITY</u>	<u>Comments</u>
9.7.07	Anna Bogn	German	'Thank you for the nice food!'
9.7.07	Fine Reichert	German	'thank you, great to experience such a different culture.'
11.7.07	Birgit Strecker	German	'Thanks a lot to show your culture - I like the breads.'
19.07.2007	Ribanna Mitrović	German	'Thank you, I enjoyed it.'
19.07.07	MORV-DAN MOSES	South African	'I actually didn't realise how amazing the culture is. and Oh yes the pop was good, though it wouldn't be!!'
19.07.07	Andra Mellhoff	German	'Great'
19.07.07	Jana Matthes	German	'Interesting! Food was delicious'
19.7.07	Lisa Schwerböke	German	'great to see things I only know from movies and pictures. yes, the food was nice.'
19.7.07	Annika Graupner	German	'nice people / food!'
19.7.07	Hannah Seidel	German	'Thank you.'
19.7.07	Lina Pyde	German	'It was a very nice visit!'
19.7.07	Inga Nier	German	'A very nice Place! Nice food! Thank you!'
	Nina Becker	German	'Thank you! I enjoyed it very much.'
	Hadi Joubil	German	'I liked to stay here a lot. Thanks for the food - it was tasty.'
	Thorben Spille	German	'Thank you for the good food. I like to stay here.'
	Christa Zeime	German	'Thanks!'
	Helga Lowin	German	
	PIETER BASSON	SOUTH-AFRICAN	'IT WAS NICE MEETING YOU.'

NAME	NATIONALITY	Comments
Gerda and Robert Jacques Malan Karlhen Swart	Italy S.A. South Africa	27/11/2009 nice horse ride, good food Baie lekker! (very nice!) Really beautiful!!! Enjoyed it a lot
Aerent Wilma	Dutch Dutch	30/11/2009 Super. good guiding ^{thanks} for the It was great thanks time.
HENNEBERT Luc	FRENCH	14/12/2009 First time I've been riding - Excellent place for street riding I've enjoyed the food!
Luc HENRY	French	galloping on the beach was unforgettable! Thanks
Karin BJÖRCK	Swedish	Thanks for a wonderful experience in good company!
Fred van Themshe	French	Thanks for having given me an other opportunity to show to my friend Luc who has the boss on a horse. excellent ride
19.12.09 Gabrië, carin	SA	Very nice ride, excellent guide and great hospitality! THANK YOU!

NORHERWANA HORSE TRAILS

COMMENTS

DATE	NAME	NATIONALITY	COMMENTS
9/04/2010	Hayley Anson Aubrey ULLMANN KATE M. INTOSH TAMIA ORANGE	SOUTH AFRICAN ADVENTURAD AUSTRIT ENGLISH ENGLISH	D & Fun Great, well kept by leaders Great run, leaders were excellent Big thanks! WELL WORTH THE MONEY THANKS (enjoyed) It was so cool!!! Thanks a lot!
	Heidrun Lieb Steffen Götz Berndhard Lieb	German German German	Nice Ride FUN
2/04/2010	Thomas Zankl Maartje + Ruud Philip Cartwright	Austria Netherlands CANADA	my first riding, nice crowd ^{had} fun My first time horseriding was fantastic. We liked the food! Awesome day - THANK YOU. Thank you very much for all! It was so good and sunny
25/10/2010	Franziska von Stockert Annie & Andy Evans	Germany RSA - Port Elizabeth	Very good fun. Our four guides were very informative and have an excellent sense of humour & knowledge of area Very enjoyable, great fun food GREAT
1/6/2010	Raymond Buys E.L	RSA	
3.6.2010	MARK RORKE	C.T. (RSA)	INTERESTING ROUTE, HEALTHY HORSES
1.6.2010	MAY SHEHAB	EGYPTIAN/SWISS	THANKS FOR BEING SO PATIENT! THANK YOU SO MUCH FOR AN EXQUISITE TRIP! YOU'RE DOING A GREAT JOB! KEEP IT UP. AMAZING EXPERIENCE, WONDERFUL GUIDE AND WARM HOSPITALITY. KEEP IT UP! 😊
9.6.2010	ARIELA ABRAMOVIC	ISRAEL	

POENSKOP Horse riding

26/03/20

Name	NATIONALITY	Comments
Rouzele Steenkamp	Pretoria : SA	Beautiful scenery. Very nice ride. The horses look a bit tired. The horses had a lot of wounds (sore). I think they should be taken better care of. Not in a good shape. Tanx
Pierre Olivier	Thabazimela : SA	Good ride, Nice view! Definitely recommended.
Michael Costron	Cape Town SA	Beautiful, serene and wild scenery could not be better. The poor condition and treatment of the horses is cause for concern. Drunk, belligerent and noisy guide also did not help. Put my girlfriend in danger too.
Jenushah Rangasami	CT, SA	What a wonderful place to live! Thank you for taking us to ^{see} some of the BEAUTY! Really amazing. I hope our money goes to looking after the horses and the people.
MATT WILCO	CAPE TOWN, SA	THANKS FOR A GREAT DAY I REALLY ENJOYED RIDING FOR THE FIRST TIME, + THE BEAUTIFUL HOSPITALITY + SCENERY!

James Pople

Cape Town
083 642 6819.

What a wonderful
Project. Great to
see such a positive
initiative.

Horsecare and Horsemanship
training is desperately needed
Sickly, mangy, open-infected
wounds and malnutrition.

May I suggest contacting an NGO-Tourism
consulting agency to try fix the problems.
Keep up the good work. Thank!

NAME	NATIONALITY	Comments	27/08/16
Eleanor Hertzell	British	What a beautiful day - so wonderful to ride through the forest and canter along the beach. Yummy food too; thanks very much!	
Maja Nordli	Norwegian	A wonderful ride. Good food. A perfect day.	
Kristin Nordli	Norwegian	Great guides, beautiful nature, nice horses, awesome galloping on the beach - and a really nice lunch. Thank you for making my day	
Matan Rabinowitz	Israel		
Bissel Blomstrand	Norwegian	A fantastic horseride and a lovely meal in your home. Thank you - I'll come back!	

MOENSKOP Horse TRAILS 13/07/05
 by Jay-Jay

NAME	NATIONALITY	Comments
Bas	Holland	Very very cool !!!
Geet	Holland	Ydomi bumpah? Niossi it is wonderful!
Marijn	Holland	Impressive. Really cool!
Hilary	England	Loveley beach riding!
Liam	England	Very good quite long ride
ERIC	U.S.A	Really great overall fantastic
Mariela	Holland	nice sights nice horses very nice people
Paula	R.S.A	INSPIRING Experience
LEW	USA	WORTH THE TRIP AROUND THE WORLD!
VANESSA	ENGLISH	Had a great time - beautiful Thanks.
NATALIE LUCAS MATHEW DALBY	R.S.A.	So grateful. Bobby's my man !!! Great guide, wonderful scenery, delicious food
Dirk & Quinte Carr	PSA - King William's Town	Beautiful area for walking

MOENSKOP Horse TRAILS 23/08/05

NAME	NATIONALITY	Comments
DISCU	ENGLISH	3rd time love it.
AMY	BRITISH	Very exciting! Amazing landscape
MARISA & MARCO	ITALIA	LUOGHI MERAVIGLIOSI E UN BUONISSIMO PRANZO!
MARICA & GABRIELE	ITALIA	WONDERFUL TOUR AND VERY GOOD LUNCH.
Andy	R.S.A.	Lekker!
Holly	UK	beautiful views !!!
Matt	RSA	very very good, will come back again, good horse
KATE BLUNDELL	NZ	Just the thing to kill a good hangover, great fun.
Bne & Ascha	Germany	just perfect... we'll never forget this great trip!... and tomorrow we can't sit and walk anymore!

Appendix F. Language Editors Letter

E S van Aswegen
BA (Bibl), BA (Hons), MA, DIitt, FSAILIS

Language and bibliographic consultant

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ACADEMIC WRITING Linguistic proofreading

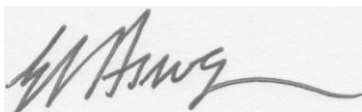
and editing of:

Research proposals
Conference and journal papers
Theses, dissertations, technical reports

Bibliographies Bibliographic
citation Literature searching

The DTech thesis by Mr Sean N Jugmohan

has been proofread and edited, and the candidate has been advised to make the recommended changes.



ES van Aswegen
21 January 2015