

LOCAL RESIDENTS' PERCEPTIONS OF
COMMUNITY-BASED TOURISM:
A SURVEY OF KEY STAKEHOLDERS AT
TWYFELFONTEIN UIBASEN CONSERVANCY
IN NAMIBIA

Master of Tourism and Hospitality

SISCO LOVISA NDAPANDA AUALA

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**LOCAL RESIDENTS' PERCEPTIONS OF COMMUNITY-BASED TOURISM: A
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CONSERVANCY IN NAMIBIA**

by

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Thesis submitted in fulfilment of the requirements for the degree

Master of Technology (Tourism and Hospitality)

in the Faculty of Business

at the Cape Peninsula University of Technology

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Cape Town
September 2010

DECLARATION

I, Sisco Lovisa Ndapanda Auala, declare that the contents of this thesis represent my own unaided work, and that the thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the Cape Peninsula University of Technology.

S. Auala

Signed

31 March 2011

Date

ABSTRACT

Local communities in Namibia have few options for alternative income apart from selling crafts and livestock farming. The main objective of this study was to create an in-depth understanding of the perceptions of the local community at Twyfelfontein Uibasen Conservancy regarding community based tourism (CBT), and to develop strategies that could be used to influence these perceptions with the main goal of using CBT as a vehicle towards the improvement of local peoples' livelihoods. The study also examined structures and institutions that impact the direction of CBT development at Twyfelfontein Uibasen Conservancy.

Both qualitative and quantitative methods were employed for data gathering. A survey was undertaken by means of 67 structured questionnaires among local community members and key stakeholders, which resulted in a 100% return rate. Five in-depth interviews with stakeholders from government, NGOs, the private sector and financiers were also conducted. The findings reveal that local community measure development in line with socio-economic issues since 39% strongly disagreed that their needs are being met through CBT project implementation. They feel that the infrastructure for tourist is well developed for international standards, whilst conversely, community members live in squatter camps, burn candles and live in squalid conditions.

Whilst the Namibian government has recognised tourism as a potential means of poverty alleviation, issues of ownership of cultural heritage resources are still not yet in the hands of locals. The study argues that tourism development has been pursued more for economic purposes than for sustainable tourism development. Whilst the conservancies were set up as a strategy for poverty alleviation, the study concludes that development has not yet filtered down to the needy. Therefore, perceptions among the local community are negative towards CBT as a vehicle for socio-cultural and economic development.

This study recommends that in order for CBT development to be meaningful, local participation through ownership, capacity building and control should have precedence over pure economic issues. Currently, the biggest beneficiaries seem to be the private tourism sector and, to some degree, foreign investors.

Further research should be conducted to evaluate the impact of community perceptions on the tourist in the long – run, since tourist arrival figures continue to increase at Twyfelfontein.

Key words: Community based tourism, poverty alleviation, local participation, sustainable tourism development, local community.

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DEDICATION

To Almighty God for giving me the strength and wisdom to undertake this research project.

I love and adore you my lord!

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CHAPTER ONE

INTRODUCTION

1.1 Background to the study

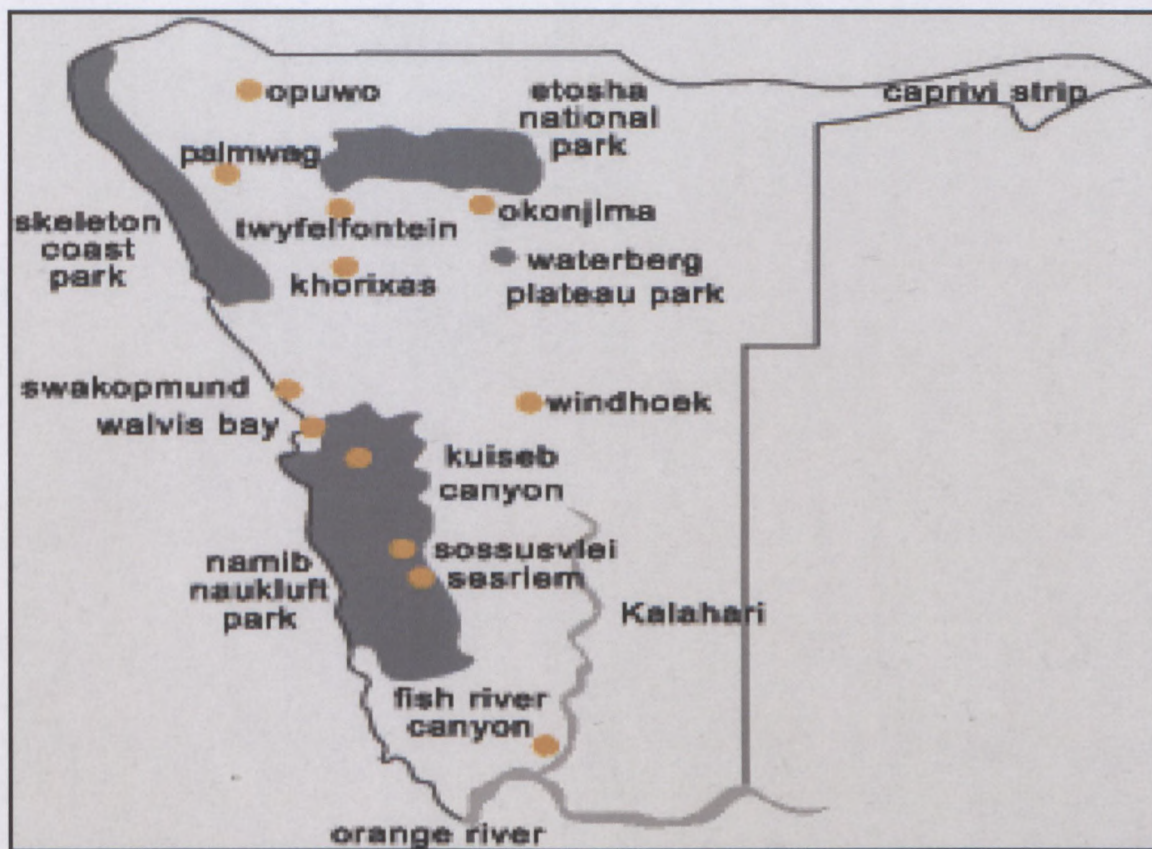
The Republic of Namibia's Constitution stipulates in Article 95 (1) the importance of the promotion and maintenance of the welfare of the Namibian people through sustainable utilization of natural resources for the benefits of all Namibians (Namibian Constitution, 2009). As a result, tourism has been used as means to achieve sustainable utilization of natural resources that can benefit local communities in Namibia.

Local communities in Namibia have been involved in the development of community based tourism projects in their regions for the past 10 years, since the policy on community-based tourism was development in 1995. The Ministry of Environment and Tourism recognised the inequalities that exist in the tourism industry, hence the introduction of Community Based Tourism Programmes. In the past, local communities were not involved in the planning and development of tourism projects in their communal land (MET, 1995:3), which tendered to shift benefits to investors. Therefore, the MET's policy was re-formed to provide a framework for rural communities in Namibia to partake in the planning and development of tourism, while deriving benefits from tourism activities. The policy on community based tourism paved the way for the development of communal area conservancies in Namibia. Conservancies are defined by MET as communal land on which local communities conserve their natural resources for sustainable use (MET, 1995:4). Hence, there are over 50 registered conservancies in Namibia with an average of 220 000 residents that generate an average income of over N\$39 million per year (NACSO, 2008: 3).

One of the most prolific and progressive conservancies is the Twyfelfontein Uibasen Conservancy, which is located in the Kunene Region. The Twyfelfontein Uibasen Conservancy was registered as a conservancy in 1999 and is situated 90km west of Khorixas, which is in the north western part of Namibia. The conservancy has a total population of 230 inhabitants (NACSO, 2008:111). The main language, which is used in the area, is Damara. A continued increase in the number of tourists has been recorded in the area. The main tourist attraction at Twyfelfontein Uibasen Conservancy area is the rock engraving site, which gained international prominence in 2007 as Namibia 's first World Heritage Site (NHC,2008:3). The Twyfelfontein rock engraving site has the largest single concentration of rock engravings in Southern Africa (Kinahan, 2005:8), resulting in a significant growth of tourist arrivals to the region over the past 10 years.

A total of 50 000 visitors were recorded to have visited Twyfelfontein in 2008 (NHC, 2008:12). The Twyfelfontein Uibasen conservancy is shown on the map below.

Figure 1.1 Map of Namibia



Source: <http://www.Which-way.com/Africa-guide/destinationsg2a>

There are a number of benefits for the local community at Twyfelfontein. Locals are employed at the World Heritage Site as local tour guides, while some are absorbed by the Twyfelfontein Country Lodge in various occupations. An income sharing agreement between the National Heritage Council of Namibia (a statutory body of the Namibian government responsible for the management of Twyfelfontein World Heritage Site) and the Tour Guide Association at Twyfelfontein allow for 35 % of revenues, which are received from entrance fee to be shared among the tour guides as remuneration for services that they provided (NHC, 2008:16). In addition, a joint venture agreement with the Twyfelfontein Country Lodge provides additional income and employment in a variety of areas for local community members.

Although tourism is meant to contribute towards poverty alleviation, improve quality of life and lead to the empowerment of local people, this may not be the case at Twyfelfontein Uibasen Conservancy.

Twyfelfontein Country Lodge's 10% profit sharing agreement with the community is enjoyed exclusively by qualified members of the conservancy, whereby cash payouts amounting to N\$2000 per year, are received by members only, excluding the rest of the community that do not comply with the requirements of being a member of the conservancy (Geingub, 2009). The distribution and management of financial resources derived from tourism joint ventures lie with the conservancy committee members, which has resulted in a lack of transparency and involvement by the community, at large. The conservancy has failed to regenerate resources received from joint venture agreements for the community's benefit. Therefore, it seems that community based tourism development at Twyfelfontein Uibasen Conservancy, after 10 years of its existence, has failed to address the needs of Twyfelfontein's local community.

The capacity of target community members is not always at the level that is required to understand issues related to tourism. As a result, there has been a high rate of staff turnover, since those who are trained end up moving on to look for better prospects. While it is acknowledged that the locals are involved in community-based tourism (CBT), current management approaches do not encourage entrepreneurship. Considering the isolation that is made on CBT from mainstream tourism and perceptions of inferiority regarding the quality of CBT products, community benefits are marginal. Most CBT products are not demand driven, which has an effect on the number of tourists that visit Twyfelfontein. This has been exacerbated by a lack of marketing of CBT products. Increasing community benefits requires aggressive marketing. However, the local communities are incapacitated owing to a lack of resources for both marketing and product development. Even though NGOs and other partnership organisations have helped to finance community projects at Twyfelfontein, community dynamics tend to hamper progress. Apart from developing and implementing CBT projects, the local community faces a plethora of challenges. Some of the most noticeable challenges include the remoteness of CBT projects. Whilst the local community can readily display unique cultural handicraft and other artefacts, all these products may require capitalisation. It has become expensive to borrow money from financial institutions in Namibia; hence, interest rates continue to rise. Even though the community can use their land as collateral to borrow money from banks, this may pose a high risk to this public resource. Therefore, it has become a huge challenge to investors to manage tourism expectations and local community perceptions.

While the existing literature on community based tourism development in Namibia has focused on the perceptions of government, NGOs, business investors, donors and tourists, no information is available regarding local community perceptions towards community based tourism development.

A lack of validated information on community-based tourism has hampered the understanding of local community needs with regard to tourism development of their local economies. Therefore, determining the perceptions of the local community at Twyfelfontein towards CBT is a prerequisite for establishing a successful and sustainable tourism sector at Twyfelfontein.

1.2 Problem statement

Failure to meet community needs at Twyfelfontein can result in them developing negative equity towards community – based tourism.

1.2.1 Sub Problem 1

Government, NGO's, donors and private investors are being viewed as the only experts who drive tourism development at Twyfelfontein with little input from the general community at large. Local community levels of participation in tourism planning and development is limited to conservancy committee members as a result their needs are not being met through CBT development and the community are developing negative equity towards CBT.

1.2.2 Sub Problem 2

A lack of equitable distribution of income received from tourism is evident at Twyfelfontein, since only registered members of the conservancy are eligible to receive dividends from joint-venture agreements, which excludes other members of the community. This trend has increased levels of poverty, unemployment and unequal distribution of income. Unskilled residents end up indulging in alcohol abuse, which has continued to affect the Twyfelfontein local community at Uibasen Conservancy.

1.2.3 Sub Problem 3

Infrastructural development does not cater for local community needs such as electricity, water supplies and health services. There are no formal housing structures available and, to date, there is no school or kindergarten available to cater for young children in Twyfelfontein.

1.3 Key questions pertaining to the research

Key Question 1

How does the local community perceive tourism regarding local economic development and poverty alleviation at the Twyfelfontein Uibasen Conservancy?

Key Question 2

To what extent are economic benefits that are derived from tourism shared and used within the local community to alleviate poverty, infrastructural development and improvement of standards of living for the local community?

Key Question 3

What strategies can be employed to ensure that local community needs are met and local economic tourism development is sustained in the long term?

1.4 Objectives of the study

The main aim of the study is to create an in-depth understanding of the perceptions of the local community at Twyfelfontein Uibasen Conservancy regarding CBT and to develop strategies that can be used to influence these perceptions in order for CBT to contribute towards improvement of their livelihoods. The objectives are to:

- Examine how the local Twyfelfontein community perceive CBT as a development strategy for their local economy;
- Assess the effectiveness of CBT planning and implementation methods that are used and to evaluate whether CBT projects can lead to the upliftment of the quality of life of the local people; and
- To establish conclusions and recommendations based on perceptions of the local Twyfelfontein community regarding CBT projects.

1.5 Significance of the study

The study provides a theoretical contribution to CBT by articulating community perceptions of tourism in local economic development. The study is practically favourable, since stakeholders can use the results to implement CBT projects. It provides information, which is required for current and future management of CBT programmes at Twyfelfontein.

This study can be used as a basis for further research and investigation into community attitudes towards CBT in other conservancies within Namibia, or elsewhere in the world, since it has a high external validity.

1.6 Delimitation of the research

This research is limited to community members that reside within the boundaries of the Twyfelfontein Uibasen Conservancy in Namibia.

The chosen area of study was selected owing to its popularity among visitors and potential increase in tourist arrivals owing to the new inscribed World Heritage site at Twyfelfontein. The population was significant for a study of this magnitude, hence the Twyfelfontein Uibasen conservancy was chosen.

1.7 Research methodology

1.7.1 Literature search (data stream 1)

A literature search was undertaken by the researcher for the purpose of furthering education on the research topic and represents data stream 1. Literature pertaining to this study was sourced from journal articles, relevant books, management plans, annual reports, policy documents and published research papers.

1.7.2 Empirical survey (data stream 2)

The empirical survey constitutes a second data stream for this research project. The total research population was determined in consultation with the Cape Peninsula University of Technology's registered statistician. A representative target sample was randomly selected to serve as recipients of the questionnaires. Self-administered questionnaires, which comprised closed and open-ended questions, were formulated to form part of the quantitative research approach. Interviews with stakeholders form part of the qualitative research approach, while the research design is further explained in detail in the research methodology, which is Chapter 5 of this study. Basic concepts pertaining to the researcher's approach towards the research are also discussed.

1.7.3 Statistical analysis and interpretation of findings

An appropriate response percentage was determined in collaboration with a registered statistician.

By determining relative values from the empirical data and transferring such values in a codified form to a computer database, the data was then interpreted through use of descriptive statistics, which is discussed later in detail in Chapter 5. The researcher presented the results by using tables and charts, as well as by means of a brief textual explanation of each analysis.

1.8 Clarification of key terms and concepts

The following key terms and concepts, which are used throughout the research report, are arranged in the form of a glossary below.

Communal land:	Land that is owned by government for use of the rural community for sustainable use of wildlife and tourism for income source to benefit the local community.
Community Based Tourism (CBT):	CBT is a type of tourism, which incorporates a high level of community involvement for the benefit of the local people with the objective of it being a vehicle for poverty alleviation and empowerment for them.
CBTEs	Community Based Tourism Enterprises.
Cultural sites:	A site that demonstrates cultural heritage significance.
Local community/local people:	Local residents within the area or Twyfelfontein Uibasen Conservancy where tourism activities take place.
MET:	Refers to the Ministry of Environment and Tourism, which is responsible for policy formulation and facilitates community based tourism development.
NACOBTA:	Namibia Community Based Tourism Association, which is a non-profit organisation that supports communities to develop tourism projects.

NACSO:	Namibian Association of Community Based Natural Resource Management (CBNRM) Support Organisation, which provides support to communities to utilise natural resources in a sustainable manner.
NGO:	Non-governmental Organisation involved in the development of community based tourism.
NHC:	The National Heritage Council of Namibia, which is the custodian of Twyfelfontein World Heritage Site.
NTB:	Namibia Tourism Board that is responsible for marketing tourism products to international markets.
Stakeholders:	Stakeholders are people and organizations that are involved in community based tourism development at Twyfelfontein either as facilitators, advisors, private investors or local authorities and tourism organisations. The local community is also regarded as key stakeholders in this study.
Sustainable tourism development:	This refers to environmental, economic and socio-cultural aspects of tourism development by establishing a balance between the three dimensions in order to guarantee long-term sustainability.
Tour guides:	Local tour guides that are employed at Twyfelfontein World Heritage Site and provide guided tours to visitors.
Tourist:	A person that travels away from home and stays away for at least one night and less than one year, while the main purpose of the journey is other than to exercise an activity for remuneration.

Twyfelfontein:

An area, which is located in the Kunene region and named after the springs at Twyfelfontein World Heritage Site, which is part of the Uibasen Conservancy.

Visitor:

A person or tourist who visits a site or an area for the purpose of gaining an experience of the cultural value and natural beauty of that place.

World Heritage Sites:

A site that has been recognized by the World Heritage Convention, which was established by UNESCO in 1972 for their "outstanding universal value."

UNWTO

The United Nations' World Tourism Organisation is an international organisation, which is dedicated to growth and development of international tourism for the purpose of bringing about cooperation among member states in order to achieve sustainable development of tourism.

1.9 Summary

This chapter has provided an introduction to areas pertaining to the research by providing a background of the study. A problem statement was determined, which brought the study into context. This was followed by a statement of objectives, while a number of key questions were outlined. The significance of the study was discussed.

The delimitation of the study was mapped out in this chapter with a brief outline of the research methodology to provide direction for the study. This was justified and the introduction of the study was concluded.

The following chapter, Chapter Two, focuses on the local participation in community based tourism development.

CHAPTER TWO

LOCAL PARTICIPATION IN COMMUNITY BASED TOURISM DEVELOPMENT

2.1 Introduction

Tourism is the fastest growing industry in Namibia, since tourist arrival figures increased by 11% in 2008 and tourist spending totalled N\$4 billion (Namibia Holiday and Travel, 2009:3), which made tourism the primary force for socio-economic development in Namibia with a potential to contribute significantly towards local income in communal areas. Community Based Tourism (CBT) has become a key element of the Community Based Natural Resource Management (CBNRM) program in Namibia, which aims to ensure that economic returns from tourism go to the communities so that local communities contribute to sustainable tourism development. This chapter seeks to outline theoretical concepts, which are used in community based tourism development planning, and begins by defining the term community based tourism, followed by a discussion of sustainable tourism development and how this concept is related to Community Based Tourism. This chapter also explores theories of participatory roles by the local community in tourism planning and how various partnerships and collaboration approaches have been used in community based tourism planning processes. A summary of the chapter is provided at the end of this chapter.

2.2 Community - Based Tourism: a conceptual definition

Sharpley and Telfer (2002:150) define the term Community - Based Tourism as a sustainable form of tourism development whereby the needs and aspirations of the community are met and their local economy is sustained. They further state that this concept came about after the Second World War (1939-1945) when negative effects of mass tourism left host communities unempowered and tourism was driven by foreign multi-national organisations, which disregarded the needs of the local community. However, in Namibia, Community Based Tourism came about in 1995 as a result of inequalities in the tourism industry whereby local communities were not involved in tourism planning on communal land, and did not receive any benefits from tourism (MET, 1995:3). The new policy on community based tourism paved way for the local community to operate tourism enterprises and form joint ventures with the private sector.

Tosun (2000: 613) incorporates socio-cultural benefits of CBTs in his definition by describing it as a form of development that heeds socio-cultural benefits to local communities.

He further states that the movement towards sustainable development in recent years has shifted the form of tourism planning to incorporate the needs of local residents that are directly impacted by tourism development. Whilst Community Based Tourism has no universal definition, it has rather been defined by various authors in terms of involvement by the local community in tourism development with the aim of meeting their needs (Ashley, 1995:8, Sharpley, Telfer, 2002: 150, MET, 1995:2). Hence, it has been viewed as a type of tourism activity, which is spearheaded by the local community, while the economic and socio-cultural benefits derived from tourism are sustainable.

2.3 Sustainable Tourism Development

Literature, which deals with Community Based Tourism, is closely linked to sustainable tourism development whereby community participation in tourism planning is emphasised rather than the tourism product or industry. Several authors (Saarinen, 2006:1131; Hardy & Beeton, 2001:168; and Liu, 2003:465) have tried to define the term *sustainable tourism* and have created confusion around the real meaning of the term. However, the WTO (2004:17) provides a universal definition of sustainable tourism development by stating that it comprises guidelines and principles that are used in all types and forms of tourism including that of community based tourism. The concept refers to environmental, economic and socio-cultural aspects of tourism development, with an aim to establish a balance between the afore-mentioned three aspects in order to achieve long-term sustainability. This makes community based tourism an integral component of sustainable tourism development as it requires that the economic, social and cultural benefits for the community are continuously improved and that impacts are assessed for present and future generations. The success of sustainable tourism lies in different perceptions that stakeholders hold about their role within tourism development. By understanding of these perceptions and by relating them to sustainable development, one can prevent developing tourism that is unsustainable. Whilst this is the case, the conceptualization of sustainable tourism development has failed to address community based tourism development concerns (Halstead, 2003: 7), and has resulted in the term being re-defined to suit individuals' requirements, whilst losing its meaning. Sometimes it has been used as a marketing gimmick to increase market growths rather than incorporate sustainability principles within tourism development.

In developing countries such as Namibia, community led tourism is usually the driving force behind sustainable tourism development (Hall & Richard, 2000:10), and at Twyfelfontein in particular, community based tourism was introduced with the aim to empower local people and to alleviate poverty for long- term sustainability.

However, it seems that community based tourism planning approaches that were adopted at Twyfelfontein have failed to incorporate principles of sustainable tourism development, as defined by the WTO, since inequalities and poverty are still occurring problems at Twyfelfontein. Therefore, sustainable tourism development cannot become a reality at Twyfelfontein without tourism being driven and controlled by the community for long-term benefits.

2.4 Importance of Local Participation in Community Based Tourism Planning

By way of its policies, MET (1995:5) stipulates that community based tourism planning processes in Namibia should reflect the views of local residents, while tourism development priorities should aim to maximise community participation and, therefore, lead to an increase in benefits, which are derived from tourism. However, it has been a challenge to implement this in Namibia for the past 10 years, and the community at Twyfelfontein Uibasen Conservancy is still not self-reliant. They do not have full control of the direction of tourism planning within their region. This shows that the participatory process, which is followed at Twyfelfontein, may not be effective, hence further investigation is required to identify reasons for causes of its ineffectiveness.

Community participation in tourism planning has been widely researched in developed countries and little study has been documented about local participation in developing countries such as Namibia. Due to a lack of validated African-based theories, which deal with community based tourism, implementation of theoretical concepts and models for a local participatory approach in tourism planning, have proved difficult, since most of them originated from the developed world, which has its unique circumstances that are different from developing countries. However, current frameworks provide guidelines to develop unique models and concepts, which relate to the situation at-hand in developing countries. The few studies that document examples of community participation in tourism planning in developing countries show that tourism planning has been a foreign inspired process, while foreign experts have led the process of tourism planning in local communities (Tosun, 2000:613). This practice has created problems in Namibia owing to a lack of skilled labour among the local community in communal areas. Residents have become co-dependent on foreign advisors who often do not fully understand their needs, since they come from completely different cultural backgrounds. Local people in developing countries have often become objects of tourism development rather than the one that spearheads the process of development (Tosun, 2000:614). This is evident at Twyfelfontein, since development of heritage tourism has resulted in the locals becoming part of the tourism attraction product, while they are not initiators of tourism activities in their area.

As such, they regard tourism development as something that has been brought to them; and they are told how to best derive positive benefits from it. In some cases NGOs are spearheading the planning of community based tourism development, while techniques, which have been used to involve the community in tourism planning, has failed to educate them on how to handle negative impacts that occur as a result of tourism development and dependency. This has produced some negative perceptions towards community based tourism development, particularly at Twyfelfontein.

2.4.1 Pretty's Typology of Participation

The concept of local participation in tourism planning can be interpreted in a variety of ways and in the western world, community participation in tourism development planning has been explained and studied with reference to Pretty's typology of participation (Mason 2003:119), as well as Butler's Tourist Area Lifecycle (Tosun, 2000:627). The concepts are espoused later in Figures 2.1 and 2.2. Mason (2003:119) argues that participation of residents in tourism planning can mean different things to different people. Residents' participation range from manipulative participation, because tourism development authority does not lie within the community. The community is out of the decision making process and act in passive participation, where residents are informed of what has already been decided. In this case they are forced to accept any form of development, which had been planned. Interactive and self-mobilization participation is when residents are actively involved in tourism planning and decision-making, and they become strengthened socially and economically by their involvement. However, Mason (2003:119) argues that there has been no evidence in developing countries that local participation was able to bypass the manipulative and passive stages, as tourism planning is not under the control of the community. Whilst at Twyfelfontein Uibasen, the conservancy structure allows selected members of the community to be involved in the planning process; the question lies in the degree of participation that local residents are involved in. Figure 2.1, below documents different community participatory levels.

Figure 2.1 Pretty typology of participation

Typology	Characteristic of each type
Manipulative participation	Participation is simply a pretence: 'peoples' representatives on official boards, but they are unelected and have no power.
Passive participation	People participate by being told what has been decided or has already happened: involves unilateral announcements by project management without any listening to people's responses: information shared belongs only to external professionals.
Participation by consultation	People participate by being consulted or by answering questions: external agents define problems and information-gathering processes, and so control analysis: process does not concede any share in decision-making: professionals under no obligation to account for people's view.
Participation for material incentives	People participate by contributing resources (for example, labour) in return for food, cash or other material incentives: farmers may provide fields and labour, but are not involved in testing or the process of learning: this is commonly called participation, yet people have no stake in prolonging technologies or practices when the incentives end.
Functional participation	Participation seen by external agencies as a means to achieve project goals, especially reduced costs: people may participate by forming groups to meet project objectives: involvement may be interactive and involve shared decision-making, but tends to arise only after major decisions have already been made by external goals.
Interactive participation	People participate in joint analysis, development of action plans and strengthening of local institutions: participation is seen as a right, not just the means to achieve project goals; the process involves interdisciplinary methodologies that seek multiple perspectives and use systematic and structured learning processes. As groups take control of local decisions and determine how available resources are used, so they have a stake in maintaining structures and practices.
Self-mobilisation	People participate by taking initiatives independently of external institutions to change systems: they develop contacts with external institutions for resources and technical advice they need, but retain control over resource use; self-mobilization can spread if government and NGOs provide an enabling framework of support. Self-mobilization may or may not challenge existing distributions of wealth and power.

Source: Mason (2003)

2.4.2 Butler's Tourist Area Lifecycle (TALC)

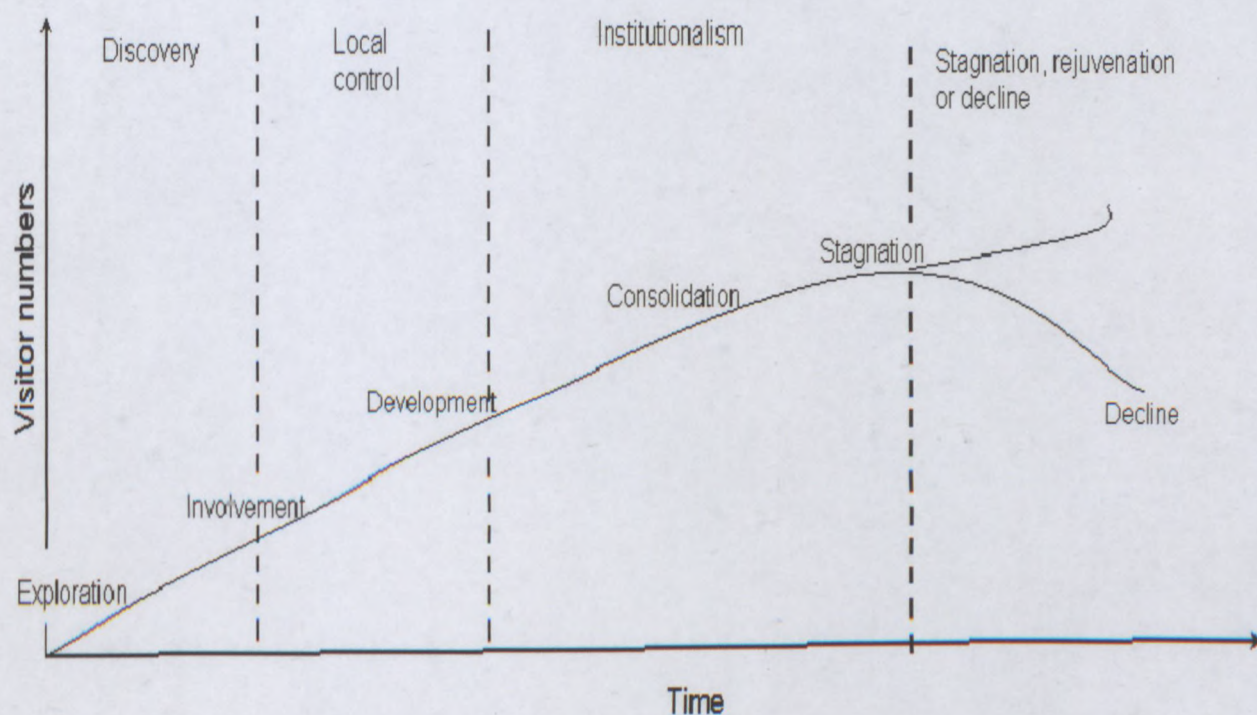
Butler's (1980) Tourist Area Lifecycle describes local participation in tourism planning in the form of a destination life cycle (Tosun, 2000:627, Cooper, *et al.*, 1993:91). He propounds that each destination experiences a cycle of evolution from the following:

- exploration stage, whereby tourist numbers are small owing to poor infrastructure and product development, while local participation is limited;
- involvement stage, whereby residents' initiatives to provide services for tourists has placed pressure on the public sector to invest in infrastructure and tourist number increases;
- development stage, whereby there is a drastic increase in visitor numbers, which exceed local resident numbers, while the control of tourism is with foreign companies;
- consolidation stage, whereby the rate of tourist arrivals has begun to slow down, but is still in excess of local resident numbers, hence the destination is fully developed;
- stagnation stage, whereby the destination has reached its peak and is no longer in demand, which is usually owing to negative impacts that are caused by tourism development such as environmental, socio-cultural and economic impacts of tourism;
- decline stage, whereby visitors have been lost to other tourist attractions and tourist facilities are converted into other uses; and
- rejuvenation stage, whereby the destination is repositioned and new products are developed to attract new markets, whilst it then experiences the cycle pattern again.

Tosun (2000:627) concurs that the Butler's (1980) Tourist Area Lifecycle curve varies from destination to destination depending on the level of tourism development and local participation at the initial stage of tourism planning. The exploration stage occurs when locals are employed in the tourism industry and own small tourism-related businesses. Thereafter, the tourism industry becomes institutionalized and locals are not able to operate tourism related businesses. When the destination experiences the development and stagnation stages, strong competition from foreign companies threatens small local businesses and residents are forced to close their business and may lose control over tourism development. Tosun (2000:627) implies that local participation in tourism planning can vary over time depending on the type and level of tourism development in an area. While Pretty (Mason, 2003:119) typology does not necessary follow a predetermined curve of development, it shows stages of participation, which can occur at any different stage within a destination life cycle. However, in developing countries such as Namibia, it might be difficult to fully conceptualize local participation in community based tourism planning based on both Butler's Tourist Area Lifecycle and Pretty Typology.

Hence, conditions of tourism development in poor rural communities in developing countries vary, and do not necessarily follow similar curves of development stages of participation. Based on the literature review, it is evident that communities at Twyfelfontein are over-dependent on foreign investors and NGOs for tourism development, while their level of participation is controlled by private investors rather than progressive market forces. The following diagram shows Butler's model of a destination's life cycle.

Figure 2.2 Butler's (1980) Tourist Life Cycle



Source: Cooper, Fletcher, Gilbert & Wanhill (1993)

2.4.3 Reason for failure of CBT planning in developing countries

Following the above discussion on local participation, Jenkins (1993:288) proposed some reasons why local participation in tourism planning has not been successful in developing countries. He states that residents' lack of understanding of complex and technical planning issues, which relate to tourism, hinders their participation. He further asserts that they lack an understanding of how the planning process operates and how decisions are made. As a result, it has become time-consuming to try to educate the local community in tourism-related issues.

Furthermore, problems with maintaining the representation of all community members' views in the decision making process, has also been recorded as a challenge within developing countries. An increase in the cost of planning in relation to staff time and money has resulted in decision making taking much longer as a result of community participation.

Similar to Jenkins' (1993:288) proposals, Tosun (2000:619) argues that in developing countries there are three main limitations to community participation in tourism planning, and these are owing to: **operational limitation**, whereby the tourism planning process is fragmented and external agents lead the process of tourism planning, whilst residents are expected to deal with impacts of tourism development. Residents lack up-to-date tourism data, which is required for them to participate more effectively in tourism planning; **structural limitation**, whereby there is a lack of expertise in tourism, while those that are qualified in tourism planning, have not been trained on how to incorporate community participation within tourism planning process; and, finally, **cultural limitation**, whereby apathy amongst poor people prevents them from effectively participating in tourism planning, hence their needs are not met.

Since tourism planning is usually donor-assistance-driven owing to a lack of expertise, donors are usually concerned with outputs rather than objectives and, therefore, a community-participation approach is usually used as development jargon rather than an implementable approach for tourism planning (Tosun, 2000:620). It has become difficult to achieve local participation in tourism planning in developing countries, since local residents do not own the local infrastructure and ownership of the tourism industry is in the control of foreign investors. Therefore, residents are quick to lose control over tourism development, since tourism planning lies in the hands of foreign investors who have the required financial resources and skills. Tosun (2000:625) also argues that cultural limitations among locals, have limited their capacity as poor people and what occupies their minds is meeting basic needs for food, shelter and health, rather than concerns of participation and involvement in tourism planning for long-term benefits.

Studies reveal that the approach to community participation in tourism planning was applied in several areas of southern Africa during the late 1980s, for example, the Communal Areas Management Program for Indigenous Resources (CAMPFIRE) program in Zimbabwe was regarded as a pioneer of the CBNRM projects, which involved local communities in development issues including tourism; it was followed by Zambia, Namibia and then Botswana (Sebele, 2009:3).

Initially, CBNRM programs focused on wildlife management and conservation, but have gradually diversified to include community-based tourism as sustainable forms of development (Sebele, 2009:3). In Botswana, community participation is regarded as an approach that leads to community empowerment, and it is assumed that once the local community fully participates and derives benefits from tourism, they will develop a sense of ownership and use their resources in a sustainable manner (Sebele, 2009:3). Local community participation can only take place if government, the private sector and NGOs are able to transfer skills and knowledge by developing frameworks that increase the full potential of local communities, and by ensuring that the positive impacts of tourism outweigh the negative impacts.

The Twyfelfontein Uibasen Conservancy constitution and structure is designed in accordance with a model, which was created by the Ministry of Environment and Tourism following advice from foreign tourism consultants who had no hands-on experience of the living conditions of the Twyfelfontein community. It is designed in such a way, which allows some level of involvement by the local community in tourism planning. The conservancy executive committee meets regularly and provides a platform for decision making on tourism-related issues (Newsham, 2004:26). An Annual General Meeting is held, whereby all conservancy members are encouraged to share their views, and it is at these meetings that the executive committee is elected. The power to make decisions on a day-to-day basis lies with the executive committee, while the conservancy chairperson is usually the only representative of the community at meetings and workshops, which relate to tourism planning (Newsham, 2004:26).

Non-governmental Organisations (NGOs) such as the Namibian Association of CBNRM Support Organisation (NACSO) and the Namibia Community-Based Tourism Association (NACOBTA) have an influence in the decision making process of the conservancy. Due to a limitation of resources amongst the local community, NGOs end up being directly involved in decision making processes more than the communities themselves and locals are then asked to accept suggestions from experts, hence the community becomes overtly dependent on NGOs' support (Newsham, 2004:30). The only form of participation by all conservancy members is during Annual General Meetings, which has proved to be unsuccessful, since a lot of information is presented to members with little time to study and discuss them. Often information is provided in English, while a majority of residents cannot read or understand English. Therefore, committee members end up approving tourism proposals, which they may have rejected if they fully understood them (Newsham, 2004:32).

A lack of available information to the local community regarding their responsibilities as members of the conservancy, has led to their ineffective involvement in tourism planning. This low involvement of the greater community has resulted in community financial resources, which are derived from tourism joint ventures being used for administration costs rather than for community projects (Newsham, 2004: 32). Another form of community participation in tourism at Twyfelfontein is via the establishment of partnerships with private businesses in the supply of tourism products and services. These forms of partnerships are called joint ventures and the community receives a percentage of profits from the business. Because the community did not provide any investment in the business, ownership and control of the business still lies with foreign investors and the community has no decision-making rights within the business.

The only form of community participation that has shown success at Twyfelfontein is the establishment of tourism enterprises, which are fully managed and owned by members of the community such as the Aba Huab Campsite, which is a popular site among tourists. However, this is not a community-operated initiative, and the income is only enjoyed by a fraction of the community. Studies have shown that community members can successfully operate tourism enterprises if they are provided with financial resources and skills. If this practice can be multiplied within the community, substantial results will become evident and local community participation can, therefore, take full control of tourism planning in their regions and reap direct benefits from such developments.

2.4.4 Scheynes' Community Empowerment Typology

Sharpley and Telfer (2002:152) describe local participation in tourism planning as based on the work of Scheynes, relating local participation in tourism planning to the types of community empowerment. They argue that community empowerment can either be economic, psychological, social or political, while different levels of participation will depend on the stage of empowerment that the community experiences. During economic empowerment, locals benefit financially from tourism, however, they do not have full control of the direction of tourism development in their region. This can be related to the situation at Twyfelfontein, whereby the community has gained a level of economic empowerment through profits from joint venture agreements, but lack ownership of tourism enterprises and have no decision-making rights over those tourism enterprises.

Therefore, the community's level of participation is limited owing to the stage of empowerment that they experience.

When the community has gained psychological empowerment, their self-esteem and pride are developed, and it is during this stage that they begin to seek education and information on tourism and its benefits, but this is not the case at Twyfelfontein, since the community is not fully involved in the tourism planning process. The social empowerment stage creates powers for the local community to initiate tourism- related enterprises and it is during the political empowerment stage that locals are finally represented in tourism planning and are decision makers. Based on Scheynes' community empowerment typology, the following figure shows different levels of empowerment.

Figure 2.3 Scheynes's (2002) types of community empowerment in tourism development

Type	Signs of empowerment
Economic	Tourism brings long-term financial benefits to a destination community. Money is spread throughout the community. There are notable improvements in local services and infrastructure.
Psychological	Self-esteem is enhanced because of outside recognition of the uniqueness and value of their culture, natural resources, and traditional knowledge. Increasing confidence in the community leads members to seek out further education and training opportunities. Access to jobs and cash leads to an increase in status for usually low-status residents such as women and youth.
Social	Tourism maintains or enhances the local community's equilibrium. Community cohesion is improved as individuals and families cooperate to build a successful industry. Some funds raised are used for community development initiatives such as education and roads.
Political	The community's political structure provides a representational forum where people can raise questions and concerns pertaining to tourism initiatives. Agencies initiating or implementing tourism ventures seek out the opinions of community groups and individual community members, and provide chances for them to be represented on decision-making bodies.

Source: Sharpley & Telfer (2002)

2.4.5 Sri Lanka's Case Study on community participation

A case study of Sri Lanka shows how a community tourism plan was successfully created as an approach to achieve community participation in tourism planning (WTO, 1994:213).

The Sri Lanka plan encompasses an establishment of a tourism committee, which represents the interest of the local community. The committee received technical and organizational support from the national tourism organization.

Public relations campaigns form part of the activities of the committee in which residents are informed and educated on the impact of tourism development. Policies were drafted to include ways in which residents can benefit directly and indirectly from tourism and to encourage tour operators to respect residents' cultural heritage, and support local entrepreneurs. A community tourism centre was established whereby local entrepreneurs sell their products to tourists (WTO, 1994:214).

2.4.6 Drake's (2003) model on local participation in tourism

Mason (2003:122) described Drake's model for community participation in tourism planning as a model that enables the community to influence the outcome of community tourism development projects and their impacts, which appears in Figure 2.4. It consists of nine phases that a community should experience in order for them to influence the outcomes of tourism development projects in their area. In phase 1, the roles of the local community in the project are determined and include an assessment of how locals can assist in tourism development. In phase 2 a research team is selected with a multi-disciplinary approach. In phase 3 preliminary studies are conducted on the economic, political and social conditions of the community and, therefore, the needs of the local communities are determined. In phase 4 the level of local involvement in tourism projects is determined, while in phase 5 an appropriate participation mechanism is determined. In phase 6 education and dialogue take place to create public awareness of goals and objectives of the tourism project, and how it will impact on the community including the strength and weakness of the project. In phase 7 consensus amongst community members on the impact of the project is reached, and in phase 8, a local action plan is developed by the community and local people begin to occupy various positions within the tourism industry as entrepreneurs. The last phase includes monitoring and evaluation to determine whether the goals and objectives that were set out have been accomplished. Drake's model can be further developed to include development of the local community's capacity to become entrepreneurs and to compete successfully within the tourism industry. Full participation of the local community cannot be fully enjoyed if they do not hold ownership of the tourism industry. Liu and Wall (2006:163) further stressed on this point by stating that benefits from tourism in developing countries cannot be enjoyed by locals if tourism planning does not go beyond mere local participation, but incorporates human resource development into the planning process to increase locals' capabilities and hence avoid tourism benefits from landing in the control of foreign investors.

Therefore, the human resource development aspect has been omitted in most literature, which describes local participation in tourism planning, while it is a prerequisite to add it to community-based tourism planning in developing countries that deal with poor, unskilled communities. Sustainability aspects in community participation in tourism planning have also not been fully incorporated into all tourism participatory models and approaches to encourage meaningful participation of the local community for long-term benefits.

Figure 2.4 Drake's (2003) Model on local participation in tourism

Phase 1:	Determine the role of local participation in the project
Phase 2:	Choose research team
Phase 3:	Conduct preliminary studies
Phase 4:	Determine the level of local involvement
Phase 5:	Determine an appropriate participation mechanism
Phase 6:	Initiate dialogue and education efforts
Phase 7:	Collective decision-making
Phase 8:	Development of an action and implementation scheme
Phase 9:	Monitoring and evaluation

Source: Mason (2003)

Therefore, application of western models to poor communities in developing countries such as Namibia should be questioned as they were not developed with knowledge of social, cultural, political and economic structures of the communities and, in addition, they vary largely with the western world. Hence, new models and approaches should be developed for rural areas in developing countries to incorporate the needs, inspirations, and perceptions of the community and the assessment of the environment in which they operate.

2.5 Developing partnerships and collaboration in Community - Based Tourism

Involvement of stakeholders in community-based tourism planning is receiving recognition, and is believed to build mutually acceptable consensus on how tourism should be developed in a region (Mason, 2003: 133). Development of qualitative tourism products requires partnerships between the community and private sector to create a competitive edge for the destination, since the community cannot operate in isolation of the private sector, which is often parties that invest in marketing efforts to bring tourism to the destination.

There are a number of terms, which are used to describe a variety of partnership or collaboration agreements in community-based tourism in the western world and these include private-public partnership; coalitions; forums; task forces and alliances (Mason, 2003:134). In the developing world the most common term that is used is joint venture agreements between the local community and private sector.

A partnership in tourism is defined by Uhlik (1995:14) as an on-going arrangement between two or more parties, based upon satisfying specifically identified mutual needs and such arrangements are characterized by durability over time, inclusiveness, co-operation and flexibility. Whilst Middleton and Hawkins (1998:34) define partnership as agreed approaches to tourism management whereby goals of each parties are not mutually exclusive, Wood and Gray (1991:146) describe collaboration as an arrangement that occurs 'when a group of autonomous stakeholders of a problem domain engage in an interactive process by using shared rules, norms and structures to act or decide on issues related to that domain. Furthermore, Jamal and Gertz (1995:186) describe collaboration with a focus on the community by stating that it is a dynamic, process-based mechanism to resolve planning issues and coordinate tourism development at a local community level. It can be noted that all these descriptions and definitions of partnership and collaboration have similar arguments and they all aim to establish coordination among stakeholders within tourism planning. Stakeholders are groups or persons that have an interest in something (Oxford Dictionary, 2004) and in the community-based tourism context they are groups that have an interest in the community's tourism activities and the destination. In the case of Twyfelfontein Uibasen Conservancy, stakeholders include local residents, NGOs, tourists, government, the private sector and financiers.

2.5.1 Collaboration process

Jamal and Getz (1995:189) describes key characteristics of the collaboration process by stating that during the collaboration process, stakeholders are independent, while their differences are dealt with constructively to find solutions to problems. There is joint ownership of decisions, and stakeholders take up collective responsibility for the direction of the destination. In order to further describe the collaboration process, Gray (in Jamal and Getz, 1995:190) developed a model to show how the collaboration process for community-based tourism planning is developed.

The first stage involves problem setting whereby key stakeholders are identified and issues of concern are determined and presented.

The second stage involves direction–setting whereby an identification of future collaboration is determined, as well as appreciation of a common purpose. The last stage is the implementation stage whereby stakeholders discuss how they will implement their shared vision and monitor impacts. The figure that follows shows a detailed illustration of the collaboration process for community-based tourism planning.

Figure 2.5 Collaboration Process for Community Based Tourism Planning

Stages and Propositions	Facilitating Conditions	Actions/Steps
<i>Stage I</i> Problem-Setting	<ul style="list-style-type: none"> ➤ Recognition of interdependence ➤ identification of a required number of stakeholders ➤ perceptions of legitimacy among stakeholders ➤ legitimate/skilled convener ➤ positive beliefs about outcomes ➤ shared access power ➤ mandate (external or internal) ➤ Adequate resources to convene and enable collaboration process. 	<ul style="list-style-type: none"> ➤ Define purpose and domain ➤ identify convener ➤ convene stakeholders ➤ define problems/issues to resolve ➤ identify and legitimate stakeholders ➤ build commitments to collaborate by raising awareness of interdependence ➤ balancing power differences ➤ addressing stakeholders concerns ➤ Insuring adequate resources available to allow collaboration to proceed with key stakeholders present.
<i>Stage II</i> Direction Setting	<ul style="list-style-type: none"> ➤ Coincidence of values ➤ Dispersion of power among stakeholders 	<ul style="list-style-type: none"> ➤ Correct and share information ➤ appreciate shared values, Enhance perceived interdependence ➤ ensure power distributed amongst several stakeholders ➤ Establish rule and agenda for direction setting. ➤ Organise sub groups if required. ➤ list alternatives ➤ discuss variance options ➤ select appropriate solutions ➤ Arrive at shared vision or strategy through consensus.
<i>Stage III</i> Implementation	<ul style="list-style-type: none"> ➤ High degree of ongoing interdependence ➤ external mandates ➤ redistribution of power ➤ Influencing the contextual environment. 	<ul style="list-style-type: none"> ➤ Discuss means of implementing and monitoring solution, shared vision, plan or strategy ➤ select suitable structure for institutionalising process ➤ assign goals and tasks ➤ Monitor ongoing progress and ensure compliance to collaboration decisions.

Source: Jamal & Getz (1995)

Theories explained by both Jamal and Getz (1995:189) and Gray (1989:236) explore the collaboration process in community-based tourism and recommend that countries such as Namibia should provide a degree of involvement of the community in tourism planning.

They warn that without appropriate structures for implementation of the collaboration process, greater cooperation cannot be achieved and empirical research should be undertaken to better understand the conditions under which the collaboration process can be used to address conflict problems. The collaboration process requires the pulling together of resources, since not all stakeholders are reluctant to share their resources with poor communities. Jamal and Getz (1995:201) propose that longitudinal research that tests the performance of collaboration processes over time should be conducted, while the results of the research can assist the community to develop the collaboration process that could be useful as a planning tool for community-based tourism developers.

2.5.2 Reid's community-based tourism framework for South Africa

A framework for community-based tourism was proposed by Reid (1999: 41) to provide an integrated approach in the planning of community-based tourism (CBT) projects in South Africa, as shown in Figure 2.6. This framework points out the main objectives of CBT as being: tourism development; sustainable use of natural resources; and rural development and community empowerment.

Reid (1999:41) further indicates in his framework institutions or stakeholders that can be involved in CBT, namely the local community, the State, private sector and NGOs. The roles and responsibilities of these institutions are to form partnerships in the development of tourism facilities through implementation of various partnership models between the community, state and private sector. It is also through partnerships that Reid (1999:41) suggests that impact assessments and support services should be a shared responsibility among stakeholders. According to Reid's framework (1999:49), four models were designed to facilitate local participation in CBT projects, which are described below.

- Community owned venture model

This model allows the community to own and develop all infrastructures and provide services, which are required for tourism development. Communities are responsible for sourcing their own capital to invest in the tourism industry. This model is the ideal situation to achieve objectives set out in the conceptual framework for CBT, but is unrealistic as the local community often lacks institutional capacity to apply this model.

- Partnership between the community and the state model

In this model the state manages tourism on behalf of the community. The state provides for the infrastructure, and manages small and medium sized businesses (SMMEs) on behalf of the community. The community receives profits minus costs that are incurred by the state.

This model does not provide full participation and control by the local community, however, if skills training and capacity-building are developed within the community during implementation of this model, it can be used as an initial phase for entry for community participation before the state can hand over full control and ownership of all SMMEs, as well as other tourism services to the community.

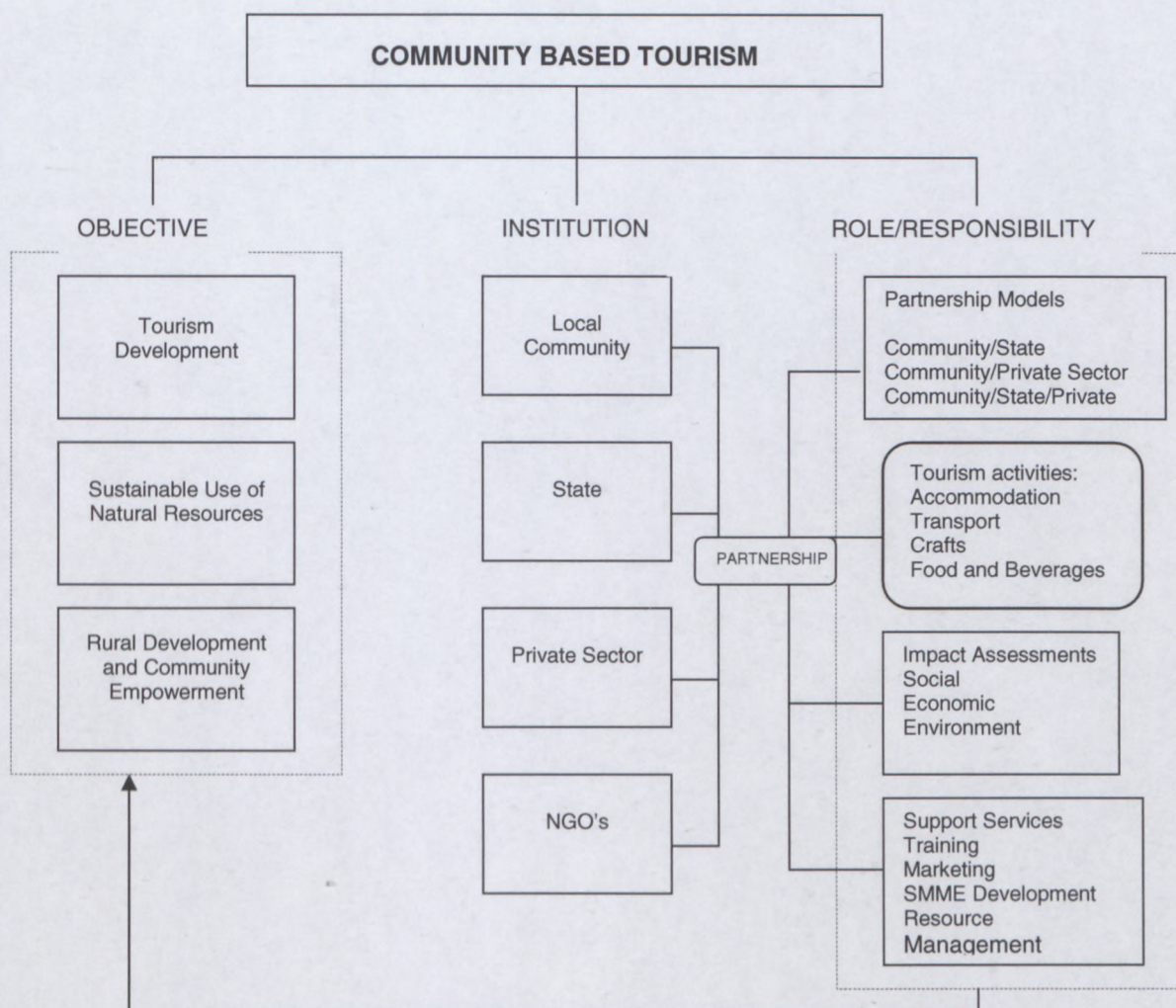
- Lease agreement between the community and the private sector model

In this model the private sector is offered a lease agreement to operate tourism facilities on behalf of the community. The community is responsible for the initial investment and development of the facilities, and they have to source their own capital for the investment. The community receives income through lease fees, which should be paid regularly. This model can only be practically implemented if it is a temporary arrangement to make way for the local community to gain skills in running tourism enterprises from the private sector.

- Joint venture between community and private sector model

This model allows the community to enter into partnership agreements with the private sector, which is responsible for developing, managing and maintaining tourism infrastructure and facilities. The community benefits through profit sharing depending on the percentages, which were agreed upon. This model is currently implemented at Twyfelfontein Uibasen Conservancy and in the short-term it can be regarded as a favourable model for direct income benefits to address immediate needs of the community. However, for the long term the community will remain unempowered and their participation in tourism planning will be limited. The following diagram in Figure 2.6 shows Reid's conceptual framework on CBT.

Figure 2.6 Community Based Tourism (CBT): A Conceptual Framework



Source: Reid (1999)

2.5.3 Namibia's approach to partnerships and collaboration

In Namibia four models or approaches have been proposed by Ashley and Garland (1994:7) for local participation in CBT and they involve the following aspects:

- Private investor who obtains a concession from the Government to establish tourism businesses in communal land. The community's only form of benefits from this approach is through employment opportunities with no direct income for local economic development;
- Private investors decide to share profits from the tourism business with the local community voluntarily;

- Private investors form a joint venture with the community and profits are shared with the community; and
- The local community develops their own tourism enterprises by using their communal resources, while they have full control of the tourism business.

All of these four approaches have been implemented in Namibia and at Twyfelfontein Uibasen Conservancy; two of types of approaches were implemented, namely the joint venture agreement with a private investor (Twyfelfontein Country Lodges) and the agreement with the government institution (National Heritage Council) whereby community guides are used for heritage interpretation at the Twyfelfontein World Heritage Site, and a percentage of income from entrance fees is paid to the local guides association through the conservancy. This form of approach, which involves a partnership agreement with a state owned institution (NHC) does not fit into the conceptual framework and models discussed by both Ashley and Garland (1994:7) and Reid (1999:49), but it can be regarded as an overlapping approach between the different models or approaches discussed by the two authors.

However, besides the socio-economic benefits generated through joint venture agreements and the development of community-based tourism, there is also a downside to it. If tourism is not properly planned and the impacts assessed, the cost of tourism development could outnumber the benefits. Therefore, the assessment of impacts, which forms part of Reid's (1999:49) conceptual framework of CBT, is a vital component to help to determine the optimal level of CBT development. However, impact assessment is not an activity, which is practiced at Twyfelfontein by stakeholders. Therefore, sustainable community-based tourism cannot be developed successfully without a full understanding of the tourism impacts, which should form part of the tourism planning process.

2.6 Summary

This chapter examined theories related to community-based tourism planning and it is evident that tourism planning has evolved from narrow concerns of physical planning to a form of planning that recognizes community involvement in the tourism development process. The concept of sustainable tourism development was discussed in detail. The literature has revealed that several authors support the involvement of local residents, empowerment and full participation in community decision-making processes in sustainable development. However, the concepts, models and approaches to community participation discussed in this chapter were mostly borrowed from developed countries. Therefore, implementation of these models poses a number of challenges.

Despite the fact that there are challenges in developing countries with regard to local community participation in tourism, it is important to note that some form of participation takes place at certain degrees and levels, and tourism planners should consider local conditions before imposing western ideologies on traditional societies in developing countries. If tourism benefits should be enjoyed by the local community for a long-term, developing countries should initiate their own planning frameworks based on their needs and socio-political structures. This will curb over-reliance on external advisors and donors, which should minimize disasters that can occur when donors withdraw their assistance.

A detailed discussion, which deals with implementation of community-based tourism by considering perceptions, opportunities and constraints, is presented in the following chapter.

CHAPTER THREE

IMPLEMENTING COMMUNITY-BASED TOURISM: PERCEPTIONS, OPPORTUNITIES AND CONSTRAINTS

3.1 Introduction

Community-based tourism has been perceived as a development vehicle, which has potential to improve local communities' livelihoods. However, implementation of CBT projects faces several challenges. As a result, community members believe that costs that they have incurred through development of community-based tourism projects far outweigh benefits that they derive from them. In Namibia communities have become over-reliant on external donors for implementation of community-based tourism projects. The question lies on whether community-based tourism in Namibia will survive without the intervention of donor agencies. This chapter provides theoretical views of constraints and opportunities involved in the implementation of CBT. It considers cultural heritage preservation, improvement of livelihoods, capacity building, community perceptions and legal frameworks that have paved a way for community-based tourism development at Twyfelfontein. A summary concludes the chapter.

3.2 Implementing CBT through cultural heritage preservation

Community-based tourism development at Twyfelfontein Uibasen Conservancy's future success is dependent on the preservation of the rich cultural heritage of the area. Rock art history that dates back 2000 years draws thousands of visitors from all over the world to Twyfelfontein. In 2008 over 50 000 tourists visited the site (NHC: 2008:16). Visitor numbers can be anticipated to increase even further owing to the new World Heritage status of Twyfelfontein. Shackley (1998:7) acknowledges this assumption by stating that it has been observed that once a site is listed on the world heritage list, visitor numbers increase. Preserving cultural heritage through tourism has become an important aspect in discussions, which relate to sustainable tourism and is receiving great attention among researchers (Garrod & Fyall, 2000: 686). However, preservation of cultural heritage is often characterized with conflicting interest between conservationists who are interested in the preservation of cultural heritage, while the local community is interested in the economic value of cultural heritage through tourism development (Aas, *et al.*, 2005:33).

It has been observed at Twyfelfontein that revenue received from tourism through entrance fees is used for conservation and maintenance of the Twyfelfontein World Heritage Site. Mutual benefits for both conservationists and the local community simultaneously support the preservation of cultural heritage (Aas, *et al.*, 2005:33). Problems related to preservation of cultural heritage are usually owing to a lack of interaction among stakeholders in developing cultural resources to ensure long term sustainability. The local community should be the owners and custodians of cultural heritage and through public awareness; they should be educated about the importance of preserving their cultural heritage not only for immediate economic benefit, but also for long-term sustainability (Aas, *et al.*, 2005:33). Implementation of CBT projects face several challenges that can result from uncontrolled and destructive tourism development. Therefore, a balance should be created between conservation of cultural heritage and tourism development. There is a common concern regarding the development of heritage sites for tourism, as this can lead to comodification of cultural heritage.

Garrod and Fyall (2000:691) argue that implementation of preservation strategies for heritage attraction should be implemented in harmony with local communities' needs. Hence, these strategies should not be developed at the expense of the local community's needs, while the economic multiplier effect should be evident throughout the entire process. In this regard MacDonald and Jolliffe (2003:308) stress that the preservation of cultural heritage has become an activity for socio-economic development in rural areas. If cultural heritages are conserved for future use, local communities can sustainably benefit from these developments. Cultural heritage resources at Twyfelfontein Uibasen Conservancy were gazetted by the Namibian government and protected within the World Heritage Convention buffer zone. Surprisingly the local community does not have legal rights to the heritage, which makes it difficult for effective implementation of CBT programs. If the community can participate in how funds that are received from entrance fees should be distributed, this may have a significant impact on local economic development.

3.3 Improvement of community livelihoods through CBT

The Namibian government has recognized the role that tourism plays in the improvement of livelihoods in rural areas. Hence, it has enacted a national policy on CBT for Namibia. This policy has encouraged establishment of community-based tourism enterprises, which has created an opportunity for poverty alleviation (MET, 1995:7).

Community-based tourism has proven to impact positively on the local community's livelihoods in Namibia by way of income generation and employment for disadvantaged Namibians. Based on the study by Uiseb (2004:12), livestock farming and tourist related businesses have continued to increase benefits for the Twyfelfontein Uibasen Conservancy. A majority of households receive water from Twyfelfontein Country lodge and a mere 10% of conservancy members have access to water from taps, which is an indication that some of the community's basic needs have not been met after 10 years of community-based tourism program implementation at Twyfelfontein.

Twyfelfontein Uibasen Conservancy is reported to have the highest employment rate in Namibia and the highest wages derived from community-based tourism partnerships. The income received from tourism has not led to the development of permanent infrastructure for the community. However, community members feel that income, which is received from joint venture partnerships, should be used to benefit the community in development projects such as building clinics, needlework projects, a gardening centre, a craft centre, a pre-primary education centre and women projects. However, none of these goals were able to be achieved (Uiseb, 2004:23). There is a need to clarify membership eligibility for the conservancy, which would qualify for tourism benefits, as people who have been living in the conservancy for many years, but are not originally from Twyfelfontein, are not eligible to become members of the conservancy. Therefore, exclusive benefits sharing of community-based tourism income has become a cause of friction amongst community members (Uiseb, 2004:23).

Ashley *et al.* (2000:4) state that tourism can generate income and improve the livelihoods of local communities in Namibia in four categories, namely:

- wages from employment in the tourism industry;
- earnings from selling goods and services;
- dividends and profits from locally-owned enterprises; and
- collective income gained from joint venture partnerships with the private sector.

Following the above analysis by Ashley *et al.* (2000:4) regarding Twyfelfontein, these economic benefits may not be available and accessible to the entire community owing to the weaknesses endowed in income distribution systems. Currently, only eligible members of the conservancy may benefit from the categories that have been mentioned. Ashley *et al.* (2000:4) further note that community-based tourism can be expanded as economic options by diversifying and complementing other economic activities and by developing additional sources of income for the local community.

Some studies have shown that community-based tourism can also contribute to the improvement of livelihoods through inculcating cultural pride, a sense of control and reduced vulnerability (Ashley, *et al.*, 2000:5).

In Namibia the aim of the CBNRM program seeks to encourage improvement of livelihoods beyond cash incomes and to focus on broader livelihoods strategies of socio-cultural impacts.

3.4 Capacity building through implementing CBT projects

Capacity building is one aspect of community-based tourism that failed to be successfully implemented at Twyfelfontein Uibasen Conservancy after ten years of operating CBT projects, and reasons for this should be further investigated (Geingub, 2009). Liu and Wall (2006:163) argue that in developing countries, some of the reasons for lack of capacity are because of deficiencies of human capital, low skills and a lack of qualified personnel. These reasons have prevented local communities from participating effectively in tourism and, therefore, impede locals from reaping economic benefits, which are derived from tourism activities.

Liu and Wall (2006:163) discuss capacity building in developing countries in relation to human resource development strategies, which are only included in tourism plans superficially and do not reflect the current realistic situation. Often these strategies and plans are developed from western perspectives and become difficult to implement in developing countries. Liu and Wall (2006: 168) argue that studies that relate to human resource development in tourism have focused on hospitality training; hence there is a need to broaden it to include other aspects of tourism. Liu and Wall (2006:169) further note that developing countries have not given sufficient attention to human resource issues, and those who attempt to address the issue have often made mistakes by trying to meet international service standards and professionalism with little observation of local society and their cultural uniqueness to adapt to new tourism concepts. Local community members at Twyfelfontein Uibasen Conservancy are employed at an operational level and receive low wages, while training is limited to on-the-job training in the hospitality field.

Victurine (2000: 228) provides recommendations for capacity building in community-based tourism based on a case study, which was conducted in Uganda. He recommends that training should be institutionalized by providing annual training programs that target specific needs and deficiencies within the community. Community tourism organizations should be represented at national level and in national tourism associations so that community interests in finance and marketing can be addressed.

Establishment of credit schemes should be a priority, which is geared for community-based tourism enterprises and financing programs that can assist local community in business plan development. Donors, NGOs and other support agencies should recognize that the slow pace of community development does not mean failure and, therefore, investing large amounts of money too quickly in community enterprises, may lead them to fail. Donor funding that assists community-based tourism enterprises should be committed for a longer period of time to avoid a quick fix scenario. On one hand, successful CBT projects require medium to long term techniques to develop and support community-based tourism. Conversely, human resource development plans should be flexible in order to respond to new arising needs within the tourism industry. Replication of western cultures in terms of doing things should be avoided as training should emphasise traditional African experiences while meeting basic quality standards and cleanliness, as well as comfort for tourists (Liu & Wall, 2006: 168).

Halstead (2003:2) concludes that external support for community-based tourism should concentrate on capacity building prior to any tourism development that takes place. However, in Namibia, capacity is lacking within government support agencies and NGOs, which hinders progress, however, if proper frameworks and sustainable strategies are implemented by government bodies, it could strengthen the capacity of community-based tourism in Namibia.

3.5 Major challenges of community-based tourism in Namibia

An investigative study on community-based tourism in Namibia was conducted in 2003 by Halstead (2003:3), which outlined difficulties that are experienced by local communities in Caprivi and Okavango to successfully implement community-based tourism projects. The study focused on real-life experiences and perceptions of local people and support organizations. Several key factors arose from this study as challenges that face community-based tourism at a local level. These challenges can be related to the situation at Twyfelfontein Uibasen Conservancy. Halstead's (2003:13-20) results showed that local communities in Caprivi and Okavango felt that the consultation process should be an ongoing process to prevent experiences of mistrust and disinterest amongst local people. Consultation has only taken place during the initial stages of development.

Since local communities rely on donor support for start-up capital for their tourism business, most poor communities do not have collateral to secure loans at banks for their businesses.

Based on Halstead's (2003:20) study, training was identified as a challenge and, therefore, it is necessary to build capacity by way of training, regular on-site training, formal training courses and workshop sessions. Benefit distribution among the local people has not been a success owing to low incomes from tourism businesses resulting from a lack of capacity. This has often led to conflicts among community members who do not understand the reasons why these businesses do not produce benefits for the entire community.

Local communities expect to gain short-term benefits and do not understand the concept of investments in banks for long-term sustainability of businesses. A lack of transparency and accountability has also contributed to some of the challenges that face community-based tourism projects in Namibia. Conflicts concerning the land issue have been identified in this case study as a major challenge. Local groups are not prepared to give up their land usage to make it available for community-based tourism projects in order to benefit the entire community. At the same time there are people who refuse to leave the conservancy area, which has resulted in tribal issues and party politics that also led to legal action in certain cases.

The Namibian government lacks capacity in respect of successful implementation of community-based tourism policies and, hence, it is unable to provide operational support to communities. Business and tourism development planning was raised by NGO and support agencies as a concern, and important at initial stages of development, however, the local communities felt that they were never involved in the initial planning process and, owing to their lack of knowledge, they have to rely on external support for planning. Local communities' lack of coordination with the tourism industry for the supply of tourists to their businesses was raised as a concern in this case study. Financial viability of community projects is not taken into account at the initial planning process of community-based tourism development. The local community cannot sustain tourism enterprises owing to a lack of understanding of the dynamics of the tourism industry. Therefore, most people are unaware of costs and benefits that are related to community-based tourism development. This lack of exposure and experience in managing tourism operations has led to failure of these businesses.

Halstead (2003:20) argues that there is no generic recipe for success for community-based tourism owing to different criteria involved in assessing their success. For example, social benefits such as a sense of pride and ownership may be more apparent as a result of community-based tourism development, but the economic viability of tourism enterprises may be limited. In another case the enterprise may be profitable, but may not be supported by the community.

Therefore, it is important to assess each community-based tourism project individually from information, which is gained on-site from stakeholder perceptions. Community-based tourism enterprise success does not rely on economic dimensions alone, but includes other issues such as social, political and environmental aspects of the enterprises.

3.6 Perceptions of the community towards CBT Development

According to McGehee and Andereck (2004:132), the area of research regarding residents' perceptions towards tourism development, has been the most well studied area of tourism for more than 30 years. In the 1960s, tourism research focused on positive aspects of tourism impacts; in the 1970s it focused on negative impacts; in the 1980s the focus was towards a more systematic approach; and, recently, there has been a shift towards research concerning residents' attitudes towards tourism at a community level. Past research has pointed out that resident perceptions and attitudes towards tourism were as important as the actual impact of tourism. However, most research has focussed on measuring residents' attitudes towards destinations where tourism is well developed and only a few studies have been conducted at destinations where tourism development is at the beginning of a destination lifecycle. In communities, which are located in underdeveloped regions such as Twyfelfontein, tourism is still at its inception stage (Sirakaya, *et al.*, 2002:57).

Researchers have also observed that there are factors that affect residents' support for tourism development. Murphy (1985:48) argues that the type and extent of interaction between the tourist and the community, importance of tourism within the community, level of community dependence on tourism and level of tourism development in the community, are variables that influence residents' perceptions about support for tourism development. Other researchers (Liu & Var, 1986:207 and Belisle & Hoy, 1980:98) argue that factors such as length of residency in the community, native-born status in the community, extent of tourism concentration, economic reliance on tourism, values and social representation, and distance of residence from tourist zone all have an influence on residents' attitudes towards tourism development. In addition, there are a number of theories that have been developed to explain residents' perceptions and attitudes towards tourism. The social exchange theory has been viewed as the most common framework, which is used to analyze and understand residents' perceptions and attitudes towards tourism development at a community level (Sirakaya, *et al.*, 2002:58).

The social exchange theory is defined by McGehee and Andereck (204:133) as "a general sociological theory concerned with understanding the exchange of resources between individuals and groups in an interaction situation."

Sirakaya *et al.* (2002:58) suggest that residents seek benefits of tourism in exchange for something equal to benefits that are offered in return. Thus, residents that benefit from tourism are more likely to perceive tourism as being positive than those residents who experience its negative impacts.

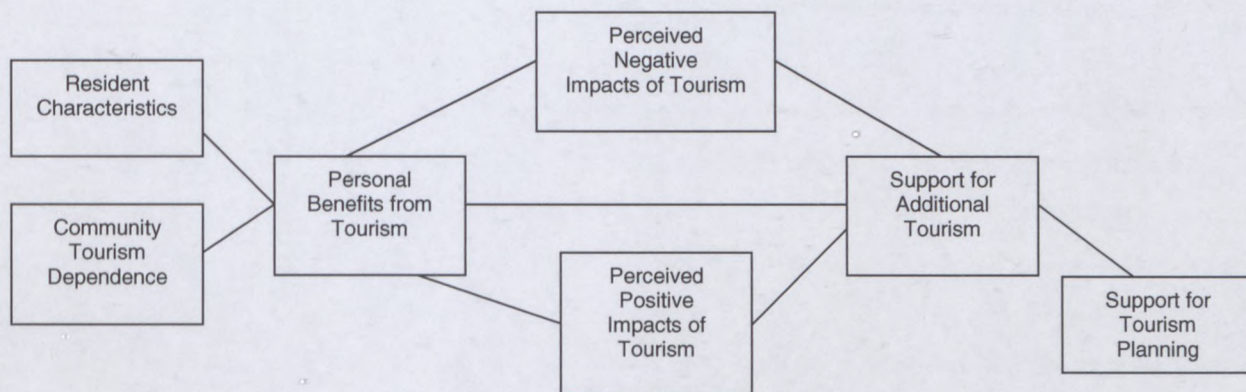
According to Sirakaya *et al.* (2002: 64-66), in order to understand residents' support for tourism, it was observed that their perceptions of tourists, tourism impacts, employment status, membership of community organizations and awareness of tourism development projects, were influenced by several factors. This supports the social exchange theory whereby perceived benefits and costs of tourism play an important role in determining tourism support. There are three main concerns. Firstly, a lack of community awareness of the nature of tourism development projects; withholding information from the community on inputs into tourism plans and projects; and rushing community meetings and invitations and sending them to mostly educated professionals and local entrepreneurs. Sometimes meetings are held in English, which excludes a majority of the population. Secondly, it was observed that donor organizations and support agencies are given the responsibility to implement tourism projects, while community members are restricted from participating in projects. Thirdly, communities are given high expectations and the beginning of tourism projects, which do not materialize in the end.

According to McGehee and Andereck (2004: 131), there are a number of models that have been used to measure residents' attitudes about tourism development in their community and this includes the LISREL analysis model, cluster analysis model and Perdue, Long and Allen's model. They observed that by using the LISREL analysis, community support for tourism is determined by levels of concern, eco-centric values, and utilization of resource base, perceived costs and benefits of tourism development. The cluster analysis shows that residents fall into five clusters: ambivalent supporters, haters, realists, lovers and concerned for a reason. However, both the LISREL and Cluster models are designed to analyze special events and may not be appropriate for analysis of residents' perceptions over a period of time. Therefore, the model which was developed by Perdue, Long and Allen Perdue (1990:589) labelled the model of support for tourism development as more appropriate for in depth analysis of factors that affect residents' perceptions of tourism development and hence it would be relevant to the study of the Twyfelfontein Uibasen Conservancy.

Perdue, Long and Allen 's (1990) model measures the "interactive effect of various personal characteristics of respondents, the influence of those characteristics on impact perceptions and the influence of personal characteristics and perceptions of support for tourism development (McGehee & Andereck 2004:132)."

The model hypothesizes that when residents gain personal benefit from tourism, the perceived impact of tourism will be unrelated to resident characteristics, while support for additional tourism development is positively related to perceived positive impacts of tourism (Perdue, *et al.*, 1990:589).

Figure 3.1 Perdue, Long and Allen’s model of support for tourism development



Source: McGehee & Andereck (2004)

Several studies have shown that residents who are dependent on the tourism industry or gain economically from tourism are more likely to have positive perceptions of tourism than those who benefit less from tourism. Studies, which have been conducted to investigate the relationship between demographic characteristics and attitudes towards tourism, show no consistent relationships. However, according to the study conducted by McGehee and Andereck (2004: 133) in Arizona on community attitudes towards tourism by using the model developed by Perdue, Long, and Allen and applying the social exchange theory, it was observed that residents have little trust in community leaders to plan for tourism and regardless of residents’ benefits from tourism, they all perceived tourism planning as important for the community. Through their study it was observed that the idea of public relations campaigns for the community on educating them on the types of tourism development that exists for the community, has shown success as it enabled community members to make informed decisions on the type and extent of tourism development that is appropriate to meet their needs.

Huh and Vogt (2008: 446) argue that the main reason for conducting resident attitude studies is to encourage improvement of residents' quality of life and provide economic benefits. Researchers should observe residents' attitudes over time to gain insights into tourism impacts on the quality of life, job opportunities, cost of living and retention of young people. They further state that past research shows that residents' attitudes towards tourism development are associated with key factors such as age, income, length of residence, ethnicity, education, gender, distance from tourism sites and residents' economic dependence on tourism.

Huh and Vogt (2008: 454) conducted a study on residents' attitudes towards tourism over time on an Alaskan Island and their findings show that residents' attitudes towards economic tourism impacts changes over time, but their attitudes towards community development remain the same. In the same vein, the age factor also provides the greatest influence on resident's attitudes. Middle aged residents had less favorable attitudes towards tourism than young adults. The social exchange theory was also used to suggest economic benefits derived from tourism and rewards for the community in exchange for socio-cultural and environmental impacts brought about by tourism development.

Further studies of residents' perceptions over the years can provide in-depth information on residents' attitudes rather than concentrating on the descriptive level of residents' attitudes about benefits of tourism as part of the social exchange theory. More appropriate and inclusive theories and models may be developed to provide theoretical foundations to ensure that communities' needs are met at local levels.

3.7 Namibia's policy framework regarding CBT

Five years after Namibia gained its independence, the Ministry of Environment and Tourism recognized the importance of addressing inequities within the tourism industry. Locals that live in communal areas were not involved in tourism development in their communal land and benefits derived from tourism were enjoyed by outside investors with no partnership agreements for income sharing with local people.

The ministry recognized that revenue from tourism can become an important incentive for rural communities and may be used to address issues of poverty and promote sustainable tourism growth (MET, 1995:3). Therefore, the policy document on community-based tourism development was established in 1995 as a framework that ensures that local communities have access to opportunities in tourism and enjoy benefits that are derived from tourism activities, which take place on their land.

This policy document was inspired by the Constitution of Namibia, Article 95 (1), which promotes sustainable utilization of Namibia's resources, including tourism for the benefit of all Namibians (MET, 1995:3). The Ministry of Environment and Tourism's policy on Wildlife Management, Utilization and Tourism in Communal Areas, which was also established in 1995, provided another legal framework for communities to participate in management and income sharing partnerships with tourism operators through the establishment of conservancies (MET, Wildlife Policy: 1995:4).

As part of the guiding principles set out in the community-based tourism policy document of 1995 to help guide in implementation of community-based tourism in Namibia, a number of issues were established (MET, 1995:5-8), which are outlined in the text below.

3.7.1 Representation of local communities in tourism

The Ministry of Environment and Tourism had to ensure that there is an increase in the representation of local communities in tourism. Hence, local communities were encouraged to actively participate in tourism activities. Local communities are encouraged to partner with tourism associations such as the Namibia Tourism Board (NTB) and other tourism associations. However, this has not been the case at Twyfelfontein Uibasen Conservancy where community members are only involved at a local level by way of workshops organized by the Ministry of Environment and Tourism and Donor Agencies.

3.7.2. Priority community interest in tourism planning

Through the tourism policy document it was stressed that the views of the local community should be reflected in the planning process, while priority should be given to tourism developments that are initiated by the local community in order to maximize their participation in tourism. Hence, tourism concessions in communal areas are only approved upon by way of agreement with the local community for benefit sharing. Tourism concessions have been designed to meet criteria that show the degree of local participation and benefits sharing from tourism enterprises on communal land.

3.7.3. Support tourism enterprises operated by communities

If the Ministry of Environment and Tourism should encourage development of community based tourism enterprises, which are operated by locals, it must ensure that these enterprises are properly graded and marketed. Training courses that are meant to equip locals with basic skills should be provided.

Such courses would enhance the local community's skills in tourism. Besides, the Ministry should assist in designing investment incentives to facilitate loans for local communities from banks and donors for use in capitalization of CBT businesses.

3.7.4 Promote maximum benefit to communities from private sector

In order to ensure the sustainability of CBT businesses, the Ministry should encourage formulation of financial regulations to provide incentives for income sharing between the private sector and local communities. Community-based tourism officers within the Ministry should act as facilitators in community-based tourism partnerships.

3.7.5 Enhance rights over tourism resources

The Ministry should enhance land use rights for communities as tourism assets in communal lands. Such an initiative could support communities to establish community-based tourism enterprises and provide them with concessionary rights for lodge development in their conservancies, provided that financial resources are available.

3.7.6 Investment in communal areas

In the Tourism Policy Document, the Ministry supports establishment of a local fund whereby funds from investments in Namibian tourism through levies are spent on community-based tourism development in communal areas. This issue lies with the NTB and it is yet to be seen whether such funds will be availed to communities for development.

3.7.7 Ongoing promotion of community-based tourism development

Community-based tourism officers within the Ministry of Tourism and the Environment should take the responsibility of facilitating communication with all stakeholders to ensure that community-based tourism gains are recognised, and views of the communities are taken into account when legislation is revised.

In addition to the policy on CBT, the Ministry came up with another National Policy on Tourism for Namibia in December 2008. The aim of the policy was to further strengthen the legal framework that governs community-based tourism development in Namibia. The policy encourages involvement of communities in tourism and sharing of benefits, which are derived from tourism.

The policy further states that the government should ensure that access to resources for community-based tourism development reaches its full potential through training, which is provided for conservancy members in order to build capacity. In addition, communities should be empowered through engagement in sub-lease negotiations with private tourism operators when developing tourism products and ease income sharing. Under this act, it is stipulated that tourism business operators on communal land must compensate communities for loss of benefits that are associated with environmental and infrastructural maintenance and repairs, for example, through damage to crops and environmental degradation. The act also states that if community-based tourism enterprises fail, or are threaten to damage local community interests, the government may intervene by finding another investor to rescue the business (MET, 2008:7-8).

3.8 Problems with implementation of the CBT framework

Drafting policies, which are related to community-based tourism development in communal areas is usually conducted by government officials, international consultants and approved by politicians. Local communities have minimum input at the initial stage of policy formulation, which makes it difficult to implement policies at a local level. As a result, what happens on the ground in conservancies and what the policy has stipulated, as discussed above, is not matched. Reasons for lack of implementation of policies could be owing to institutional challenges of community-based tourism structures or conservancies. Their lack of capacity, financial resources, lack of confidence to manage tourism enterprises and lack of legal power, leads to failure of CBT projects. The policy framework provides opportunities for communities to establish CBT projects, but there are no supporting by-laws to give powers to communities to implement principles set out in the policies. Hence, there is a need for traditional authorities to include aspects of community-based tourism development in their legislation through participatory processes and the decentralization of certain activities to local authorities in the implementation of government tourism policies.

3.9 Summary

This chapter provided an overview of the challenges, opportunities and perceptions involved in implementation of CBT projects. It is evident that in order for community-based tourism to be successful, local communities should become active participants in the implementation of tourism projects. Policies and frameworks should enable the transfer of skills and knowledge to local communities so that these communities can maximize on their full potential and ensure that the benefits derived from tourism, outweigh the costs. The following chapter focuses on an integrated community-based tourism perception model.

CHAPTER FOUR

TOWARDS AN INTEGRATED COMMUNITY-BASED TOURISM PERCEPTION MODEL

4.1 Introduction

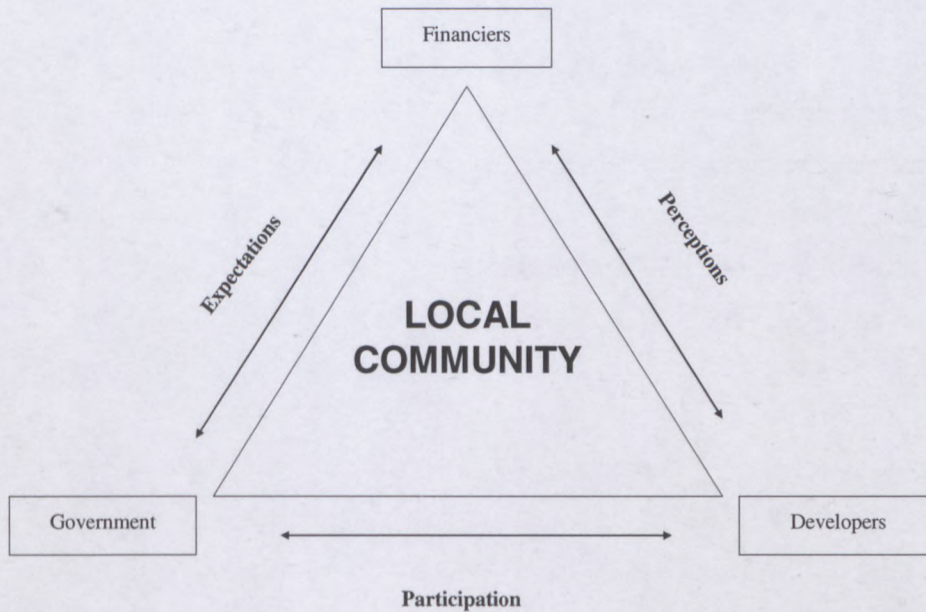
Community-based tourism (CBT) development is viewed by many as an important economic activity to enhance local economies. However, perceptions, attitudes and expectations towards CBT tend to differ amongst stakeholders. These differences have a direct impact on the success of CBT projects. This chapter considers an integrated CBT perception model by first looking at a CBT involvement triangle to conceptualise the link between various stakeholders that play a role in the development and implementation of CBT, and an integrated CBT perceptual model based on Reid's (1999:48) community-based tourism conceptual framework. Lastly, this chapter concludes with a summary of the main points that were discussed.

4.2 Community-based tourism involvement triangle

The government, financiers, developers and local community are the four main stakeholders identified to form part of the CBT triangle. The **Local Community** plays a significant role in the implementation of CBT projects. Local communities are the driving force in the process of CBT development rather than the government, financiers and developers. They are the initiators and implementers of CBT projects. Based on Pretty's typology of participation (Mason 2006:119), the ideal situation in CBT local participation is that they should form part of the self-mobilization stage whereby the local community has control over resources and make decisions on the direction of development. It is acknowledged by several authors (Tosun, 2000:613, Mason, 2006:119, and Sebele, 2009:3) that when local communities participate in CBT planning, it results in positive perceptions towards CBT development.

The figure below (Figure 4.1) documents the CBT involvement triangle, which shows the link between various stakeholders and how their participation and expectations lead to the formulation of perceptions. The local community plays the main role in CBT development.

Figure 4.1 Community-based tourism involvement triangle



Source: Adapted from Reid (1999)

The **Government** provides a legal framework for communities to participate in CBT through formulation of appropriate policies that support local communities. Policy development paves the way for transferring land use rights of tourism assets from government to the community. Hence, decisions on how to develop tourism assets and the use of local resources should come from community members themselves. The government's role as a policy maker forms part of the expectations that CBT policies are implemented to improve the livelihoods of rural people (MET, 2008:7).

Even though these policies facilitate development of CBT projects, local communities sometimes form perceptions of these projects. These perceptions can either be positive or negative.

Financial Institutions provide the local community with money to invest in CBTEs. In a number of cases, they are often reluctant to offer funds to poor communities. Local communities do not usually have collateral to secure funding from banks. However, financiers form part of the most important stakeholders in the implementation of CBT projects as they provide an environment so that local communities can gain full ownership of CBTEs.

Developers are part of the CBT Triangle since they include donor agencies, NGOs, and other institutions that provide local communities with support to develop CBT projects. The role of developers in CBT is to act as advisors to the community, and to bring expertise and consultants that have experience in the field of tourism. They are often called facilitators of CBT projects.

However, in a number of cases they provide control over CBT planning by providing funding for CBT projects, and this funding is often tied to the interests of developers rather than local communities' interests. If such a case arises, communities develop negative perceptions towards CBT.

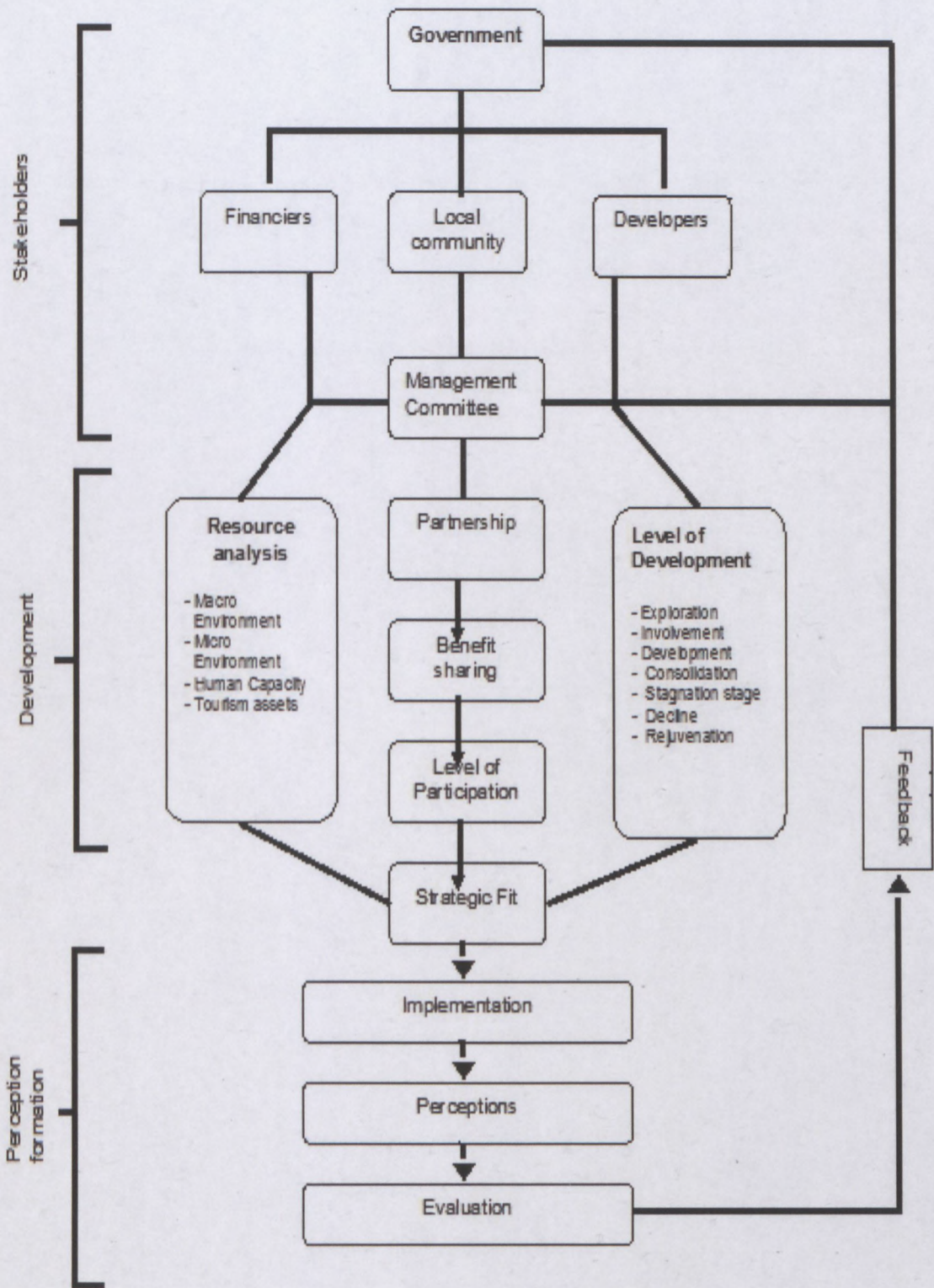
However, developers are an important part of CBT development. In some cases, they are concerned with conservation issues and they guide the community on protecting and safeguarding their natural resources for sustainable development. Local communities' concern is usually to gain financial benefit in the short term, which is often detrimental to the conservation of natural assets, especially if they rely on tourism development.

4.3 An integrated community-based tourism perception model

An understanding of local residents' perceptions is crucial for success of any form of CBT projects. The study of perceptions and attitudes of local community towards tourism development has been a growing area of concern in current research, particularly in the western world where researchers have been looking at factors that influence perceived impacts of tourism development at community levels (Gursoy & Rutherford, 2004:496). Hence, there has been no integrated model that was developed in an African context, particularly in Namibia. The integrated CBT perception formulation model that was used in this study is based on existing theories, which were developed by Reid (1999:48) to provide an integrated approach in community-based tourism planning in South Africa. This model can be contextualized to fit the situation at Twyfelfontein Uibasen Conservancy.

The figure below (Figure 4.2) documents the CBT perception model.

Figure 4.2 Integrated community-based tourism perception model



Source: Adapted from Reid (1999)

4.3.1 Stakeholders in CBT

There are a number of stakeholders in this model that have been identified, which influence how CBT is implemented. The government plays a significant role in directing policy formulation and implementation of CBT projects. As the Ministry of Environment and Tourism (MET) is the line ministry, which is responsible for CBT development in Namibia. The government, as the legislative body, provides directions on how local communities should be involved in CBT. Through a consultative process at community level, legislative framework is formulated to afford local communities exclusive rights over the use of tourism resources to benefit the entire community.

Financiers, the local community and developers are other players, which are involved in the implementation of CBT projects, and together with the government in this model, it is proposed that they form part of the management committee. The management committee includes institutions that consolidate the management of CBT projects at community level. This scenario allows better coordination of functions, cost-effective use of resources and higher revenue generation from tourism. In developing the management committee, structures should be flexible enough to meet the needs of the local community.

Local knowledge and experiences should be developed further and supported by the management committee, and avoid over-dependency on the knowledge pool of donor agencies (Liu & Wall, 2006:168).

4.3.2 Resource analysis

Carrying out a resource analysis helps to determine the resource base, which is available to develop CBT. It provides for the formulation of priorities that lead to strategic options that the management committee should consider during CBT planning and implementation. During resource analysis, one considers both the macro and micro environment that directly and indirectly affect implementation of CBT projects.

Studies have shown that the reason for the failure of CBT projects is owing to deficiencies around human capital (Liu & Wall, 2006:163). It is during this analysis that one considers the human capacity of the local people to successfully operate a CBT project. A strategic plan to develop capacity within the community is a priority prior to implementation of any new CBT project. Training should move from an operational level, on-job training to highly skilled training in the field of tourism, hospitality and business management (Victurine, 2000:228).

Resource analysis also encompasses the review of natural and cultural resources, which are available as tourism attractions. At Twyfelfontein Uibasen Conservancy, the main attraction is its cultural heritage resource, namely the rock art site that attracts thousands of tourists from all over the world. This unique resource is the basis from which CBT is developed. Socio-cultural impact assessment is another aspect, which should be considered in resource analysis, since the local community holds sentimental value attached to their natural resources, and this can affect how these resources should be developed for tourism purposes. For example, at Twyfelfontein, community members have forfeited their rights to practice spiritual rituals at the rock art site, while the administration and management of the site is now under control of government through the National Heritage Council of Namibia (NHC). As a result, this can build hatred between the NHC and the community, resulting in negative perceptions towards the project, especially if there is no benefit sharing programs that are targeted for the community.

Competition from other rock art sites such as the Brandberg White Lady heritage site can result in a decline in market share as a result of negative perceptions towards CBT. Political development with regard to traditional leadership in the region may change over time and in some cases, this can result in conflict regarding land ownership. Members of the community are not always reluctant to give up their land for CBT development to benefit the entire community (Halstead, 2003:3), which can be detrimental to CBT development.

4.3.3 Level of development

In understanding perceptions, one can consider the level of tourism development. Destinations experience a cycle of evolution and may be characterized according to their level of tourism development (Cooper, *et al.*, 1993:89). The Tourist Area Lifecycle (Tosun, 2000:627) helps to understand how the destination evolves from exploration stage to rejuvenation stage. The Tourist Area Lifecycle (TALC) can be used as a forecasting tool to guide in CBT planning, as discussed in Chapter 2. As a result, perceptions are formed at each level of development.

According to the social exchange theory, residents' perceptions are dependent on benefits that are derived from tourism in exchange for something equal to benefits, which are offered in return (Sirakaya, *et al.*, 2002:58). For example, at Twyfelfontein, local community members have given up livestock farming in exchange for tourism development. The question is whether they perceive the benefits from tourism as being worthwhile by compromising other economic activities.

Whilst residents become more involved in CBT at the involvement stage of the TALC, visitor numbers to the destination increase as the level of participation in CBT at local level is evident. During the development stage, visitor numbers exceed those of residents and tourism control passes from local hands to foreign investors who have expertise and capital to invest in the tourism industry. As visitor numbers continue to increase, perception formulation of locals towards tourism also continues. Sometimes negative perceptions are exacerbated by other factors such as an increase in goods and services, employment of foreigners for high-level jobs, acculturation and other social ills (Halstead, 2003:3).

Therefore, this level of development influences residents' support for tourism development as they may feel that the gap is too big between the cost and benefits of CBT developments.

Twyfelfontein Uibasen Conservancy could be hedged to the second stage of the TALC. The last three stages of stagnation, decline and/or rejuvenation may not be applicable to this conservancy at this stage, but in future the destination may reach other stages later or not fully reach it. It can be concluded that perceptions can also be influenced by environmental, socio-cultural and economic impacts, which are caused by CBT development at all stages of development.

4.3.4 Partnerships

Partnerships or collaboration in tourism refers to the establishment of coordination among stakeholders in tourism development at a local level (Wood & Gray, 1991:146 and Jamal & Gertz, 1995:186). It has been assumed that CBT projects cannot be planned or implemented by the local community alone, but rather by way of partnerships, whereby joint resources and actions are geared to achieve common goals (Jones, 1996: 4). The success of CBT projects is dependent on the institutional capacity of these partnerships and their relationships and cooperation with the local community. A lack of capacity of the local community provides an opportunity for the establishment of more partnerships to provide institutional and financial support to the community. Donors, as partners in CBT, have significant effects on implementation of tourism projects and their funding and consultancies usually end whilst the community is still dependent.

CBT partnerships with private entrepreneurs have moved from the exploitation of the local community's natural resources to formal joint venture agreements with the local community (Halstead, 2003:3). This scenario exists at Twyfelfontein.

Private entrepreneurs have also come to realize that in order for tourism projects to succeed, they require the support of local residents, since local residents have cultural heritage resources that could add value to tourism products that are promoted. There has been a degree of success at Twyfelfontein with regard to the joint venture agreement with the Twyfelfontein Country Lodge. However, it seems that legislation should still be further strengthened in order to give more rights to the local community in dealing with the investors. The community is still in the manipulative participation stage (Mason, 2003:119).

There are several types of partnership models, which have been developed by other researchers (Ashley & Garland, 1994:7, Reid, 1999:49) that provide a framework in the formulation of partnerships. As long as the local community's institutional capacity is not strengthened, they will continue to be fully dependent on partners for the implementation of CBT projects, while their perceptions towards CBT will be affected, and expectations that they hold towards the success of these forms of partnership models, differ from their partners.

4.3.5 Benefit sharing

The main aim of CBT development is to improve the livelihoods of poor people through implementation of tourism projects that offer direct cash income and other indirect benefits (MET, 1995:3). Income, which is earned from tourism joint ventures at Twyfelfontein, is held in the conservancy account and a proportion of the income is allocated to the salaries of full time employees of the conservancy, and to pay for other administration functions. The remainder of the money is distributed among qualifying members of the conservancy as dividends at the end of each year.

Issues of benefit sharing has led to conflict amongst community members whereby some members who have lived in Twyfelfontein for many years before the conservancy was formed, but owing to their ethnic grouping, are not legible to share in the benefits that are enjoyed by the majority. This issue has become a political problem at the conservancy and as a result, a power struggle has materialised. Attitudes of the local communities towards the CBT in the region have changed since they perceive expectations from the CBT projects as not being met.

4.3.6 Level of participation

Participation of the local community in CBT planning and implementation is an important factor as it gauges perceptions of the local people towards CBT development.

The government's CBT development policy in Namibia stresses that local communities should be represented, and actively participate in tourism activities in their regions. In addition, the views of the local community should be prioritised over developers' views (MET, 1995:5). Therefore, the level of participation of the local community influences their perceptions of CBT.

In the same light, Mason (2006:119) argues that local participation in CBT in developing countries has not passed the manipulative and passive stages of participation. Hence, the local community is involved in tourism planning through simple pretence, since they are told what has already been earmarked for tourism development in their region. Developers are usually the driving force behind CBT, and use the reason that the local community lacks understanding, awareness of tourism issues and business skills, therefore, the benefits that they derive from CBT development are minimal. Decision-making lies with the donor agencies. This scenario has led to a situation whereby the local community is pushed into the process of CBT development involuntarily since donors/developers usually have output targets that they should meet.

As a result, they do not wait for the community to decide whether they welcome such development. They then find themselves trying to fit into the implementation of projects, which are initiated by outsiders (Halstead, 2003:14), and this is the source of negative perceptions.

In several instances local participation takes place at initial stages of CBT development and once the project has begun, there is no exchange of information with the local community and the only form of communication is through annual general meetings of the conservancy. This has created a lot of distrust of CBT development among community members, while executive committee members of the conservancy remain untrustworthy.

4.3.7 Strategic fit

Through resource analysis and a look at the current situation regarding CBT development at local level, information gained from partnership formulation, benefit sharing, level of participation and level of development can provide insight into how stakeholders' perceptions may impact on CBT. The strategic fit is a unique combination of resources, capabilities and opportunities that the local community has identified in order to successfully implement a CBT project.

4.3.8 Implementation

Successful implementation of CBT projects is controlled by the management committee, which is a coordinating body that represents all stakeholders who are involved in CBT planning at the initial stage. The roles and responsibilities of the various stakeholders are carefully outlined to reflect differences in capacity and resources. The local community should not be undermined at the stage of implementation as they are the driving force of CBT development.

4.3.9 Perceptions

Perceptions are formed because of issues that arise through the different stages in the process of implementing CBT projects. Perceptions are a result of expectations. Local community perceptions towards CBT projects are influenced by the level of community dependence on tourism, level of tourism development in the community, length of residency in the community, sharing of economic benefits from tourism, extent of tourism and concentration of tourism activity in the community (McGehee and Andereck, 2004:132).

At Twyfelfontein, perception influences have bypassed the stage of the investigation of only demographic characteristics of residents, and also considers broader issues, which are related to institutional structures and processes that are involved in CBT implementation.

4.3.10 Evaluation

Monitoring and evaluation of the effectiveness and impact of CBT development should be the responsibility of all stakeholders. Institutional structures and coordination of activities should be reviewed to reflect the current situation. Improvement of the local community's livelihood should form the main agenda for evaluation of CBT projects (MET, 1995:3). This implies the assessment of the projects for poverty alleviation.

4.3.11 Feedback

An analysis of stakeholders' perceptions show issues of concern that arise through implementation of CBT projects. Feedback should be given to legislators (government) so that policies can be reviewed to reflect the changing environment in which CBT development takes place.

4.4 Summary

This chapter focused on an integrated CBT perception formulation model that sought to provide a better understanding of how perceptions develop during planning and implementation of CBT projects. The model reveals that government and the local community alone cannot develop CBT projects, since they do not have the capacity to carry out all the roles. The chapter recognizes the importance of government in developing appropriate policy and in laying the foundation for CBT development to take place. This chapter also notes the importance of stakeholders in the formulation of a management committee. It acknowledges that this committee provides support to the local community in implementing CBT projects. Factors that influence perceptions were identified, while resource analysis was also discussed and contextualised. The process of partnership formulation, benefit sharing, level of development and level of participation, were explored. A continuous process of evaluation was proposed in order to determine expectations and attitudes that result from community perceptions of CBT projects. This model proposes that feedback provides government with areas for policy and institutional structure adjustment. The chapter concludes that in order to develop positive community perceptions of CBT, there is a need for community empowerment. The following chapter discusses the research methodology of the study.

CHAPTER FIVE

RESEARCH METHODOLOGY

5.1 Introduction

Hussey and Hussey (1997:54) point out that a research methodology refers to the approach, which is used in the research process that varies from a theoretical analysis to approaches that are used in the collection and analysis of data. This chapter provides a detailed explanation of research methods that were used to conduct this study. A discussion on the theories, practical problems and previous research as sources of a research problem were provided in the literature review, which represents data stream 1. The research design undertaken in this research study was discussed and represents data stream 2. The chapter concludes with a summary of the chapter.

5.2 Secondary data

In this study, the literature review constitutes data stream 1 of the research project. A literature review was undertaken for this study in order to provide a deeper understanding of the research problem. The review was undertaken in accordance with the conclusions made by Hussey and Hussey (1997:110) who state that a literature review should constitute a competent examination of earlier research in the field of the research topic and a comprehensive narration of the subject. Hence, a literature review should involve a critical analysis of earlier work. Based on these views, the researcher developed a critical and evaluative summary of previous research and literature concerning the research topic. The literature review then provided an objective perspective on what has been researched before, and how the current study could address specific issues in order to fill shortcomings that exist in the field of community based tourism (CBT) studies. As a result, the researcher critically evaluated key components in CBT planning, development and the perception formation process. The review led to identification of areas that are conceptually and methodologically under-developed. Through previous research, the researcher was able to link areas of consensus among researchers whilst gathering evidence on areas of disagreement in community-based tourism development approaches.

The study made use of journal articles, relevant books, annual reports and policy documents from the Namibia Ministry of Tourism and Environment, published research papers, the Internet and other applicable published material.

By undertaking a literature review, the researcher was able to gather ideas on development of the research design, data collection and analysis methods.

5.3 Research design

The research design is a strategy or blueprint for research, which is conducted to obtain answers to research questions or problems, as outlined in Chapter One (Kumar, 1996:74).

According to Kumar (1996:74), a research design has two main functions, which include:

- Identification and/or development of procedures and logistical arrangement required to undertake a study.; and
- Importance of quality in the procedures to ensure validity, objectivity and accuracy.

The study employed a **triangulation** method, which is described by Maree (2007:39) as a design that “facilitates interpretative validity. It establishes data trustworthy by checking the extent to which conclusions based on qualitative sources are supported by quantitative perspective and vice versa”. For example, in this study data was collected through use of qualitative methods, thus, through face-to-face recorded interviews with relevant stakeholders. A quantitative research approach was used to gather data through the use of questionnaires, which were directed at members of the local community of Twyfelfontein’s Uibasen Conservancy and other stakeholders. The reason why the researcher selected this design was to enable the researcher to crosscheck the credibility of data that was collected from the combination of multiple methods and hence provide results that are both valid and reliable.

The use of a **descriptive** research design enabled the researcher to systematically describe the perceptions and attitudes of the local community at Twyfelfontein Uibasen Conservancy towards community-based tourism (CBT). However, the use of a qualitative approach was to obtain an in-depth understanding of the social and psychological phenomena that have led to the creation of certain perceptions of community-based tourism (CBT) at Twyfelfontein Uibasen Conservancy. Hence, triangulation was chosen for this study.

5.3.1 Pilot study

A pilot study is a test, which is conducted on a small sample, which resembles the research population before administering the questionnaire to participants within the study (Kumar, 1996:108). The researcher undertook a pilot study in order to detect possible flaws in the questions.

As a result of the pilot test, questions that were unclear and ambiguous were identified and re-formulated. The pilot study was conducted on 20 respondents who represented each of the categories of the target population, namely local community, the government, private sector, non-governmental organisations, financiers and management committee members. This sample resembled the research population. The pilot study enabled the researcher to make amendments that were deemed necessary in order to minimize errors on responses, whilst checking for adequacy of data from the research questions. In addition, the test provided the researcher with an opportunity to increase the reliability and validity of the study, since adjustments and corrections were made accordingly.

5.3.2 Description of the research population

The target research population for this study was pre-determined by using a statistical formula, which was deemed to be scientifically acceptable since a representative sample was drawn from the population.

The study population, quantity and population size were determined with assistance from registered statistician at the Cape Peninsula University of Technology (CPUT). In this study the local community includes all residents of Twyfelfontein Uibasen Conservancy from the age of 18 years and above, both male and female. The stakeholders included government bodies that deal with community-based tourism related issues, non-government organisations, financiers, the private sector and the management committee. The stakeholders were considered based on their direct involvement in community-based tourism development at Twyfelfontein.

5.3.3 Sampling strategy

A sampling strategy for this study was determined through use of all members of the local community and stakeholders of Twyfelfontein Uibasen Conservancy. Hence, the researcher selected probability sampling to select quantitative respondents. The sample that was obtained for this study was representative of the population from which it was drawn. As a result, simple random sampling was used. This method gave each member of the population an equal probability of being chosen once they were included in the sampling frame. Probability sampling is whereby a sample is randomly selected from the sampling frame. By using a simple random sampling technique, the researcher was able to avoid bias or predetermination within the sample selection process.

5.3.4 Determination of the sample size

The sample size refers to the number of units that should be included in a study (Malhotra, 1993:354). The sample size for this study was calculated by statistically using a sampling formula to determine the sample size, as illustrated below (Malhotra, 1993:355):

$$s = \frac{\chi^2 (n p)(1-p)}{d^2 (n-1) + (\chi^2 p(1-p))}$$

Where: s is the required sample size;
n is the given population size;
p is the population proportion assumed to be 0.5;
d is the degree of accuracy which is 1.96; and
 χ^2 is the table value of chi square.

This method of determining the sample was found to be valid and accurate since it was approved by a registered statistician and a representative sample was obtained for this study. The following table indicates the sample size for each group in the population.

TARGET POPULATION STAKEHOLDERS	POPULATION	SAMPLE
<i>Government</i>		
Ministry of Environment and Tourism	8	2
National Heritage Council	2	1
<i>Nongovernmental Organisations/Donor funded Agencies</i>		
Namibia Community Based Tourism Association (NACOBTA)	5	1
Namibian Association of CBNRM Support Organisations (NACSO)	5	1
<i>Private Sector</i>		
Twyfelfontein Country Lodge	2	1
Tour operators	5	1
<i>Financiers</i>	5	1
<i>Management Committee of Twyfelfontein Uibasen Conservancy</i>	5	1
Local Residents of Twyfelfontein Uibasen Conservancy	230	58
TOTAL	273	67

Table 5.1 Sample Population

5.4 Questionnaires as data collection tools

A questionnaire is a written list of questions, which are recorded by respondents (Kumar, 1996:110). A questionnaire was used as a data-gathering instrument for this empirical study since it tended to guide respondents on the quality of responses. The layout of the questionnaire was developed to make it easy to read, and the sequence of questions was easy to follow. In order to achieve this, the questionnaire comprised both open-ended questions and closed ended questions. Open-ended questions were used to seek in-depth opinions, attitudes and perceptions of the local community towards community-based tourism, whilst the closed ended questions were useful to elicit information that was required by the researcher to provide answers to the research questions.

A five-point Likert scale was applied in this study for the structured questions. The structured questions provided pre-defined categories from which respondents were requested to mark relevant selections. Respondents were given a leverage to answer or respond in any way, which ranged from “strongly agree” to “strongly disagree”. This required that respondents had to indicate a degree of agreement or disagreement with each statement. The questionnaire was compiled in English. The researcher made use of a research assistant to assist in translating the questions into the local Damara language.

The questionnaire comprised six sections, which are outlined below.

Section A:

This section captured respondents' perceptions of economic development and poverty alleviation strategies employed at Twyfelfontein.

Section B:

This section captured respondents' perceptions of the community's participation in CBT planning and the extent to which benefits flow down to beneficiaries.

Section C:

This section captured respondents' perceptions of implementation of CBT projects at Twyfelfontein. It sought to establish levels of participation in the implementation of CBT projects.

Section D:

This section sought to measure respondents' perceptions *vis-à-vis* expectations in relation to an integrated CBT perception model, which was discussed in Chapter 4.

Section E:

This section sought to capture respondents' demographic characteristics. Hence, questions regarding age, sex, and employment of respondents were sought and established. As a result, this section helped to establish the distribution of population characteristics.

Section F:

Lastly, this section sought to establish whether there were some issues that were not covered in the questionnaire. As a result, open-ended questions were used. In addition, respondents were given an opportunity to express themselves freely, which resulted in greater and richer information being obtained.

A total of 67 questionnaires were self administered, which resulted in a 100% return rate. These were broken down as follows: 87% for local residents; 3% for the private sector; 5% for government; 3% for non-government organisations or donor funded agencies; 1% for the management committee of Twyfelfontein Uibasen Conservancy; and 1% for financiers.

5.5 Interviews

An interview is viewed as person-to-person interaction between two or more people for a specific purpose (Kumar, 1996:109). This interview can either be structured or unstructured. By using a structured interview, the researcher was able to use a pre-determined set of questions in the form of an interview schedule. In this case an interview schedule was used as a research tool to collect rich data (Kumar, 1996:109). In developing an interview schedule, the researcher prepared a written list of questions, which were both open and closed ended. This approach enabled the researcher to obtain uniform information that ensured data comparability by increasing the reliability of the findings. Since interviews do not require a large sample, one stakeholder was selected from the category of the target population, as shown earlier in Figure 5.1. In order to increase the validity of the findings, the interviewees were selected based on their experience and involvement in community-based tourism development at Twyfelfontein Uibasen Conservancy.

A total of five key informants were interviewed. As mentioned above, stakeholders included the following:

- Ministry of Environment and Tourism;
- National Heritage Council;
- NACSO;
- Twyfelfontein Country Lodge; and
- First National Bank of Namibia.

However, during the interview, the researcher avoided certain situations, which might have affected the reliability and validity of the findings, and these are outlined here. Questions that led to answers such as agree and disagree were not used, while questions that would lead respondents to a specific reply were avoided. In addition, the researcher was not pre-judgemental as such questions that could have lapsed into a general conversation were avoided. In order to ease the interpretation of findings, the researcher made use of a tape recorder with the consent of interviewees to record the data. This method was meant to complement notes that were taken by the researcher during the interview. Recorded data was typed as it read from the recorded data and appears as Appendix C. The recorded data will be archived in the form of a CD, which will be kept at the Cape Peninsula University of Technology.

5.6 Data analysis

In order to deduce meaning from the results of this study, data was analysed and interpreted. With assistance from the Cape Peninsula University of Technology statistician, data was analysed by using numerical values, which ranged from numerical frequency of occurrences to complex presentation of data. This was then translated into tables, graphs and charts, which are presented in Chapter Six, and which, according to Maree (2007:186), is an easy way of interpreting research findings.

Even though the use of descriptive statistics helped the researcher to describe and compare variables numerically, the purpose of using descriptive statistics was to ascertain a general consistency in responses that helped to form a straightforward picture from a large amount of data (Struwig & Stead, 2001:189). Descriptive statistics were used to reach conclusions about how the results could be generalised in terms of the research population.

The data analysis tool that was used was computer software called the Statistical Package for Social Sciences (SPSS), which was used to produce a variety of tables and to undertake a variety of statistical analyses in order to address the needs of the research problem.

5.7 Ethical considerations

Ethics provides researchers with guidelines on how to conduct research in a morally acceptable manner. Ethical conduct was employed during this study for ethical consideration. The researcher was granted permission via a letter of consent, which is shown in Appendix E. This letter was written by the chairperson of the management committee of Twyfelfontein Uibasen Conservancy, allowing the researcher to undertake an empirical survey. In addition, participants voluntarily agreed to participate in the study without coercion. Participants' confidentiality was respected since respondents were not requested to provide their names or addresses on the questionnaires. Hence, the researcher also avoided directly copying or plagiarising the work of others without acknowledging the sources. In order to ensure ethical validity, respondents were not misled in any way by giving erroneous information or withholding information about the nature of the study. In addition, the study was cleared by the Cape Peninsula University of Technology's ethical committee and was found to be ethically sound.

5.8 Validity

Validity is a key concept, which assesses the quality of the research, which was undertaken. It refers to the issue of whether the researcher is actually measuring what s/he is required to address in the research problem. Internal validity refers to the ability of an instrument to measure what it is designed to measure. In order to ensure internal validity, questionnaires were pilot-tested before the study. External validity refers to an ability to generalise research findings that were collected among the sample to the wider population (McGivern, 2003:72, Kumar, 1999:137). In order to ensure external validity, a sample population was used; this sample was deemed to be representative of the population, since a sampling formula was used to determine the sample frame. Therefore, the research instruments that were used in this study were relevant and adequate in relation to the research objectives. Since a sample size was established in consultation with a qualified statistician by using a statistically approved formula, validity was established.

5.9 Reliability

Reliability of research instruments refers to the consistency of research results whereby there is consistency each time that a measurement is repeated by using the same instrument under the same conditions (McGivern, 2003:203). In this study reliability was achieved through test-retest reliability. This form of reliability was achieved by way of the pilot study whereby the researcher made use of the same research instruments, questionnaires and interviews at two different times in respect of the same research subject, and was able to obtain a correlation between the two set of responses.

5.10 Summary

This chapter provided an overview of the research methodology, which was followed during the research process. The literature review, which forms part of data stream 1, was discussed. This research followed both quantitative and qualitative approaches. The process that the researcher employed to reveal the sample size was conducted with verification from a registered statistician, and the data collection tools were discussed and justified. As a result, this chapter has explained the method that was used to estimate the sample population and the sampling method that were followed. The data analysis tools were then discussed. Hence, the researcher recognised the importance of validity and reliability in this study and a justification was made in this regard. Reliability, which is one of the most important aspects in research, was then contextualised in terms of the study, which was also justified.

The following chapter presents findings and discussions of data that was collected.

CHAPTER SIX

PRESENTATION AND DISCUSSION OF RESULTS

6.1 Introduction

The aim of this chapter is to present results of the empirical study and discuss the findings in relation to the theoretical framework, which was outlined in Chapters 1-4. The objective of data analysis in this chapter is to establish reliable and valid empirical results, which explain the attitudes of the Twyfelfontein community towards community-based tourism. In order to validate these findings, qualitative and quantitative findings are discussed. These results provide a basis for the formulation of guidelines and recommendations to encourage appropriate measures for successful implementation of community-based tourism projects at Twyfelfontein.

The chapter firstly presents results of the analysis of local residents and stakeholders' perceptions towards economic development and poverty alleviation at Twyfelfontein Uibasen Conservancy. This section tends to provide answers to the research questions that were posed in Chapter 1 and creates an in-depth understanding of perceptions of the local community with reference to the research questions.

Secondly, local residents and stakeholders' perceptions of community participation in CBT planning, is also discussed. In this section attention is given to the theoretical framework, which was discussed in Chapter 2, which considers perceptions in relation to participatory processes that are followed in CBT planning at Twyfelfontein.

Thirdly, local residents and stakeholders' perceptions of the implementation of CBT projects at Twyfelfontein, is dealt with, while focused is placed on the implementation CBT project with special reference to Twyfelfontein.

Fourthly, the focus of this chapter is on local residents and stakeholders' perceptions of CBT projects. This section solicits stakeholders and community views regarding the level of integration and involvement of the locals in CBT and its benefits. This section integrates the theoretical framework, which was discussed in Chapter 4 with the results of the empirical survey. Lastly, general Information regarding respondents is also discussed.

This section provides information on general demographics such as type of organization, characteristics of respondents, and a general description of the sample population. The chapter concludes with a summary.

6.2 Perceptions of stakeholders of the level of development at Twyfelfontein Uibasen Conservancy

The results show that namely 51% of respondents agreed that income from CBT projects is used to alleviate poverty at Twyfelfontein. Therefore, after 10 years of CBT development at Twyfelfontein, a majority of local community members and stakeholders have recognised tourism as a means to alleviate poverty. However, a total of 4.5% of respondents strongly disagreed that income, which is derived from CBT projects, is used for poverty alleviation at Twyfelfontein. It is interesting to note that 20.9% of respondents strongly agreed that tourism income can alleviate poverty. These results are in line with the Ministry of Environment and Tourism's (MET's) community-based tourism policy document that was developed by the Namibian government in 1995, which seeks to provide opportunities for rural communities to have access to tourism and enjoy benefits that are derived from it for purposes of alleviation of poverty and local economic development (MET, 1995:3).

Respondents were asked to indicate whether "tourism provides jobs for the local people at Twyfelfontein". A total of 52% of respondents agreed with this statement, which may be owing to the fact that a majority of local residents have been absorbed or employed by the Twyfelfontein Country Lodge, the National Heritage Council of Namibia and other accommodation establishments in the area. Surprisingly, 6% disagreed whilst 38.8% strongly agreed. According to the interview with Erica Ndalikokule from the National Heritage Council of Namibia (NHC):

"NHC's goal is to make sure that the community benefits from tourism. The local tour guides are receiving incentives as salaries each month from entrance fee income sharing and there are over 50 000 visitors to Twyfelfontein and community members gain income through the sale of crafts".

Therefore, respondents' perceptions are that tourism does provide jobs for local residents (52.2%), but that locals are employed in low skilled jobs, which are at shop floor level, and hence they earn low wages. Ndalikokule notes that *"the income they receive from selling craft is of minimum value to address their needs"*.

This is in agreement with Liu and Wall (2006:163) who argue that in developing countries human resource development is only included in tourism plans superficially, and is not implemented so that local communities can become fully empowered to take control of their local resources. Based on these observations, local residents at Twyfelfontein remain at the bottom of the scale of development, while the private sector has failed to create measures that can develop the skills of locals and enable them to become entrepreneurs who can spearhead tourism development at Twyfelfontein. Whilst 40.3% of respondents indicated that local residents enjoy a quality of life owing to CBT projects, the evidence is contrary, since 31% of respondents disagreed that economic development at Twyfelfontein is sustainable owing to CBT projects. Even though 26.9% agreed, 19.4% strongly disagreed.

Results for the statement regarding whether "infrastructure is well developed for the local residents because of CBT projects" show that 49.3% strongly disagreed with this statement. Lack of infrastructural development at Twyfelfontein such as proper housing, availability of electricity, water supply, schools, and clinics are some of the reasons why a high number of respondents disagreed with this statement, hence they have developed negative perceptions of tourism as a vehicle to achieve sustainable economic development. The locals seem to measure development in line with socio-economic issues, since 38.8% strongly disagreed and 28.4% disagreed that local residents' needs are being met through CBT project implementation. Observations that were made indicate that on the one hand, infrastructure for tourists is well developed for international standards, whilst conversely; community members live in squatter camps, burn candles and live in squalid conditions.

These findings are in sharp contrast with the aims of CBT, as discussed in the literature, which views CBT as a means for sustainable development whereby the needs and aspirations of the community are met and their local economy sustained (Sharpley and Telfer, 2002:150). However, the community's views are not new since NGOs are aware of the community's problem. This was supported by Maxi Louis from "NACSO" who states that "*we are aware of the needs of the community because everything we do there is always a research agenda*". This evidence shows that NACSO is confident that a solution will be found that will address the community's concerns. But after 10 years of CBT development, which is supported and facilitated by donor supported agencies such as NACSO, community members at Twyfelfontein still feel that their needs are not being met, which shows that there is a misconception and contradiction between private tourism sector stakeholders' perceptions of the local community and local residents' needs and expectations regarding CBT projects.

While sustainable tourism development is meant to establish a balance between environmental, economic and socio-cultural aspects of tourism development in order to achieve long term sustainability (World Tourism Organisation (WTO), 2004:17), this is not the case at Twyfelfontein. The WTO's definition assumes that community needs are continuously assessed in order to improve residents' living conditions, but the private sector is usually driven by profit motive, which disregard the poor. In addition, sustainability cannot be achieved if it fails to address the community's concerns (Hadstead, 2003:7). Therefore, based on the evidence gathered during the survey, principles of sustainable tourism development are not practiced at Twyfelfontein.

The above results have attempted to answer the research questions by gaining insights into respondents' perceptions regarding tourism as a vehicle for poverty alleviation. However, issues of sustainable tourism development and infrastructural development remain problematic, as this study reviews perceptions of the local community regarding CBT. Hence, the presented evidence shows that CBT projects have failed to meaningfully improve and sustain the living standards of local community members at Twyfelfontein who were previously disadvantaged. The following table indicates a summary of results, which were discussed above.

Local residents and stakeholders' perceptions of economic development and poverty alleviation at Twyfelfontein Uibasen Conservancy	5 Strongly Agree	4 Agree	3 Undecided	2 Disagree	1 Strongly Disagree
<i>Percentages</i>	%	%	%	%	%
Income derived from CBT projects is used to alleviate poverty at Twyfelfontein	20.9	50.7	3.0	20.9	4.5
Tourism provides jobs for local people at Twyfelfontein	38.8	52.2	3.0	6.0	0.0
Local residents enjoy a quality life owing to CBT projects at Twyfelfontein	11.9	40.3	10.4	22.4	14.9
Economic development at Twyfelfontein is sustainable owing to CBT projects	4.5	26.9	17.9	31.3	19.4
Infrastructure is well developed for local residents because of CBT projects	0.0	6.0	10.4	34.3	49.3
Local residents' basic needs are met through implementation of CBT projects	1.5	20.9	10.4	28.4	38.8

Table 6.1 Stakeholders' perceptions of the level of development at Twyfelfontein Uibasen Conservancy

6.3 Perceptions of community participation in CBT planning

A total of 32.8% of respondents disagreed that local residents spearhead the process of CBT planning process, while 20.9% strongly disagreed. Whilst the Ministry of Environment and Tourism's policy stipulates that community participation should be maximized in the community-based tourism planning process (MET, 1995:5), the community is not fully involved in the planning process. A total of 34.3% of respondents strongly disagreed that residents have an input in CBT policy formulation, and 31.3% indicated that residents are not involved in the decision making process. An average of 31.3% strongly agreed that local residents are over-dependent on foreign investors, NGOs and government when it comes to CBT planning at Twyfelfontein. Since this is the case, locals are incapacitated when it comes to tourism expertise (29.9 % strongly agreed and 31.3 % agreed). CBT theories indicate that local residents have become co-dependent on NGOs for tourism planning and often the NGOs do not understand the needs of local residents. Hence, local residents become objects of community-based tourism development rather than the ones who spearhead tourism planning in their region (Tosun, 2000:614). According to Maxi Louis from NACSO, communities are involved in policy formulation:

"The local community was involved in policy formulation, but the community does change; the community that was there at the beginning of policy formulation is not the same community so you continuously need to have awareness so that they understand what is required of them in terms of the policy, and I think that it is government's responsibility as well as the community's".

Examining the above results from the backdrop of CBT theories, as propounded by Pretty in her community participation typology, and Butler's tourist area lifecycle (Mason 2003:119, Tosun, 2000:627), the level of participation at Twyfelfontein is still at a manipulative participation stage, whereby community-based tourism planning does not lie within the community, but rather with stakeholders and members of the conservancy management committee. If this is the case, a larger community is likely to be left out of the decision making process. In such a case, the poor community is likely to be forced to accept any form of development, which is decided on their behalf by the powerful few. According to Butler's tourist area lifecycle, the level of local participation in tourism planning is a reflection of the destination stage of development (Tosun, 2000:627). The study shows that the number of tourist arrivals at Twyfelfontein exceeds local residents' numbers and, as such, the control of tourism is with outsiders.

This view is supported by Maxi Louis who laments that local community participation may not be able to pass the manipulative stage (Pretty's typology for tourism planning) control of the community unless the community gains rights over tourism resources. She states that:

"When the whole process of setting up the World Heritage Site started I was part of the process and, according to my understanding, the local community residing at Twyfelfontein was identified as one of the stakeholders that will be involved as part of the decision making process when it comes to certain issues that need to be implemented at the site. However, when I look at the World Heritage Site, we have become the bosses of the local community rather than being equal stakeholders in decision making; that is my own personal view in terms of what I see happening to the conservancy. Many times when I have meetings with conservancy members they feel removed and they just need to be informed about issues as this is a government institution and so I think that the community does not understand some of their rights in terms of these issues. The local community feels a bit sad because they were promised that they will be part of the decision making process, but they are just being informed of what is going to happen tomorrow, which is why I think the rights issue is not well defined in terms of the community with regard to the World Heritage Site".

To support Louis' view, a majority of respondents (31.3%) agreed that local residents lack expertise in tourism and, therefore, they cannot participate in CBT development. Jenkins (1993:288) also argues that:

"the reasons why local residents do not participate in CBT development, is due to lack of understanding of complex and technical tourism planning issues, and they do not understand how the tourism planning process operates and how decisions are made".

Frans Durant from Twyfelfontein Country Lodge is clear on his view regarding the conservancy, as he states that:

"It is sometimes difficult to work with conservancy because they cannot make decisions to go into projects with the private sector, which will benefit the area. And some projects get started and in the middle they collapse because there is not enough collaboration from both ends between the private sector and the conservancy".

According to Tosun (2000:619), there are three types of limitations on community participation in CBT planning and development, namely operational, structural and cultural.

The findings of this study show that Twyfelfontein is experiencing operation limitations whereby tourism planning is fragmented with external agents who spearhead the process of CBT planning, whilst residents are expected to deal with negative impacts that arise owing to tourism development. The study shows that there are structural limitations at Twyfelfontein, the leadership of the conservancy, while the structure of the constitution seems to have limited the progress and development process.

Cultural limitation is evident at Twyfelfontein, since there is apathy among the poor people, and they feel inferior and, therefore, cannot effectively participate in tourism planning, hence their needs are not met through implementation of CBT projects at Twyfelfontein. Sofia Snyman, tourism manager at First National Bank, states that:

“The problem with many CBTE’s is that they have this idea about tourism that it is bringing in a lot of money and they want to get into tourism, but they do not understand the industry and even the proposals that they put together are not up to scratch and when you ask them about it, you realise that they have no clue about the business that they want to venture into”.

Respondents were asked to state whether the community participatory process, which is followed at Twyfelfontein is effective or not. A total of 40.3% agreed that the process was not effective, whilst 29.9 disagreed. Besides the fact that annual general meetings are held at Twyfelfontein involving the local community, a majority of respondents still feel that the process of participation is not effective, as alluded to by Sharpley and Telfer (2002:152). In general, the findings indicate that a majority of respondents are in agreement with the fact that community participation in CBT planning is not being successfully implemented at Twyfelfontein because local residents lack capacity (31.3 % agree), and start-up capital (43.3% strongly agree). However, the issue on the ground is more than mere community participation, but rather about incorporating human resource development into the planning process to increase the capabilities of locals to participate actively in CBT planning and development. Mere participation of the community via meetings and workshops, which are held once a year at Twyfelfontein, may not be effective as long the perceived benefits are not in line with expected returns. The following table indicates a summary of the results, which were discussed above.

Perceptions of community participation in CBT planning	5 Strongly Agree	4 Agree	3 Undecided	2 Disagree	1 Strongly Disagree
Percentage	%	%	%	%	%
Local residents are spearheading the process of CBT planning at Twyfelfontein	4.5	28.4	13.4	32.8	20.9
Local residents have input in CBT policy formulation	0.0	29.9	9.0	26.9	34.3
Local residents are fully involved in the decision-making process at Twyfelfontein	4.5	26.9	14.9	22.4	31.3
Local residents are over-dependent on foreign investors, NGOs and government for CBT planning at Twyfelfontein	31.3	20.9	14.9	17.9	14.9
Local residents lack expertise in tourism and, therefore, cannot participate in CBT development	29.9	31.3	4.5	28.4	6.0
Community participatory process followed at Twyfelfontein is not effective	14.9	40.3	11.9	29.9	3.0

Table 6.2 Perceptions of community participation in CBT planning

6.4 Perceptions of implementation of CBT projects at Twyfelfontein

Implementation of CBT projects should be conducted in harmony with local residents' needs in mind, and the preservation of cultural heritage resources should become an activity for socio-economic development in rural areas (MacDonald and Jolliffe, 2003:308, Garrod and Fyall, 2000:691). However, there are a number of challenges that have been experienced at Twyfelfontein during implementation of CBT projects, which hinder socio-economic development in the region. A total of 43.3% of respondents strongly agreed that local residents do not have start-up capital to develop their own tourism businesses. The findings in this study further indicate that according to Sofia Snyman:

"It is not easy for rural community members to secure loans at the bank because from the bank's perspective, they need to know that they will get their money back; although FNB does not lend to security, but to the business case, the bank still has to make sure that it will get its money back so, in a way, there is always a security part connected to it".

Sofia Snyman further states that:

“The conservancy is a legal entity and if they ask for a loan it will depend on the business case, and if they have a lease in place maybe for more than 20 years, it can be used as collateral. It is just that we have not received an application from a conservancy”.

The above statement confirms that there might be a misconception regarding the issue of securing loans at the bank, even though a majority of respondents feel that it is difficult. From the bank's perspective there are other ways that conservancy members can receive start-up capital for their business if it is done collectively by the conservancy, since conservancies are viewed as legal entities. This means that they can secure loans from banks for CBT projects in order to benefit all community members instead of individual community members trying to apply for individual loans.

A total of 40.3 % of respondents strongly agreed that there is a lack of laws, which support implementation of CBT projects in respect of government laws and regulations that govern CBT operations. According to Maxi Louis:

“There is a tourism policy, but how many rights do these communities have in terms of this policy? Some of the rights that are mentioned the communities do not understand themselves what the policy says about their own rights, so it is a question of creating awareness for communities so that they can see from the tourism policy what their rights are, and from the World Heritage Site what their rights are, and I think that from both sides the government and community should understand this”.

Government policy regarding CBT only makes provision for land use rights for communities as tourism assets in communal lands, which allow them to establish CBTEs and concessionary rights for lodge development in their conservancies (MET, 1995:5). However, the community at Twyfelfontein does not hold any ownership rights over these resources, which makes it difficult for them to play a leading role in decision making and implementation of CBT projects.

Maxi Louis reiterates that:

“The local communities are just managing the resources, but they do not have rights over the land. The conservancy should be recognised as an entity because currently, it is only recognised by the Ministry of Environment and Tourism”.

The issue of implementing CBT projects through cultural heritage preservation for long term sustainability (Aas, *et al.*, 2005:33) might not be applicable at Twyfelfontein regarding the World Heritage Site as local community members are not the legal custodians of the site and there are no laws, which support the community.

Meroro Thaniseb from MET argues that “one cannot expect the community to conserve resources without benefiting from them”, which is supported by MacDonald and Jolliffe (2003:308) who maintain that if cultural heritage resources should be conserved for future uses, the local community should benefit from these resources and they should be the owners of their cultural heritage resources. The study shows that the Government should equip local communities with more rights to enable them to actively participate in the implementation of CBT projects as co-owners of heritage resources, while they should also protect them from being swindled by their resources.

A total of 35.8% of respondents strongly agree that there is a lack of transparency and accountability in the implementation of CBT projects. Due to the leadership crisis within the conservancy management, it is a challenge when it comes to accountability and transparency regarding the use of funds that are meant to be utilised for projects, which benefit the entire community. The following table indicates a summary of the results, which were discussed above.

Local residents and stakeholders' perceptions of implementation of CBT projects at Twyfelfontein	5 Strongly Agree	4 Agree	3 Undecided	2 Disagree	1 Strongly Disagree
<i>Percentages</i>	%	%	%	%	%
CBT projects fail because local residents do not have start-up capital to develop their own tourism businesses	43.3	25.4	17.9	7.5	6.0
Successful implementation of CBT projects is dependent on residents' perceived benefits from tourism in exchange for expected returns	20.9	44.8	19.4	10.4	4.5
Lack of effective laws to support the implementation of CBT projects has led to failure of some of the endeavours	40.3	29.9	11.9	14.9	3.0
Lack of transparency and accountability has contributed to some of the challenges, which arise in the implementation of CBT projects at Twyfelfontein	35.8	34.3	14.9	11.9	3.0

Table 6.3 Perceptions of stakeholders of implementation of CBT projects at Twyfelfontein

6.5 Integration of the local community into CBT projects

Reid (1999:41) developed an integrated approach for CBT development by outlining stakeholders that can be involved in CBT from tourism planning through to the implementation of CBT projects.

Respondents (35.8%) acknowledged that the government lacks capacity to monitor the successful implementation of CBT policies. In order to assist the government in the implementation of policies, a management committee comprising the government, financiers, local community, and developers should be established (41.8% strongly agreed).

Maxi Louis confirms this when she states:

“The Ministry of Environment and Tourism has no capacity to implement tourism policies especially from the directorate of tourism. Tourism is the second highest contributor to GDP and there are only four people to manage community-based tourism development, and there are just two senior people and the rest are just administration staff. How can you manage such a million dollar industry with four people?”

This view is shared by Meroro Thaniseb who clarifies that:

“The reason why communities depend heavily on NGOs is due to the fact that government have structural problems. Within the directorate of tourism, there are no regional officers to assist communities”.

Frans Durant recommends that *“what is needed is better collaboration and more collaboration and then the government side must follow up”*. An integrated approach to CBT development at Twyfelfontein might be a solution to the current fragmented form of development. The community cannot operate in isolation from stakeholders who often have technical knowledge and financial resources to invest in the area. However, the local community should be the focal point and driving force behind CBT development at Twyfelfontein.

Even though a majority of the locals are employed within the tourism sector at Twyfelfontein, they still feel that they are not properly trained (38.8%).

Meroro Thaniseb says:

“Training is needed for the community to understand tourism. The government and NGOs end up being negotiators in partnership agreements on behalf of the community and this has brought in conflicts as the community sometimes cannot understand”.

Therefore, without training community members, CBT at Twyfelfonten will remain a foreign led industry.

Maxi Louis laments:

“Regarding partnership agreements between the local community and the private sector in the ideal world, it should be a participatory process by which you need a lot of stakeholders to get involved in the process. However, we have a weakness here because in many cases these management committees of the conservancies do not understand the contracts”.

The local community's lack of capacity disenables them to be easily exploited through partnership agreements (28.4% agreed and 25.4% strongly agreed). From a business point of view it might not be easy to discuss business issues with members of the community who have no formal education. However, this is where the integrated approach should come in by involving all stakeholders in the process of establishing partnership agreements with private investors based on mutual needs and co-operation.

Frans Durant explains that:

“The profit sharing money gets paid directly to the conservancy and what the conservancy does with the money has nothing to do with Namibia Country Lodges as such because the money is divided among the members, but we would like to see schools, hospitals, and clinics built in the area. The reason why we pay them a levy is to utilise that money to uplift them from poverty. I personally do not think that the community utilizes that money in the correct way”.

Whilst community-based tourism has been recognised by the Namibian government as a development vehicle, which has potential to improve livelihoods (MET, 1995:3), there is conflict amongst community members owing to unequal distribution of benefits (53.7% strongly agreed). This is exacerbated by the fact that CBT projects are initiated by outsiders (29.9% strongly agreed). Therefore, local residents should be the driving force of CBT development so that they would be able to take ownership of their resources.

Respondents strongly disagreed that (31.3%) projects are evaluated in line with the community's needs. Existing literature on sustainable tourism development states that there has been a shift in recent years on how CBT projects have incorporated the needs of local residents as a focal point (Tosun, 2000:613, Sharpley, Telfer, 2002:150). However, this may not be the case at Twyfelfontein and this anomaly will continue to hinder the successful implementation of CBT projects. As discussed, if the needs of the community are not properly addressed, long term sustainability of CBT at Twyfelfontein will be at stake. The table that follows indicates the results discussed above.

Integration of the Local community into CBT Development.	5 Strongly Agree	4 Agree	3 Undecided	2 Disagree	1 Strongly Disagree
<i>Percentages</i>	%	%	%	%	%
Government lacks capacity to monitor the successful implementation of CBT	35.8	35.8	13.4	11.9	3.0
A management committee consisting of government, financiers, local community and developers should be formulated to consolidate the management of CBT projects at Twyfelfontein.	41.8	40.3	6.0	10.4	1.5
Local residents are offered training in the field of tourism and business	3.0	23.9	9.0	25.4	38.8
Level of development influences residents' support for CBT development.	22.4	28.4	7.5	35.8	6.0
Local residents are being exploited in partnership agreements with investors.	25.4	28.4	11.9	25.4	9.0
There is conflict among community members owing to income benefit sharing processes that are followed.	53.7	20.9	10.4	13.4	1.5
CBT projects are initiated by outsiders, hence there is less development.	29.9	29.9	14.9	19.4	6.0
Local residents should be the driving force of CBT development so that they can take ownership of resources.	55.2	20.9	6.0	11.9	6.0
Local residents' perceptions are influenced by the level of dependency on tourism.	28.4	31.3	13.4	25.4	1.5
CBT projects are monitored and evaluated according to their effectiveness to meet the needs of local residents.	7.5	16.4	14.9	29.9	31.3
CBT policies are reviewed to reflect the changing environment in which CBT development takes place.	6.0	9.0	22.4	29.9	32.8

Table 6.4: Integration of the local community into CBT development

6.6 General information about respondents

6.6.1 Age group

The survey shows that most respondents are of middle age between the ages of 26 and 45 years. As 87% of respondents were from the local community, this is an indication that a majority is in their productive years; hence the age issue can never be a reason to hinder them from participating in CBT development at Twyfelfontein. The table below indicates the age distributions of respondents by way of percentages.

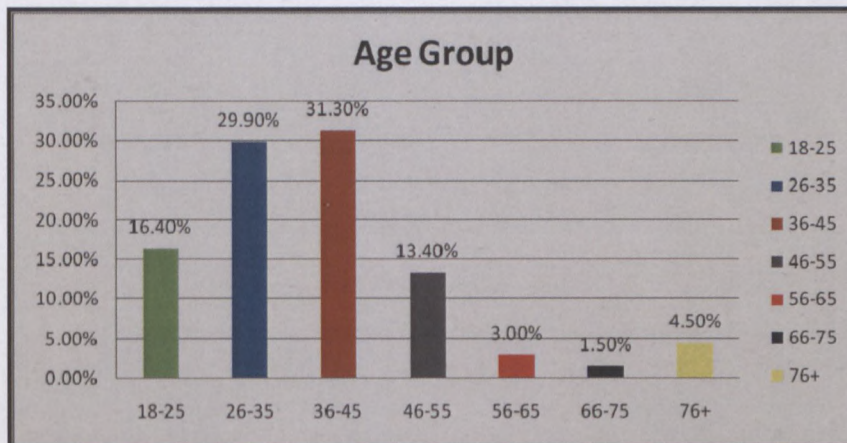


Table 6.5: Age Group

6.6.2 Gender

Women comprised a majority of respondents with 55%. Therefore, empowerment should be geared towards women in income generating projects at Twyfelfontein, since they constitute a significant group. The table below shows gender distribution of respondents.

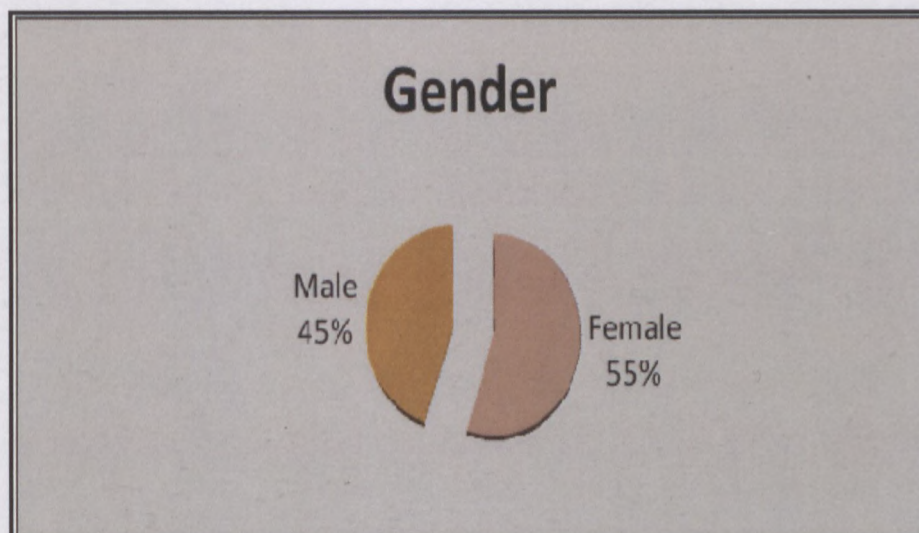


Table 6.6: Gender group

6.6.3 Length of years living in Twyfelfontein area

The results indicate that 31.3% of respondents have lived at Twyfelfontein for less than 5 years. This is owing to the situation on the ground, whereby original residents of Twyfelfontein have moved to urban areas for greener pastures, while a majority of residents at Twyfelfontein are those who have come there for employment at the lodges and at the Twyfelfontein World Heritage Site. The table below shows the length of stay of respondents at Twyfelfontein by way of percentages.

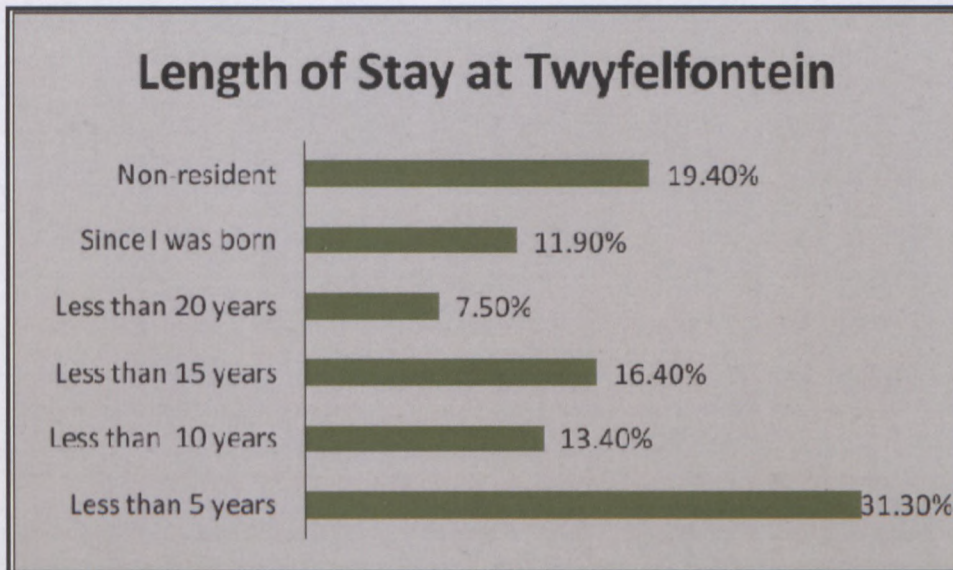


Table 6.7: Length of stay at Twyfelfontein

6.6.4 Occupation

The largest number of respondents (61.2%) is employed in the tourism sector, which confirms that tourism is the main employer at Twyfelfontein, followed by those who are involved in crafts (7.5%) and then farming (6.0%). There remain a substantial number of residents who are not employed at Twyfelfontein (10.4%). The table below shows respondents' occupations.

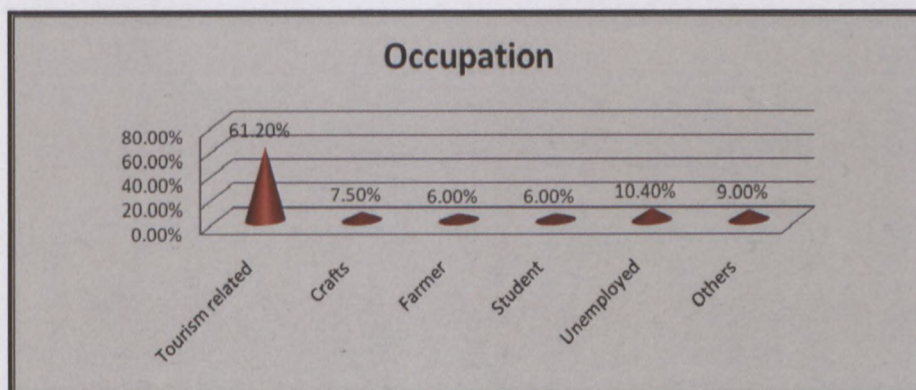


Table 6.8: Occupation

6.6.5 Level of education

As outlined in Table 6.9, the largest number of respondents (52%) had formal secondary education. This implies that they have some basic skills to further develop their capacity in tourism and business management. The practical experience that they gain from being employed in the tourism sector will help them to gain confidence in their understanding of the industry so that they may become future entrepreneurs at Twyfelfontein. The table below shows respondents' level of education.

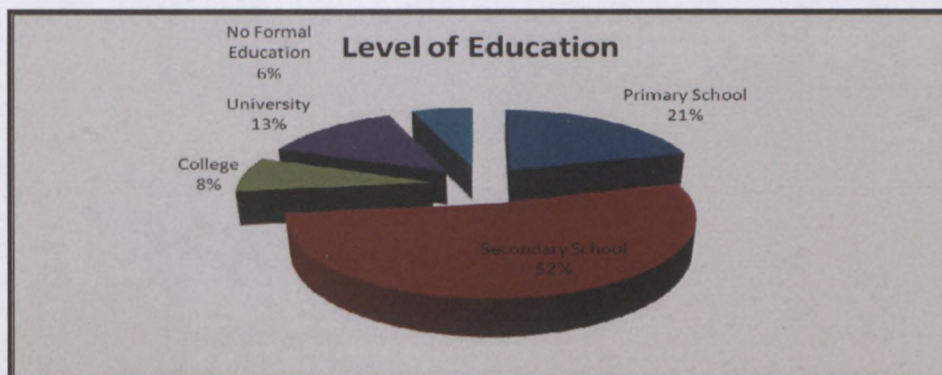


Table 6.9: Level of education

6.6.6 Type of organisation

Respondents who completed the questionnaires comprise 87% of the local community; 4% from government; 3% from the private sector; 3% from NGOs; 2% from financiers; and 2% from the management committee of the conservancy. The sample population was sufficient to validate generalisation of the findings regarding perceptions of the local community and stakeholders in CBT development at Twyfelfontein. The table below shows the different types of organisations that participated in this survey.

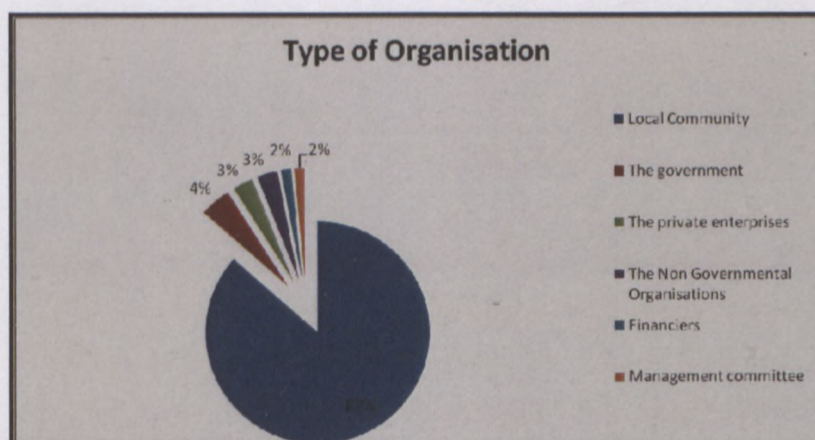


Table 6.10: Type of your organisation

6.7 Summary

This chapter presented and discussed results of the survey, which was undertaken to examine local community and stakeholder perceptions of CBT development at Twyfelfontein Uibasen Conservancy. Challenges in respect of implementation of CBT projects at Twyfelfontein arose from the study, which allowed the researcher to gain insight into key research questions that were developed in Chapter One. A number of key points were identified and discussed in relation to the relevant literature source that forms the basis for recommendations, which are outlined in detail in Chapter Seven. The question whether income that is derived from CBT is used to alleviate poverty was discussed in detail. Tourism's ability to provide jobs to local people was explored further, which led to a discussion regarding economic tourism development at Twyfelfontein. Residents' input in policy formulation was questioned, while their ultimate decision making processes are questionable, since locals are over-dependent on foreign investors, NGOs and the government when it comes to CBT planning at Twyfelfontein. The reason why CBT projects fail was analysed and contextualized within tourism. The role of government in monitoring CBT programs was also questioned, since the government lacks capacity to effect laws that govern CBT operations. The level of the local community's involvement and integration in CBT programs was discussed and justified. The chapter then concluded with an analysis of the demographic characteristics of respondents, followed by a summary. The next chapter focuses on the recommendations of the study.

CHAPTER SEVEN

CONCLUSIONS AND RECOMMENDATIONS

7.1 Introduction

This chapter is the final section of the thesis and provides an overview of the conclusions of the study in relation to the research objectives, which were established in Chapter One. It outlines a summary of the chapters, and includes contributions to knowledge, practice and methodology and areas for future research. Recommendations based on the conclusions of the study are proposed, which could be used to ensure that local community needs are met when implementing CBT projects at Twyfelfontein Uibasen Conservancy. In this chapter suggestions for further research are proposed, which can contribute to the further understanding of community attitudes and perceptions of CBT development at Twyfelfontein.

7.2 Summary of objectives of the study

The main objective of this study was to create an in-depth understanding of the perceptions of the local community at Twyfelfontein Uibasen Conservancy regarding CBT, and to develop strategies that may be used to influence these perceptions with the main goal of using CBT as a vehicle for the improvement of local peoples' livelihoods.

The objectives formulated for this study were as follows:

- **To examine how the local community at Twyfelfontein perceive CBT as a development strategy in their local economy.**

In order to have a meaningful base from which to approach the examination of local community perceptions of CBT, it was important for the study to:

- Discuss and define community-based tourism;
- Explicate Sustainable Tourism Development in relation to CBT projects at Twyfelfontein;
- Explain the relevancy of tourism policies by providing a legal framework for the development of CBT;
- Analyze the impact of the local community's perceptions of CBT and trace factors that lead to negative perceptions; and

- Discuss the social exchange theory in relation to CBT at Twyfelfontein and derive at conclusions and recommendations that support effective implementation of CBT development at Twyfelfontein.
- **Assess the effectiveness of CBT planning, as well as implementation of CBT programs and measure if these programs can lead to the upliftment of the quality of life of local people at Twyfelfontein.**

In order to achieve the above mentioned objective, the following matters, which were presented in Chapters 2-4 were discussed and analysed in detail:

- The importance of local participation in community-based tourism planning;
- Partnership and collaboration in community-based tourism;
- Development of a conceptual framework for CBT;
- Strategies to improve community livelihoods and how CBT programs can be effectively implemented; and
- Discuss an integrated approach for the implementation of CBT projects.

7.3 Research Conclusions

The local community at Twyfelfontein Uibasen Conservancy has few options for alternative income, apart from selling crafts and livestock farming. The overall aim of this study was to investigate the local community's perceptions of community-based tourism (CBT). The study examined structures and institutions within the context of CBT development at Twyfelfontein. Whilst the Government of Namibia has recognized tourism as a potential means of poverty alleviation and rural development, issues of governance and ownership of commercial activities are still not yet in the control of locals. The study argues that tourism development has been pursued for economic purposes by tourism's private sector rather than for sustainable tourism development. Whilst the conservancies were established as a strategy to alleviate poverty, the study concludes that development has not yet filtered down to the needy. This study recommends that in order for development to be meaningful, the sustainable tourism development process should empower local people to take control of their own lives and heritage by building their own capacity and ownership of their local resources.

Local participation through ownership, capacity building and control should have precedence over pure economic issues. The study notes that development should be led and controlled by a model that does not compromise the cultural heritage and identity of the indigenous people.

The study recommends that CBT operational guidelines should allow locals to manage their own economic endeavours by promoting sustainable tourism development through empowerment and local participation, and this seems to appeal to the local community. Whilst the community at Twyfelfontein perceive CBT as a way for locals to regain control over their cultural and natural resources, this does not empower needy Namibians, since those who have power overshadow the powerless in decision making processes. Rather than provide development opportunities, tourism has become a development constraint in some cases for locals. The study recommends that CBT, as a dominant development model, could fail if it does not recognize the capacity, values and desires of potential beneficiaries, since the perception is currently that the biggest beneficiaries seem to be the private (and to some degree, foreign) tourism industry.

7.4 Recommendations

Based on the information obtained in the literature review, and results from the empirical survey, the following recommendations are proposed.

7.4.1 Build human capacity

The study reveals that the local community at Twyfelfontein Uibasen Conservancy lacks capacity to enable them to fully participate in the planning and implementation of CBT projects. The key goal for CBT development is to empower the community to become self-reliant and to determine their own destiny. Building human capacity, social infrastructural development, giving rights and ownership of cultural heritage resources and ensuring equitable income distribution and an integrated approach to CBT development, will ensure success.

7.4.2 Socio-economic and infrastructural development

Local residents continue to live in squatter camps with no running water, electricity, education or health services. With the advent of HIV and AIDS, serious health issues are a concern at Twyfelfontein Uibasen Conservancy. Currently, there is no tally between the millions of dollars that flow into the region and locals' squalid living conditions.

7.4.3 Rights and ownership of cultural heritage resources

The findings of this study illuminate that the local community is not involved in planning and implementation of CBT projects. Sometimes locals are not even consulted when CBT

projects are initiated. Hence, locals have no control and ownership of their local resources; therefore, there is a need to give them land tenure rights and shares in the ownership of their own local cultural and natural heritage resources. Custodianship of the Twyfelfontein Heritage site should be between the local community and government in order to ensure long-term sustainability of cultural heritage resources. Government policies should be reviewed to provide legal protection to the local community, which is vulnerable and incapacitated with regard to joint ventures.

7.4.4 Revision of the Conservancy's constitution to ensure equitable income distribution among members

This study demonstrates that there is conflict amongst local residents at Twyfelfontein owing to the unequal income distribution process.

The issue of eligibility to qualify for cash payouts at Twyfelfontein Uibasen Conservancy has led to the development of negative perceptions. Income benefits are not enjoyed by the larger community, and some of those who benefit do not even live at Twyfelfontein, but come from urban areas to collect these payouts.

The constitution for the conservancy should be reviewed. This constitution was developed over ten years ago and there are several changes in the environment in which they currently operate. There has been a significant shift of people from other parts of Namibia to settle at Twyfelfontein and some of these people are farmers and, therefore, they cannot be discriminated against when it comes to tourism benefits.

7.4.5 Develop an integrated approach to CBT development at Twyfelfontein

The study reveals that there is a lack of collaboration regarding the implementation of CBT projects at Twyfelfontein. Therefore, there is a need for collaboration amongst stakeholders that may include the government, NGOs, the private sector, financiers and the local community as a steering committee that monitors the direction of development at Twyfelfontein Uibasen Conservancy. This body could act as an advisory board for Twyfelfontein Uibasen Conservancy. If a board of this nature is established, the local community's needs could be placed on the main agenda when it comes to evaluating the success of CBT projects. This board could be empowered to develop local community capacity in all spheres and hence avoid over-dependency on donor agencies (NGOs).

7.5 Areas for future research

Whilst this study contributes to the theoretical framework on community-based tourism development and, more specifically, on residents' perceptions of tourism in rural communities, further research should be undertaken to evaluate the impact of community perceptions on tourists in the long term, since tourist arrival figures continue to increase at Twyfelfontein.

Further research can also be conducted on the role of private stakeholders regarding capacity building in the development of CBT projects within poor communities such as Twyfelfontein. The applicability of the integrated CBT perception model in chapter 4 can also be tested.

7.6 Concluding remarks

The empirical research, which was conducted at Twyfelfontein Uibasen Conservancy regarding the local community and stakeholders' perceptions of CBT have been discussed. The findings of this study fill an existing gap in the literature on the contributive potential of CBT. The study is theoretically valid and significant, since it attempts to develop practical solutions to the existing problem at Twyfelfontein. Practical contributions of this study include a need for policy formulators to guide and protect local communities from rogue business people. The study also draws attention to governance issues amongst community members themselves.

It is hoped that this study will stimulate interest amongst academics and tourism industry practitioners in order to engage in debates as means to find lasting solutions regarding empowering local communities to benefit from their own local resources, whilst minimizing negative perceptions of CBT.

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APPENDICES

APPENDIX A: QUESTIONNAIRE



Cape Peninsula
University of Technology

ANNEXTURE A

Survey

The targeted population comprised the Local Community at Twyfelfontein Uibasen Conservancy, the government, the private sectors, the Non Governmental Organisations, financiers and the management committee. This target population was part of the formal study that was conducted at Twyfelfontein to:

“Assess the perceptions of the local residents towards community based
tourism”

Please answer the following questions by indicating only one response for each item. Mark with (x) in the appropriate block. Where 5 = Strongly agree, 4= Agree, 3= Undecided, 2= Disagree, 1= Strongly disagree.

SECTION A

1. Local Residents and Stakeholders perceptions towards economic development and poverty alleviation at Twyfelfontein Uibasen Conservancy.

	5 Strongly Agree	4 Agree	3 Undecided	2 Disagree	1 Strongly Disagree
1.1. Income derived from CBT projects is used to alleviate poverty at Twyfelfontein.					
1.2. Tourism provides jobs for the local people at Twyfelfontein.					
1.3 Local residents enjoy a quality life due to CBT project at Twyfelfontein.					
1.4 Economic development at Twyfelfontein is sustainable due to CBT projects.					
1.5 Infrastructure is well developed for the local residents because of CBT projects.					
1.6 Local residents' basic needs are met through the implementation of CBT projects.					
SECTION B:					
2. Local Residents and Stakeholders perceptions towards community participation in CBT planning.	5 Strongly Agree	4 Agree	3 Undecided	2 Disagree	1 Strongly Disagree
2.1 Local residents are spearheading the process of CBT planning at Twyfelfontein.					
2.2 Local residents have input in CBT policy formulation					
2.3 Local residents are fully involved in decision-making process at Twyfelfontein.					
2.4 Local residents are over dependent on foreign investors, NGO's and government for CBT planning at Twyfelfontein.					
2.5 Local residents lack expertise in tourism and therefore cannot participate in CBT development.					
2.6 Community participatory process followed at Twyfelfontein is not effective.					
SECTION C:					
3. Local Residents and Stakeholders perceptions towards the implementation of CBT projects at Twyfelfontein.	5 Strongly Agree	4 Agree	3 Undecided	2 Disagree	1 Strongly Disagree
3.1 CBT projects fail because local residents do not have start-up capital to develop their own tourism businesses.					
3.2 Successful implementation of CBT projects is depended on the resident perceived benefits from tourism in exchange for expected returns.					

3.3 Lack of effective laws to support the implementation of CBT projects has lead to failure of some of the endeavours.					
3.4 Lack of transparency and accountability has contributed to some of the challenges being faced in the implementation of CBT projects at Twyfelfontein.					
SECTION D:					
4. Local Residents and Stakeholders perceptions towards the integrated CBT perception model.	5 Strongly Agree	4 Agree	3 Undecided	2 Disagree	1 Strongly Disagree
4.1 Government lack capacity in to monitor the successful implementing CBT policies.					
4.2 A management committee consisting of government, financiers, local community and developers should be formulated to consolidate the management of CBT projects at Twyfelfontein.					
4.3 Local residents are offered training in the field of tourism and business management.					
4.4 Level of development influences residents support for CBT development.					
4.5 Local residents are being exploited in partnership agreements with investors.					
4.6 There is conflict among community members due to income benefit sharing process followed.					
4.7 CBT projects are initiated by outsiders hence there is less development.					
4.8 Local residents should be the driving force of CBT development so that they can take ownership of resources.					
4.9 Local residents' perceptions are influenced by the level of dependency on tourism.					
4.10 CBT projects are monitored and evaluated according to their effectiveness in meeting the needs of the local residents.					
4.11 CBT policies are reviewed to reflect the changing environment in which CBT development is taking place.					

SECTION E:

5. Demographics

5.1. Age Group

18-25	
26-35	
36-45	
46-55	
56-65	
66-75	
76+	

5.2. Gender group

Female	
Male	

5.3. How long have you been living in Twyfelfontein area?

Less than 5 years	
Less than 10 years	
Less than 15 years	
Less than 20 years	
Since I was born	
Non-resident	

5.4. What is your occupation?

Tourism related	
Crafts	
Farmer	
Student	
Unemployed	
Others	

5.5. What is your level of education?

Primary School	
Secondary School	
College	
University	
No Formal Education	

5.6 Please indicate the type of your organisation

Local Community	The government	The private enterprises	The Non Governmental Organisations	Financiers	Management committee

APPENDIX B: STAKEHOLDER INTERVIEW GUIDE

STAKEHOLDER INTERVIEW GUIDE

SECTION A: INTRODUCTION

1. When was this organization/department established?
2. What kind of activities does this organization deal with?
3. What role(s) does this organization play in relation to community based tourism development at Twyfelfontein Uibasen Conservancy?
4. What role do you undertake in this organization?

SECTION B: STAKEHOLDERS

1. **Government**

- 1.1 What role do you think government plays in CBT at Twyfelfontein?
- 1.2 Do you think that government has the capacity to implement CBT policies?
- 1.3 What do you propose for government to do to make CBT a successful program?

2. **Developers (NGO, Private Investor)**

- 2.1. What role do you think developers play in CBT at Twyfelfontein?
- 2.2 What kind of support do they provide for the local residents?
- 2.3 Are the developers aware of the needs of the local residents?
- 2.4 Do the developers have plans in place to transfer skills and knowledge to local residents once their program has ended.

3. **Financiers (Donors, Banks, Financial institutions)**

- 3.1 What role do you think financiers play in CBT development?
- 3.2 Is it easy for local residents to secure loans for tourism businesses?
- 3.3 Do you think local residents are over-dependend on donor support? Please explain?

4. **Local Community**

- 4.1 What role do you think the local residents should play in CBT at Twyfelfontein?
- 4.2 Do you think local residents have the capacity to implement CBT projects?
- 4.3 What plans are in place for the local residents to take over the projects after expiry of the project?

5. **Management Committee**

- 5.1. What role do you think a management committee consisting of all stakeholders should play?
- 5.2 Who should be spearheading CBT development at Twyfelfontein?
- 5.3 How should the management committee be structured in such a way to ensure that it is flexible enough to meet the needs of the local community?

SECTION C DEVELOPMENT

6. Resource Analysis

- 6.1 Do you think that the local residents have resources to run successful CBT projects?
- 6.2 Do you know of any plans in place to build human capacity among local residents?
- 6.3 Do you think the local residents have enough rights to own and manage their unique cultural heritage resources at Twyfelfontein?
- 6.4 What competition or market threats do you think they face?

7. Level of Development

- 7.1 After ten years of CBT at Twyfelfontein, do you think that the level of development has reached maturity.
- 7.2 Do you think that the degree of local participation in CBT development depends on the level of development?

8. Partnership

- 8.1 Who makes decisions about the establishment of partnership with private tourism businesses such as lodges etc?
- 8.2 How are these partnerships formed with the local residents at Twyfelfontein?
- 8.3 Is there any improvement needed to further strengthen the rights of the local community within these partnership agreements?

9. Benefit Sharing

- 9.1 Can you comment generally on who you think has benefited from tourism development at Twyfelfontein?
- 9.2 How can CBT at Twyfelfontein be used as a vehicle to reduce poverty?
- 9.3 How has the local people benefited from tourism in the past 10 years?
- 9.4 How do income benefits from tourism partnership agreements distributed among the local people?
- 9.5 Are there any improvements needed to make benefit sharing distribution more successful?

10. Level of Participation

- 10.1 Who makes decisions about how tourism should be development at Twyfelfontein?
- 10.2 How are the decisions makers selected or appointed?
- 10.3 How are the local people involved in CBT planning?
- 10.4 Is there any improvement needed in involving local people in CBT planning?

SECTION D: PERCEPTION FORMATION

11. Implementation

- 11.1 What are the challenges in the implementation of CBT projects at Twyfelfontein?

12. Perceptions

- 12.1 What do you think are the expectations of the local residents with regard to CBT at Twyfelfontein?
- 12.2 What do you think influences the perceptions of the local residents towards CBT development at Twyfelfontein?

13. Evaluation and Feedback

- 13.1 Who should be responsible for evaluating the effectiveness and impact of CBT development?

- 13.2 What should be the main agenda or goal on which to evaluate the success of CBT projects at Twyfelfontein?
- 13.3 What should happen to the feedback received from the evaluation or assessment of CBT projects?

SECTION E: OPEN QUESTION

- 14.1 Are there any other related matters you would like to comment on which was not raised during this interview?

APPENDIX C: RECORDED STAKEHOLDERS' INTERVIEW

RECORDED INTERVIEWS WITH STAKEHOLDERS

Maxi Louis – Coordinator NACSO

“NACSO is an umbrella organization of non-government organization we can a enterprise section that looks at the livelihoods of the conservancies and part of the livelihoods deals with tourism because income comes from tourism especially hunting and photographic tourism. Our organization is actually responsible to ensure that we implement community-based tourism as part of the CBNRM program. We are aware of the needs of the community because everything we do there is always a research agenda and we do a feasibility study especially for tourism related activities so we need to know what is the market, market research to know exactly what type of product to introduce to that particular conservancy is worth the current growth that is in the country especially the tourism growth. We do not have a tourism national growth strategy at the moment but the ministry is working on that but at the moment we look at trends what is there Southern Africa trends in terms of tourism numbers and those coming to Namibia how many visit conservancies. At Twyfelfontein, we also look at National Heritage site numbers and try to determine trends and determine what type of products to develop in the area.

When I look at Twyfelfontein Uibasen Conservancy over the years that they have been exposed to tourism they have this perception that they understand a little bit of tourism but they really do not understand, the actual understanding of the product what tourism is and what it actually brings to the area or to the community. I think that is some thing that still needs to be worked on because a lot of them do not really understand.

There are a lot of people that are coming into Twyfelfontein for employment at the lodges they are urban people coming from other parts of the country and they have not dealt with tourism and it is through their job that they are learning to understand the product so many of them have a little bit of perception of what it is but they really do not have the skills and the understanding currently. Generally, there is a lot of work to be done with regard to generating tourism awareness and skills transfer.

The conservancy has resources that they can use to their own advantage to create training and come up with products but this needs skills but they can use the lodges to instance to try to do these trainings for the conservancy members so they can understand what is going on.

Because I think enough training has been done by the lodge any how but not as much as we want but training for the general community to acquire skills on how to start their own businesses should be done by the conservancy as they have enough resources to do that and get technical people to come in and assist them.

When the whole process of setting up the World Heritage Site started I was part of that process and according to my understanding the local community residing at Twyfelfontein were identified as one of the stakeholders who will be involved as part of the decision making when it comes to certain issues that needs to be implemented at the site. However, when I look at the World Heritage Site, we have become the bosses of the local community rather than being equal stakeholders in making decisions that is my own personal view in term of what I see happening to the conservancy. Many times when I have meetings with the conservancy members they feel very much removed and they just need to be informed about issues as this is a government institution and so I think the community do not understand what is some of their rights in terms of these issues.

The local community feel a bit sad because they were promised that they will be part of the decision making process but they are just being informed of what is going to happen tomorrow that is why I think the rights issues are not well defined in terms of the community with regard to the World Heritage Site.

This is also the case in tourism not just the World Heritage Site but for example, there is a tourism policy but how many rights do these communities have in terms of this policy. Some of the rights that are mentioned the communities do not understand themselves what the policy says about their own rights so it is a question of creating awareness to the communities so that they can see from the tourism policy what is their rights and from the World Heritage Site what is their rights and I think from both side government and community needs to understand that.

The communities were involved in policy formulation but the communities do change the communities who were there at the beginning of policy formation are not the same community so you continuously need to have the awareness so that they understand what is required of them in terms of the policy and I think it is the government responsibility as well as the community. Regarding partnership agreement between the local community and the private sector, in the "ideal world" it should be a very participatory process by which you need a lot stakeholders to get involved in the process, you need NGO's to help with the development of the contract and it is not that they really understand business so you need business people to also come in to help from lawyers to commercial people who help you to understand the type of agreement.

There needs to be awareness for the local community because there are very technical document. There is a process followed until you get to the signing of the contract but this is not the end you need to manage the contract and in this case, they have management committees. However, we have a weakness in this part in many cases these management committees of the conservancies do not work, as they do not understand the contracts. They keep on changing the management committee and you train one committee and then in the next election, they elect another committee and now that committee has to go through training and we have 28 of these contracts and the NGO are struggling in case of capacity. From the joint venture partnership side, lodges also keep on changing their stuff especially in terms of management and so forth. So when new management come in they need a lot of awareness regarding community development issues so if they also do not understand this create a lot of misperceptions terms of these things.

Some partnership agreements, like the one for Twyfelfontein was signed way back, need to be revisited, and I think they are in the process of revisiting but they just do not come to a conclusion. But now for new contracts that are to be signed there are guidelines in terms of what processes people need to follow. Some community members have no formal education and sometimes they do not understand the numbers when you mention 10% so we need to make it really simple for them to understand what is going on and I say they keep on changing so this makes the process very difficult.

When you look at Twyfelfontein Lodge this is one lodge that really keeps record of their payments to the conservancy. The local community gets these reports at their AGM.

Twyfelfontein Uibasen Conservancy is one conservancy that does its benefit distribution very well and when you go to the AGM, you can always see that the people are happy. However, you cannot expect 100% happy community but when I look at the distribution the elders get their elders grant this is the only conservancy that has five graduated children from the university. I would say it is one of the conservancy that 80% in terms of their benefit distribution is working out very well. What they want which I do not agree with is they want to have payout of between 2 000 to 3 000 per community member and the conservancy is growing and if you have to payout that money you will have nothing for the operation activities of the conservancy but however they are currently the best with regard to benefit distribution.

A lot of problems with this conservancy is many people do not stay in the conservancy so they are people who just come in to get their cash benefits from Khorixas they do not do anything in the conservancy. Therefore, the whole membership issue of the conservancy needs to be revisited if they really want to have a fair benefit distribution at Twyfelfontein.

Community members need to be actively part of the process and involved in the conservancy you have to be a farmer there and between 30 40 percent of the people live in Khorixas and all they do is come and collect benefit and they are the one that complain that the benefits are not enough and yes if you get 1500 and you live in the urban area that will not be enough but that was not meant for urban people it was meant for rural communities.

What we are trying to encourage is that there be a body created consisting of the private sector, conservancy and anybody who has a business around there and stakeholder to have a forum which they look at the tourism plan together and make decision and the moment I do not think there is anybody who makes decision on their behalf. There is a need for an integrated forum including the ministry of lands. The local communities are just managing the resources they do not have rights over the land. The conservancy needs to be recognized as an entity currently it is only recognized by one Ministry of Environment and Tourism.

I was told that the issue of collateral is not a big issue at the bank but there are other issues that come in so it is from a financial side. The private sector often uses this as an excuse. However, we are also not clear on this issue and I heard one can get a letter from the ministry of lands for the lease of the land but we still searching for clarity on this issue.

Tourism has saturated at Twyfelfontein and we have talked about it with the conservancy so many times that they do not take in anymore land leases you are over investing in the area you are killing the natural beauty of the area, including the World Heritage Site.

The conservancy has plans to relocate the local community settlement at "Louw's Inn" to some other areas and build houses for those people. They have good ideas of what they want to do for the area but I think there is a leadership crisis. They just do not get the right people to implement their plans. I think when it comes to the product of accommodation it is saturated they need to look at other activities that are not infrastructural related. You really need that integrated forum that all stakeholders can all agree. Now the problem is everyone wants to set up a lodge in that area and the individual members of the community all want to enter into private joint venture with lodges so they can put the money into their own pocket as they see examples from the management committee. However, they are trying to change this they are trying to change the conservancy constitution so they deal with these leadership crises. We are trying to recommend that they have a stakeholder forum that makes the actual decisions regarding developmental issues at Twyfelfontein.

We need to follow a new dimension of how we look at community-based tourism especially the way we develop our products. I think the lodges should be the springboard for developing all the other little products that we want the lodges should be sitting in the middle and saying we want tour guides, and we want this to happen and the entrepreneurs can come from the community in terms of doing these activities.

However, I do not think we have invested in doing this but what we have invested in currently is more jobs but there is no problem as jobs do create development in an area. Twyfelfontein Lodge is the biggest employer at the moment but do the community just wants to stay as being employed but local communities also want to go out and become local entrepreneurs. They see there is bus of tourist coming in and they also want to make money from tourism. There is also a problem with people coming in to Twyfelfontein for work and they are coming in for work and not necessary part of the development of the area. The question lies whether should they be excluded from that development as being fellow Namibians but not member of the Twyfelfontein Uibasen Conservancy. As Namibians, we are all entitled to be part of any development in the country.

There is an explosion of the community at Twyfelfontein and they need to know how to handle the community and there are two or three individuals who are benefiting from the explosion of the community by opening up Shebeens and exploiting the members of the community. I am worried about the health issues at the Twyfelfontein, I am worried about HIV and Aids issue at but this is what comes with development and growth and are some of the challenges facing the community. The financial resources are there for the community but the need skills and leadership to make things happen.

The Ministry of Environment and Tourism has no capacity to implement tourism policies especially from the directorate of tourism. Tourism is second highest contributor to GDP and there are only four people to manage community based tourism development and there are just two senior people and the rest are just administration staff. How can you manage such a million dollar industry with four people? It has been over 10 years now that t and we should have produced Namibian graduate who can implement the tourism growth strategies and we still do not see that.

NGO are not well funded as before and we are finding it difficult to implement things on the ground and these are things that the Ministry should have picked up by now. The NGO has been involved for 20 years and the ministry should have including these things in their capital budget by now”.

ERICA NDALIKOKULE – HEAD OF HERITAGE MANAGEMENT (National Heritage Council of Namibia)

“The National Heritage Act allows for the National Heritage Council (NHC) to enter into agreement with the local people in the management of heritage resources. NHC has entered into an agreement with the Twyfelfontein tour guide association who are providing guided tours of Twyfelfontein World Heritage site.

The government should provide an enabling environment for community based tourism to take place. We need to have legislation that governs CBT development.

Government cannot do the implementation of CBT alone. Government should be assisted by NGO in the implementations of CBT projects.

NGO are providing community institutional support. Tourism Charter set out by the Ministry of Environment and Tourism provides guidelines for community to enter into partnership agreements with the private sector. For example Twyfelfontein Country Lodge agreement with the Twyfelfontein Uibasen Conservancy was done through the assistance of NGO. NGO usually work on time bound projects and within that time they try to maximize their activities. Not aware of any plans for transferring skills to local people by NGO's or Private Sector.

It is not easy for local community to get start up capital for CBT project from financiers. The local community lack of skills and expertise in the field of tourism and it will depend on what type of tourism business they are able to run.

There are some activities that the local community are able to do without the relies on NGO to implement on their behalf.

Government commissions studies on tourism development option plans which are done by highly technical people who are expert in tourism and then stakeholders come together to make decisions on which options to follow.

Community perceptions are influenced by the incentive or income that they get from tourism and this influence helps them safeguard their heritage resources.

Donor funded organization have a program for evaluation of their projects in the community. But, mainly it should be the government's role to evaluate the successful implementation of policies and amended them where necessary.

NHC goal is to make sure that the community benefits from tourism. The local tour guides are receiving incentives as salaries each month from entrance fee income sharing. There are over 50 000 visitors to Twyfelfontein and community members gain income through the sale of crafts.

There a challenges with regard to tourism development at Twyfelfontein and this will come with the possibility of over development of the area. Private sector are eager to start up business enterprises at Twyfelfontein because they foresee potential of the area especially when it is now a World Heritage Site.

The NHC needs to do a study and look at examples of how other world heritage sites are being management and learn how income sharing with the local communities are being implemented. A unique approach can be established at Twyfelfontein that benefits the community".

Merrow Thaniseb – Chief Development Planner (Ministry of Environment and Tourism)

“The Ministry of Environment and Tourism (MET)’s role in CBT is to ensure that the natural resources are conserved and protected and to enable the community to benefit from tourism. It is the role of the government to ensure that sustainable utilization of the resources benefit the community. One cannot expect the community conserve resources without benefiting from them. That is how the CBNRM program came about.

CBT has been a successful program for the past 14 years as we have over 60 registered conservancy and community members are benefiting through establishment of camp sites, crafts outlets, use of local tour guides but however the issue of ownership and empowerment of the locals in tourism businesses is still questionable.

The NGO are mostly involved in the implementation of CBT projects where the government are more involved into policy formulation and the legal framework. NGO are also facilitating the tourism joint venture agreement between the private sector and the conservancy, because they are more accessible to the community they are taking up the grievances that arise between the private investors and local communities. The NGO also lacks expertise especially in joint venture agreements their advise to the communities is not always beneficial. Donor funding might decrease as Namibia has been classified as a middle income country and compare to ten years ago the flow of donor funds is drying up now and some NGO are not able to assist communities in all regions. But likely government has set up resources to assist those regions not assistant by NGO’s.

The reason why communities depend heavily on NGO’s is due to the fact that government structural problem. Within the directorate of tourism, there is no regional officers to assist communities.

The government (MET) should take the lead in CBT development supported by the NGO’s. Training is needed for the community to understand tourism. The government and NGO’s ends up being negotiators in partnership agreement on behalf of the community and this has bought in conflicts as government was support to be the mediator and facilitator. The community sometime cannot understand why they see so many buses full of tourist staying at lodges but however the income sharing is of minimum value for the community.

Government has recognize tourism as an important sector and plans are in place to allocate more resources to the sector and the directorate of tourism will be restructured and within two years the ministry will be able to provide services to all the regions of the country.

The main challenge that the communities are facing to develop CBT projects are lack of funding as banks needs collateral and where would a poor person from the rural community access collateral to secure bank loans for their tourism businesses. The requirements of the banks are so strict that makes it impossible for local communities to qualify for funding.

The other challenge is the conflict between the NGO's and government with regard to the roles they play in advising the local communities on issues of joint venture agreement with the private sector.

The private sector do not have the community interest at heart and often they enter agreement with individual members of the community and community at large do not benefit. The private sector uses reasons of lack of knowledge of the community they do not understand the tourism industry and therefore they are not reluctant to enter into business agreement with the community.

Workshops are held between the stakeholders to better understand the problems associated with joint venture agreement and benefit sharing and another one will be held in June 2010".

Frans Durant – Head of Marketing , Namibia Country Lodges –Twyfelfontein Country Lodge

"The Twyfelfontein Country Lodge is developed within the Twyfelfontein Uibasen Conservancy area as a joint venture. We run the accommodation side of the lodge working together with the community members employed at the lodge. We do training for them and there are duty manager and manager at the lodge coming from the conservancy. We also got smaller jobs like waiters, bar man, porter, front office staff who are member of conservancy it is therefore a job creation project. In fact the lodge is owned partly by the conservancy because it is located in the conservancy area. Levy per month is paid towards the conservancy. Twyfelfontein Country Lodge promotes the area as such and assist with conservation. In a sense community members at Twyfelfontein are benefiting from tourism but it is up to the community members to partake in tourism. Community members benefit directly from employment opportunities at the lodge. The profit sharing money get paid directly to the conservancy and what the conservancy does with the money has nothing to do with Namibia Country lodges as such because the money is divided up among the members but we would like to see schools, hospital, clinics built in the area and the reason why we pay them a levy is to utilize that money to uplift themselves out of poverty. I personally do not think that the community is utilizing that money in the correct way. Many cases you find that money has been paid over to the conservancy but there is nothing to proof where that money went. So there definitely a miss use of money that is generated out of this joint venture with the Twyfelfontein Uibasen Conservancy. There should be better guidelines within the conservancy.

They choose their own members, they vote each other in and out but in the end do those elected members of the management committee of the conservancy carry the community needs at heart and do they know where this money should be utilized and are they channeling the money to certain projects that is to the benefit of the community like the clinic or a school or maybe other project that could generate more money for the community so they don't really have to only directly involved in tourism but they can offer other services like a dry cleaning service, vegetable garden there are various services.

The money they get from tourism joint ventures should be used to fund other projects that the community comes up with and they develop themselves. We do not see this happening at this stage at Twyfelfontein. The money is utilized for other things then actual projects. There is no real link between the government and the conservancy to structure certain projects so I would say they get NGO in sometimes and consultants on behalf of the government to represent the conservancy and help them get the project on the go. Like WWF assist with certain projects and getting awareness of the fact that there is a huge advantage for tourism to be connected to the conservancy.

It is sometime very difficult to work with conservancy because they cannot make decisions to go into projects with private sector which will benefit the area immediately and if it is managed in a structural way so the government should come in and assist the conservancy with this type of negotiation and in many cases the conservancy get donation, funding from international organisation to start up projects but it just never kicks off. And some projects get started and in the middle they collapse because there is not enough collaboration from both ends between the private sector and the conservancy.

The guidelines that are currently in place between the conservancy and the private sector is that of a contract of how we going to employ community members if the government gets involved more it could effect private sector decision to either carry on or climb out of the joint venture. For example there is a project we are working on trying to open a tourism route through the conservancy and we have to deal with the conservancy members but they just do not come to a point where they decide whether we are going to do it or not. They are always beating around the bush they always want more money more guarantees they do not see the reality of what the project is able to generate in the first year up to fifth year up to the tenth year. They are more concern with what we can earn without doing any work. They feel like "we own the land you private sector can come in but we want more income per month for this projects and but not willing to work for that.

The conservancy has ownership of the land and there is many opportunities that you can be developed to incorporate the community into these projects but the decision makers on the conservancy side delay it and they cannot come to terms or cannot decide if they will go for this project and let see how it works out because the private sector also is not interested in wasting time if there is a product proposal and there is a certain amount of money to be made out of it, it is a long term benefit things don't happen over night you have to run it on a trial basis and see if it works and then determine what the income will be and what the profit share will be for the project so the community gets their share and private investor get their share to continue with the project. Because there is no sense in continuing with the project if you are not profitable. But the community are in many ways hesitant maybe because they do not trust the private sector and do not have the human resources to basically get involved and help build up the project because there is always a share a joint venture an agreement between the conservancy and the private sector and this money will be shared.

We have to learn to understand that Namibia is a young country and there is huge potential for Namibia in the tourism sector and we should understand what the benefits are for each of us sitting in different certain areas and how to exploit it in the right way to make money and generate money for the rural people so the infrastructure can be in place schooling, education, welfare, social benefit like hospital for example and we also need to protect the resources as well because the longer the community members delays things the more the area gets exploited by the wrong people driving all over the place not conserving the area disturbing wildlife and also mostly the community are the ones who are largely negatively effected by tourism. If government can get things better streamlined so that concessions are given out certain people and government ensures that these people have developed something and they have partnership and a viable project to support the project and other branches that will depend on these projects. Therefore basically what is needed is better collaboration and more collaboration and then government side must follow up and see and if those things do really happen and if they are fair and profitable”.

Sofia Snyman – Tourism Manager – First National Bank of Namibia (FNB)

“The tourism department at FNB is not necessary dealing with community based tourism but rather tourism in general. The reason why we have a tourism department in the bank is to assist staff at branches our lending managers that deals with tourism clients so they will draw information information about tourism from my office and it is my responsibility to feed them with what is going on in the industry and help them to understand how the basically tourism businesses operates.

I also work with CBTE and help them with their proposals and sometime people have these ideas of tourism but it is not practical or implement able.

They lack a lot of knowledge they want to go into tourism but they do not know what tourism is all about. So I work with SMME'department of the bank and we go through the loan applications and I advise them on what to ask the clients more specifically information to get and just to understand more the tourism industry because there are many types of tourism businesses.

It is not easy for rural community members to secure loans at the bank because from the bank perspective they want to know if they will get their money back or thou FNB is not lending to security we are lending to the business case but the bank still has to make sure it get it's money back so in a way there is always a security part connected to it. But we will not just led money because the person has enough security but the business case is not good. The bank is in business and needs to know that they will get their money back. If the business case is really good there is provision with Norsad guarantee which is a third party that comes in to sign guarantee on behalf of a client this is in the case when the business case really prevails. But the problem with many CBTE is that they have this idea about tourism that it is bringing in a lot of money I want to go into tourism but they do not have experience and they do not understand the industry and even the proposal they put together are not up to scratch we you ask them about it you pick up that they have no clue about the business they want to venture into they do not do a lot of homework. How can we led someone money if we can see that the person does not even know what he is venturing in. I see that a lot many clients come here a lot and I always send them back to go and do research clients do not want to do research and the bank does not require you to write many pages you need to be clear in your mind and understand this kind of business that you want to enter into. I usually ask them who are your target market and in many cases they cannot answer the simple questions. We understand that the rural communities like in Tywelfontein do not have the resources to get the information from but I receive a lot of applications from them this is mainly individual entrepreneurs and there are usually on one or two that have done their homework and I can recommend but the rest are send back and tell them, listen you don't really know what you want to do so I advise them and give them some tips on issues that they have to go and think about they don't have to write a book they must just think so if later they are in trouble and cannot make repayments they will be prepared better starting up this business.

This is really the main problem that people hear about tourism that it is a money making business but they do not have knowledge of the industry. I ask them to put in more efforts. Clients have to do financial projections and a lot of times clients are struggling with that but you have to do it you yourself, but you cannot just go to someone to write your business plan and this happens a lot and clients have no idea of the product.

FNB works with SME compete to help assist clients that we see are struggling with financial management or knowledge but if we see that people are not putting in effort and are not sure of what they want to do then it is a waste of money to get SME compete to assist who are prepared to be assisted and this SME compete is funded by the FNB trust which is a fund for social responsibility and from this fund SME compete is paid to assist clients.

The Conservancy is a legal entity and if they ask for a loan it will depend on the business case and if they have a lease in place maybe for more than 20 years that can be used as collateral and it not like the bank will look at their application it is just that we have not received an application from a conservancy. But the business has to be prepared well and they have to know what they want to do not a vague idea. It is not the bank responsibility to tell them what they need to do for their tourism businesses, they should tell us and we evaluate that. We ask then whether they have competent management to look after the business, would they hire someone and how much will it cost? Clients have to prove that there is a demand for the product. Our guidelines for issuing loans are not all rigid in stone they depend more on the risks associated. But each and every business case is evaluated on its own merit. We have private sector clients who are in joint venture with conservancies. The other problem that the bank has now is regarding the land use leases that were introduced by government to replace the PTO (permission to occupy) which were usually for 99 years. For example the PTO were more secure than the land use leases which have shorter span of time, if you build a lodge with 50 million investment and you only have 10 years lease you need at least a 20 years lease.

I had a client from the conservancy here who wanted a grant from the bank without any plan to repay back the money and the community are not aware of the difference between the bank and the donor agencies who usually just hand out grants to communities”.

APPENDIX D: STATISTICAL ANALYSIS

Statistical Analysis

Frequencies

[DataSet1] K:\Research\Research PostGraduate\MTech\CPUT\SiscoAuala\NewData.sav

Frequency Table

1.1. Income derived from CBT projects is used to alleviate poverty at Twyfelfontein.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	4.5	4.5	4.5
	Disagree	14	20.9	20.9	25.4
	Undecided	2	3.0	3.0	28.4
	Agree	34	50.7	50.7	79.1
	Strongly Agree	14	20.9	20.9	100.0
	Total	67	100.0	100.0	

1.2. Tourism provides jobs for the local people at Twyfelfontein.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	6.0	6.0	6.0
	Undecided	2	3.0	3.0	9.0
	Agree	35	52.2	52.2	61.2
	Strongly Agree	26	38.8	38.8	100.0
	Total	67	100.0	100.0	

1.3 Local residents enjoy a quality life due to CBT project at Twyfelfontein.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	14.9	14.9	14.9
	Disagree	15	22.4	22.4	37.3
	Undecided	7	10.4	10.4	47.8
	Agree	27	40.3	40.3	88.1
	Strongly Agree	8	11.9	11.9	100.0
	Total	67	100.0	100.0	

1.4 Economic development at Twyfelfontein is sustainable due to CBT projects.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	19.4	19.4	19.4
	Disagree	21	31.3	31.3	50.7
	Undecided	12	17.9	17.9	68.7
	Agree	18	26.9	26.9	95.5
	Strongly Agree	3	4.5	4.5	100.0
	Total	67	100.0	100.0	

1.5 Infrastructure is well developed for the local residents because of CBT projects.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	33	49.3	49.3	49.3
	Disagree	23	34.3	34.3	83.6
	Undecided	7	10.4	10.4	94.0
	Agree	4	6.0	6.0	100.0
	Total	67	100.0	100.0	

1.6 Local residents' basic needs are met through the implementation of CBT projects.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	26	38.8	38.8	38.8
	Disagree	19	28.4	28.4	67.2
	Undecided	7	10.4	10.4	77.6
	Agree	14	20.9	20.9	98.5
	Strongly Agree	1	1.5	1.5	100.0
	Total	67	100.0	100.0	

2.1 Local residents are spearheading the process of CBT planning at Twyfelfontein.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	20.9	20.9	20.9
	Disagree	22	32.8	32.8	53.7
	Undecided	9	13.4	13.4	67.2
	Agree	19	28.4	28.4	95.5
	Strongly Agree	3	4.5	4.5	100.0

2.1 Local residents are spearheading the process of CBT planning at Twyfelfontein.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	20.9	20.9	20.9
	Disagree	22	32.8	32.8	53.7
	Undecided	9	13.4	13.4	67.2
	Agree	19	28.4	28.4	95.5
	Strongly Agree	3	4.5	4.5	100.0
	Total	67	100.0	100.0	

2.2 Local residents have input in CBT policy formulation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	23	34.3	34.3	34.3
	Disagree	18	26.9	26.9	61.2
	Undecided	6	9.0	9.0	70.1
	Agree	20	29.9	29.9	100.0
	Total	67	100.0	100.0	

2.3 Local residents are fully involved in decision-making process at Twyfelfontein

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	21	31.3	31.3	31.3
	Disagree	15	22.4	22.4	53.7
	Undecided	10	14.9	14.9	68.7
	Agree	18	26.9	26.9	95.5
	Strongly Agree	3	4.5	4.5	100.0
	Total	67	100.0	100.0	

2.4 Local residents are over dependent on foreign investors, NGO's and government for CBT planning at Twyfelfontein.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	14.9	14.9	14.9
	Disagree	12	17.9	17.9	32.8
	Undecided	10	14.9	14.9	47.8
	Agree	14	20.9	20.9	68.7
	Strongly Agree	21	31.3	31.3	100.0

2.4 Local residents are over dependent on foreign investors, NGO's and government for CBT planning at Twyfelfontein.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	14.9	14.9	14.9
	Disagree	12	17.9	17.9	32.8
	Undecided	10	14.9	14.9	47.8
	Agree	14	20.9	20.9	68.7
	Strongly Agree	21	31.3	31.3	100.0
	Total	67	100.0	100.0	

2.5 Local residents lack expertise in tourism and therefore cannot participate in CBT development.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	6.0	6.0	6.0
	Disagree	19	28.4	28.4	34.3
	Undecided	3	4.5	4.5	38.8
	Agree	21	31.3	31.3	70.1
	Strongly Agree	20	29.9	29.9	100.0
	Total	67	100.0	100.0	

2.6 Community participatory process followed at Twyfelfontein is not effective

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.0	3.0	3.0
	Disagree	20	29.9	29.9	32.8
	Undecided	8	11.9	11.9	44.8
	Agree	27	40.3	40.3	85.1
	Strongly Agree	10	14.9	14.9	100.0
	Total	67	100.0	100.0	

3.1 CBT projects fail because local residents do not have start-up capital to develop their own tourism businesses.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	6.0	6.0	6.0
	Disagree	5	7.5	7.5	13.4
	Undecided	12	17.9	17.9	31.3
	Agree	17	25.4	25.4	56.7
	Strongly Agree	29	43.3	43.3	100.0
	Total	67	100.0	100.0	

3.2 Successful implementation of CBT projects is depended on the resident perceived benefits from tourism in exchange for expected returns.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	4.5	4.5	4.5
	Disagree	7	10.4	10.4	14.9
	Undecided	13	19.4	19.4	34.3
	Agree	30	44.8	44.8	79.1
	Strongly Agree	14	20.9	20.9	100.0
	Total	67	100.0	100.0	

3.3 Lack of effective laws to support the implementation of CBT projects has lead to failure of some of the endeavours.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.0	3.0	3.0
	Disagree	10	14.9	14.9	17.9
	Undecided	8	11.9	11.9	29.9
	Agree	20	29.9	29.9	59.7
	Strongly Agree	27	40.3	40.3	100.0
	Total	67	100.0	100.0	

3.4 Lack of transparency and accountability has contributed to some of the challenges being faced in the implementation of CBT projects at Twyfelfontein.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.0	3.0	3.0
	Disagree	8	11.9	11.9	14.9
	Undecided	10	14.9	14.9	29.9
	Agree	23	34.3	34.3	64.2
	Strongly Agree	24	35.8	35.8	100.0
	Total	67	100.0	100.0	

4.1 Government lack capacity in to monitor the successful implementing CBT policies.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	3.0	3.0	3.0
	Disagree	8	11.9	11.9	14.9
	Undecided	9	13.4	13.4	28.4
	Agree	24	35.8	35.8	64.2
	Strongly Agree	24	35.8	35.8	100.0
	Total	67	100.0	100.0	

4.2 A management committee consisting of government, financiers, local community and developers should be formulated to consolidate the management of CBT projects at Twyfelfontein.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.5	1.5	1.5
	Disagree	7	10.4	10.4	11.9
	Undecided	4	6.0	6.0	17.9
	Agree	27	40.3	40.3	58.2
	Strongly Agree	28	41.8	41.8	100.0
	Total	67	100.0	100.0	

4.3 Local residents are offered training in the field of tourism and business management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	26	38.8	38.8	38.8
	Disagree	17	25.4	25.4	64.2
	Undecided	6	9.0	9.0	73.1
	Agree	16	23.9	23.9	97.0
	Strongly Agree	2	3.0	3.0	100.0
	Total	67	100.0	100.0	

4.4 Level of development influences residents support for CBT development.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	6.0	6.0	6.0
	Disagree	24	35.8	35.8	41.8
	Undecided	5	7.5	7.5	49.3
	Agree	19	28.4	28.4	77.6
	Strongly Agree	15	22.4	22.4	100.0
	Total	67	100.0	100.0	

4.5 Local residents are being exploited in partnership agreements with investors.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	9.0	9.0	9.0
	Disagree	17	25.4	25.4	34.3
	Undecided	8	11.9	11.9	46.3
	Agree	19	28.4	28.4	74.6
	Strongly Agree	17	25.4	25.4	100.0
	Total	67	100.0	100.0	

4.6 There is conflict among community members due to income benefit sharing process followed.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.5	1.5	1.5
	Disagree	9	13.4	13.4	14.9
	Undecided	7	10.4	10.4	25.4
	Agree	14	20.9	20.9	46.3
	Strongly Agree	36	53.7	53.7	100.0
	Total	67	100.0	100.0	

4.7 CBT projects are initiated by outsiders hence there is less development.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	6.0	6.0	6.0
	Disagree	13	19.4	19.4	25.4
	Undecided	10	14.9	14.9	40.3
	Agree	20	29.9	29.9	70.1
	Strongly Agree	20	29.9	29.9	100.0
	Total	67	100.0	100.0	

4.8 Local residents should be the driving force of CBT development so that they can take ownership of resources.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	6.0	6.0	6.0
	Disagree	8	11.9	11.9	17.9
	Undecided	4	6.0	6.0	23.9
	Agree	14	20.9	20.9	44.8
	Strongly Agree	37	55.2	55.2	100.0
	Total	67	100.0	100.0	

4.9 Local residents' perceptions are influenced by the level of dependency on tourism.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.5	1.5	1.5
	Disagree	17	25.4	25.4	26.9
	Undecided	9	13.4	13.4	40.3
	Agree	21	31.3	31.3	71.6
	Strongly Agree	19	28.4	28.4	100.0
	Total	67	100.0	100.0	

4.10 CBT projects are monitored and evaluated according to their effectiveness in meeting the needs of the local residents.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	21	31.3	31.3	31.3
	Disagree	20	29.9	29.9	61.2
	Undecided	10	14.9	14.9	76.1
	Agree	11	16.4	16.4	92.5
	Strongly Agree	5	7.5	7.5	100.0
	Total	67	100.0	100.0	

4.11 CBT policies are reviewed to reflect the changing environment in which CBT development is taking place.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	22	32.8	32.8	32.8
	Disagree	20	29.9	29.9	62.7
	Undecided	15	22.4	22.4	85.1
	Agree	6	9.0	9.0	94.0
	Strongly Agree	4	6.0	6.0	100.0
	Total	67	100.0	100.0	

Age Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 25	11	16.4	16.4	16.4
	26 - 35	20	29.9	29.9	46.3
	36 - 45	21	31.3	31.3	77.6
	46 - 55	9	13.4	13.4	91.0
	56 - 65	2	3.0	3.0	94.0
	66 - 75	1	1.5	1.5	95.5
	76 +	3	4.5	4.5	100.0
	Total	67	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	37	55.2	55.2	55.2
	Male	30	44.8	44.8	100.0
	Total	67	100.0	100.0	

Residence in Years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	21	31.3	31.3	31.3
	Less than 10 years	9	13.4	13.4	44.8
	Less than 15 years	11	16.4	16.4	61.2
	Less than 20 years	5	7.5	7.5	68.7
	Since I was born	8	11.9	11.9	80.6
	Non-resident	13	19.4	19.4	100.0
	Total	67	100.0	100.0	

Occupation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tourism related	41	61.2	61.2	61.2
	Crafts	5	7.5	7.5	68.7
	Farmer	4	6.0	6.0	74.6
	Student	4	6.0	6.0	80.6
	Unemployed	7	10.4	10.4	91.0
	Other	6	9.0	9.0	100.0
	Total	67	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary School	14	20.9	20.9	20.9
	Secondary School	35	52.2	52.2	73.1
	College	5	7.5	7.5	80.6
	University	9	13.4	13.4	94.0
	No Formal Education	4	6.0	6.0	100.0
	Total	67	100.0	100.0	

Organisation Type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Local Community	58	86.6	86.6	86.6
	The Government	3	4.5	4.5	91.0
	Private Enterprise	2	3.0	3.0	94.0
	Non-Governmental Organisation	2	3.0	3.0	97.0
	Financiers	1	1.5	1.5	98.5
	Management Committees	1	1.5	1.5	100.0
	Total	67	100.0	100.0	

APPENDIX E: LETTER OF CONSENT TO UNDERTAKE EMPIRICAL SURVEY

UIBASEN TWYFELFONTEIN CONSERVANCY

P.O.Box 398

Khorixas

Namibia

Email: uibasentwyfelfontein@gmail.com

Tell/Fax 067 687047/48

March 8, 2010

Sisco Auala
Cape Peninsula
University Of Technology

Re: Permission Granted

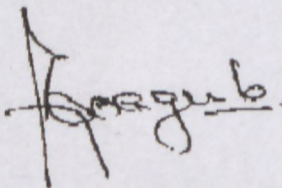
Dear Sisco Auala

We herewith would like to inform you that we are great full for the interest that you have seen in our conservancy and thus we would be horned to have you around for the said period. Therefore we would like to grant you the permission, for you to start with the study that you intend to under take. This study would be an advantage for the conservancy and community.

Can you just inform us on the exact date you would be here so we can also arrange our schedule?

Looking forward to working with you.

Yours truly,



Mr. E A Xoagub
Chairman
UTC

CAPE PENINSULA
UNIVERSITY OF TECHNOLOGY

