



**ADAPTATION STRATEGIES FOR THE FRANSCHHOEK ROND & BONT  
COMMUNITY-BASED TOURISM ROUTE IN THE CONTEXT OF THE COVID-19  
PANDEMIC**

**by**

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**Dissertation submitted in fulfilment of the requirements for the degree**

**Master of Technology: Tourism and Hospitality Management**

**in the Faculty of Business and Management Sciences**

**at the Cape Peninsula University of Technology**

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**District Six, Campus**

**October 2022**

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## **ABSTRACT**

Set within the trajectory of the impacts and implications of the COVID-19 pandemic in the tourism industry and with a dearth of literature on the effects of the pandemic on the community-based tourism sector, this study investigates adaptation strategies for the Franschhoek Rond & Bont Community-Based Tourism route. Adopting a qualitative research approach, face-to-face interviews were conducted with 13 stakeholders of the Rond & Bont Community-Based Tourism route in the Franschhoek valley. The study followed a non-probability sampling process, and the snow-ball sampling technique was employed in the collection of data. The data gathered was transcribed and analysed using Creswell's six-step data analysis. The empirical findings highlighted that the Rond & Bont Community-Based Tourism route enjoys a range of businesses and cultural resources potential for successful Community-Based Tourism. Moreover, the findings highlight the severity of the impacts experienced by businesses on the Rond & Bont Community-Based Tourism route consequent to pandemic-induced restrictions. Another key aspect prevalent from the findings is the prodigious vaccine hesitancy amongst some stakeholders in the Rond & Bont Community-Based Tourism route. Insights from the study should prove critical for recovery efforts by stakeholders on the route. Additionally, the study noted pre-pandemic underlying challenges that exacerbated the impacts of the pandemic which could potentially hinder recovery strategies proposed for the route. The study provides fresh insights into proposed innovative planning and strategy implications for all stakeholders involved. Moreover, the study recommends that innovative planning, extensive stakeholder consultation, socio-psychological strategies and a revised marketing mix forms crucial strategic adaptation efforts for the Franschhoek Rond and Bont Community-Based Tourism Route.

## ACKNOWLEDGEMENTS

I wish to thank:

- My supervisor, Ms Mandisa Silo, for the guidance, motivation and support.
- My co-supervisor, Dr Hilary Kennedy Nji Bama, for the endless support, assistance and inspiration.
- My mother and siblings for the love and support.
- The Franschhoek Tourism office for their support of this study
- Members of the Rond & Bont CBT route for their willingness to participate in this study
- My life partner, Ms Ilita Solontsi for the care, love and motivation.
- Apostle Mphahlwa, for the kind support and motivation
- Dr Andries De Beer for the unwavering support and mentorship
- My colleagues at the CPUT Tourism and Events Department, for the encouragement, assistance and care.
- David and Kathleen Riordan, for the 15 and more years of nurture, support and love.
- My thesis editor, Cheryl Thomson, for her professionalism and hard work in the language and technical edit of this dissertation.
- The Kusasa Project.org, for planting the seed that culminated to what I am today.

## DEDICATION

To my late father, Mr Balile Ndita. Phumla Bhukashe omhle.

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## ACRONYMS AND ABBREVIATIONS

AU	African Union
B-BBEE	Broad-Based Black Economic Empowerment
CATHSSETA	Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority
CBT	Community-Based Tourism
CCSA	Commission for the Coordination of Statistical Activity
CIPC	Companies and Intellectual Property Commission
CPUT	Cape Peninsula University of Technology
DIRCO	Department of International Relations and Cooperation
FBMS	Faculty of Business and Management Sciences
FREC	Faculty of Research Ethics Committee
IAS	Immigration Advice Services
LED	Local Economic Development
NDH	National Department of Health
NDT	National Department of Tourism
NPO	Non-Profit Organisation
NTSS	National Tourism Sector Strategy
NYDA	National Youth Development Agency
PPT	Pro-poor Tourism
R & B	Rond & Bont
SARS	South African Revenue Services
SEDA	Small Enterprise Development Agency

SMME	Small, Medium, Micro Enterprises
SMTE	Small, Medium Tourism Enterprises
StatsSA	Statistics South Africa
TSRP	Tourism Sector Recovery Plan
UIF	Unemployment Insurance Funds
UNSTATS	United Nations Statistics
UNWTO	United Nations World Tourism Organisation
WHO	World Health Organisation
WTTC	World Travel and Tourism Council

## GLOSSARY

### **Epistemology**

Epistemology is the philosophical study of the nature, origin, and limits of human knowledge.

### **Ontology**

Ontology is the researchers view of the nature of reality or being.

# CHAPTER 1

## INTRODUCTION AND BACKGROUND TO THE STUDY

### 1.1 INTRODUCTION

Strydom et al. (2019:7) assert that “community-based tourism has been promoted as a way of development whereby the socio-cultural, environmental and economic needs of local communities are met through tourism product offering”. In other words, the main pillars of community-based tourism (CBT) are redress, sustainable development and economic generation for the host community. Ndlovu et al. (2018:8) state that the definition of CBT remains highly contested and the lack of consensus amongst writers stems from the following; whether the community owns and/or manages the venture or is simply facilitating, whether the focus is on the provision of jobs for the local people or issues of community involvement in decision-making and sustainability of those projects. This assertion, however, does not mean that there is disunity amongst researchers concerning the definition of CBT, it simply explores the complexities of this topic. There is consensus amongst researchers on the notion that CBT ought to have a degree of involvement of the local community, it must be considerate to the environment and must generate economic means largely to benefit the host community (Ndlovu et al., 2018; Goodwin & Santilli, 2009:04; López-Guzmán et al., 2011).

Governments, particularly from developing countries, continue to recognise CBT as means of redressing poverty and empowering local community development (Runyowa, 2017:12). In the 1996 White Paper for Tourism Development and Promotion, the South African government highlighted the importance of CBT, furthermore, emphasising the notion that such developments must be government-led, private sector-driven and community-based (South Africa, 2022e). In other words, the success and feasibility of such projects relied greatly on the cooperation of different levels of power and governance which is the local people, the government and the private sector.

The unprecedented rapid spread of the COVID-19 virus has put a halt to global tourism, and further threatened the sustainability of CBT (Rogerson et al., 2020; Noorashid & Chin, 2021). The virus' high transmissibility has forced the government to enforce a range of mobility curtailments, causing a plummet in global tourism, which ultimately threaten the sustainability of CBT projects (Rogerson & Baum, 2020; United Nations World Tourism Organization (UNWTO, 2021). Owing to the enforced movement and gatherings restrictions, many businesses, particularly CBTs have faced a plummet in sales and a bleak future due to the intensifying effects of the spread of the COVID-19 virus (UNWTO,

2021; Korinth & Ranasinghe, 2020: 987). Such an unprecedented. global health crisis that continues to threaten the sustainability of tourism businesses has inspired this study, which seeks to develop adaptation strategies for the Franschoek Rond & Bont (R & B) CBT route in the COVID-19 context. The next section elucidates upon the statement of the research problem.

## **1.2 PROBLEM STATEMENT**

The overwhelming dominance of mass tourism and its effects thereof has prompted many countries to explore alternative means of tourism (Higgins-Desbiolles et al, 2019). CBT formally took effect roughly in the 1990s as one of the alternative means of tourism that would help ease the negative impacts of mass tourism (Strydom et al., 2019:1). CBT has grown significantly over the years, to the extent that the South African government continues to recognise and promote it as a type of tourism that speaks directly to redress, poverty reduction and general community development (South Africa, 2021b). Despondently, the advent and rapid spread of the COVID-19 pandemic since early March 2020 has seen a tremendous decline in CBT businesses across the globe (Natilli et al., 2022). Many small CBT businesses faced closure due to lack of business subsequent to the COVID-19 lock down and preventions measures such as capacity controls and social distancing that do not work in favour of tourism businesses relying on mass tourism consumption and physical human interaction (Wehbi, 2020). The United Nations World Tourism Organisation (UNWTO) recorded a plummet of 74% in international tourist arrivals from 1,5 billion in 2019 to 381 million in 2020 since the spread of COVID-19 (UNWTO, 2021). The Asian continent has been the hardest affected by the drastic decline in international tourists, followed by the Middle East and Africa (UNWTO, 2021). The continued decline in international travel subsequently causes a disastrous ripple effect that sees global air travel and global tourism consumption decline, which further leads to a decline in revenues for businesses in affected areas. The UNWTO has seen a 4% increase in tourism activities in 2021 (415 million travellers compared to 400 million in 2020) due to the vaccine roll-out programmes globally, albeit the continued discovery of new COVID-19 variants has forced some governments to embark on strict lock downs in attempts to prevent the spread of the virus (UNWTO, 2021).

Governments' COVID-19 prevention measures such as lockdowns have seen many tourism businesses enduring a difficult period since travel is either prohibited or restricted, leading to a massive decline in tourism goods consumption. Such global tourism trends, as a result of COVID-19, have enabled this study, which seeks to develop a sustainability strategy for CBT in the context of COVID-19 using the case study of the stakeholders of

the Franschhoek R & B route. There is currently no existing literature on the impacts of the COVID-19 pandemic on the R & B CBT route. Moreover, there is no study ever conducted on the R & B CBT route.

Studies on the resilience of CBT's in the context of COVID-19 is still quite recent (dates back to 2020) and are still developing (Noorashid & Chin, 2021). Such developments have conveyed an opportunity for this study to be conducted, particularly focusing on the R&B route in Franschhoek. Furthermore, the continued existence of the COVID-19 pandemic, and the documented decline in tourism business activity, stimulated the opportunity to study and propose adaptation strategies for tourism businesses to continue operating sustainably in the context of COVID-19. The findings of this study will be crucial in assisting the R & B CBT with strategic adaptation in the context of COVID-19. Furthermore, the findings of this study will contribute to the growing body of knowledge on COVID-19 in South Africa and globally.

### **1.3 RATIONALE AND SIGNIFICANCE OF THE STUDY**

CBT has been one of the fastest-growing niches of tourism and posed a great potential for the local tourism economy development (Dolezal & Novelli, 2020; Giampiccoli & Saayman, 2017:2; Mtapuri et al., 2015; van der Merwe, 2016:118). However, the recent global health crisis of the coronavirus has not only burdened the healthcare systems of nations across the world but has hampered global tourism demand and supply to its lowest mark (Bhuiyan et al., 2020). Due to its highly transmissible character, the virus has driven vast policy and strategy changes that have seen governments, businesses and communities across the world implementing preventive measures such as lockdowns, social distancing, the mandatory wearing of face masks, as well as frequent sanitising of hands (UNWTO, 2021).

The developments around the COVID-19 virus, as well as prevention measures thereof, have not been favourable to tourism businesses, particularly CBT business, due to the limited carrying capacities for venues, limited or restricted movements by national lockdown regulations, the discovery of new COVID-19 variants as well as limited or prohibited face to face trade (Noorashid & Chin, 2021:1). Jouault et al. (2021:03) argue that the pandemic has exposed the fragility of the tourism sector, for, in just six months, the pandemic “instantly defeated the tourism sector worldwide, threatening thousands of businesses as well as direct and indirect tourism labour”. Currently, the virus has not shown any signs of slowing down, instead, it transforms itself from one variant to another from time to time, casting doubts on global tourism operations going back to normality



soon (Shaw, 2021). There are currently no predictions or projections on when the sector will go back to “normal operations”, therefore necessitating a change in strategy for tourism businesses to sustain themselves during the pandemic until such a time that the pandemic is over. The protection and sustainability of CBT businesses in South Africa are crucial, particularly because the South African government has earmarked these initiatives in its tourism sector strategic document, as those that empower previously disadvantaged communities and may assist with redress in poor communities while promoting the protection of natural as well as heritage resources (South Africa, 2021b).

The effects of the COVID-19 virus to the resilience and sustainability of CBT is what prompted this study which investigates the conditions of the Franschhoek community-based R & B route stakeholders under COVID-19, in efforts to develop a sustainable strategy for these businesses during the pandemic. Moreover, the Franschhoek Ront and Bont route has so far not drawn any research attention or efforts, and therefore no previous studies exist about the route before and during the COVID-19 pandemic. CBT's forms a crucial part of the South African tourism development agenda, and the unprecedented COVID-19 pandemic threatened the success and sustainability of CBT. The findings of this study will assist scholars with a profound understanding of some of the underlying challenges faced by CBT businesses during this pandemic while providing a possible path of sustainability of these businesses through conducive strategy formulation. Furthermore, these findings will advise and assist struggling CBT businesses to understand their strengths and weaknesses as a result of COVID-19, while proposing a sustainability strategy for participating businesses to survive past the COVID-19 waves. The study may also be beneficial to other African developing countries facing similar CBT challenges as a result of COVID-19. The next section discusses the aims and objectives of the study.

#### **1.4 AIM AND OBJECTIVES OF THE STUDY**

The aim of this study is to develop a sustainability strategy for CBT in the context of the COVID-19 pandemic, bearing in mind the views of the businesses in the Franschhoek R & B route. The study seeks to achieve the following objectives:

- To profile the businesses participating in the R & B route.
- To determine the characteristics of the tourists visiting the R & B route.
- To Establish the magnitude of the COVID-19 pandemic impact to the businesses in the R & B route.
- To determine the COVID-19 prevention measures currently in place at the businesses on the R & B route.

To guide the achievement of the objectives of the study, the following research questions were adapted from the objectives

## **1.5 RESEARCH QUESTIONS**

This study will address the following research questions:

- What are the profiles of the businesses participating in the R & B route?
- What are the characteristics of the tourists visiting the R & B route?
- To what extent has the COVID-19 pandemic affected businesses on the R & B route?
- What are the COVID-19 prevention measures currently in place at businesses on the R & B route?

## **1.6 LITERATURE REVIEW**

The South African government continues to bolster efforts, in terms of policy, through initiatives like the NTSS, to address issues of tourism development. Most importantly, the government's efforts largely aim at improving inclusive tourism, where the legacies of apartheid are systematically addressed and the historically excluded black population can be actively involved in the mainstream economy (Rogerson & Rogerson, 2020a). The numerous policy frameworks that the democratic South African government has enacted since its inception in 1994 include the 1996 White Paper on the promotion and development of tourism in South Africa, The framework for local government tourism capacity development and promotion support, and the National Tourism Sector Strategy (NTSS) (Lebambo & Shambare, 2020:1). One of the most outstanding efforts of the NTSS is that it provides a diagnosis of some of the challenges facing tourism growth and development in South Africa, especially from a local level. Some of these outstanding diagnostics include weak systems for tourism skills development, lack of incentives for tourism product diversification, new investments and enterprise development (South Africa, 2021b). Essentially, the South African government recognizes that for growth stimulation and developmental success in tourism, the local population ought to be equipped with the necessary industry and managerial skills. In addition, there must be programmes in place to incentivize creativity that will lead to product diversification and investment in tourism.

CBT continues to be the preferred type of tourism in developing countries around the world, because of its ability to create jobs, and improve the quality of life through improvement and infrastructure (de Kadt, 1979; Gutierrez, 2019:29). Unfortunately, all the

efforts previously employed to better this type of tourism have now reached a standstill due to the raging COVID-19 virus that has impacted the movement of people, gatherings, as well as mass consumption of tourism produce (Bhuiyan et al., 2020:2). The highly transmissible character of the virus from human-to-human, necessitated governments to propose strict curb of human contact and movement and such regulations directly affected tourism as international travel plummeted 60% (2.7 billion) in 2020, compared to 4.8 billion in 2019 (UNWTO, 2021). Astoundingly, the imposed travel restriction and lockdowns did not prove efficient in curbing the virus, since COVID infections continued to rise exponentially to the extent that by March 2021, the world has seen over 123 million recorded COVID-19 cases and 2.7 million deaths as a result of the virus (UNWTO, 2021).

Although the COVID-19 virus is technically a global health crisis, its damaging links to tourism generally have taken centre stage across media and research houses globally (Chen et al., 2021:01). One of the main concerns is how the pandemic has been able to drastically reverse decades of work in improving CBT, while continuing to widen the gap of inequality and joblessness, particularly in the African continent (Noorashid & Chin, 2021; UNWTO, 2021). The South African government is one of those hardest hit by the sudden change in global tourism trends, particularly because the existing NTSS recognised CBT as a strategic means of redress and local community empowerment and such projects thrive under physical contact trade (South Africa, 2021b). This means that for CBT to thrive, tourists must be attracted and encouraged to visit these local destinations to consume the offering. It can then be deducted, evidently, that local authorities were caught unaware by the virus, hence the disastrous repercussions that have now rendered many CBT businesses facing closure.

Rogerson and Rogerson (2020b:1083) report that the COVID-19 virus has “triggered a burst of international scholarship concerning the reshaping of tourism”. Several scholars (Brouder et al., 2020; Koh, 2020; Sharma et al., 2021) have started exploring strategies for tourism reshaping and revival post-COVID-19 and although such information is necessary for assisting government, businesses and other affected stakeholders with future strategic plans; it may appear optimistic, given the current juncture. These writers may appear optimistic in the sense that they dwell much on “post-COVID-19”, alluding to a stage where the virus no longer exists. The current developments suggest otherwise since the virus has continued to mutate from one variant to the other. This, therefore, suggests that there will be more literature and strategic plans that will look into the sustenance of tourism during the pandemic. Scholars like Noorashid and Chin (2021), have started exploring ways of coping with the virus, using a CBT case study of Brunei

Darussalam. It is important for both literature angles (Post-COVID and during COVID), to coexist in ensuring that while plans about post-COVID-19 tourism are being developed, there are existing strategies relevant to the current dilemma that will ensure the continuous operation of tourism business until such time that the virus is over.

## **1.7 DEFINITIONS OF KEY TERMS AND CONCEPTS**

This section defines key terms and concepts that arise frequently in this study.

### **1.7.1. Community-based tourism (CBT)**

CBT is “Tourism activity, community-owned, operated and managed or coordinated at a community level, that contributes to the well-being of communities through supporting sustainable livelihoods and protecting valued socio-cultural traditions and natural, and cultural heritage resources (ASEAN Secretariate, 2016, as cited by Nomnian et al., 2020:58).

### **1.7.2. Sustainable tourism development**

Sustainable tourism development involves the recognition that in the tourism community we have the finite planet earth that must be conserved, protected and nurtured to ensure that future tourism growth is of high sustained quality for future generations to enjoy (Edgell, 2019).

### **1.7.3. Cultural tourism**

Cultural tourism involves traveling to understand and become familiar with the way of life and history of a specific location, accompanied arrange of cultural factors which can be presented in the context of tourism and these factors may include food, entertainment, architecture, arts and many other elements representing characteristics of a way of life in a particular destination (McIntosh et al.,1991, as cited by Mousavi et al., 2016:70).

### **1.7.4. Stakeholders**

Any individual or organization that has a direct or indirect interest or stake in the activities of a particular organization (Fassin, 2009).

### **1.7.5. Small business**

Small businesses are those that are managed by owners and not through a formalised management system, they are independent (not forming part of a large enterprise chain), and they have an annual turnover of less than R2 million (approximately \$111,000) while employing less than 50 people (Abor & Quartey, 2010:221-222).

### **1.7.6. Perceptions**

Perception is the process by which organisms interpret and organize sensations to produce a meaningful experience of the world (Lindsay & Norman, 1977, as cited by Pickens, 2005:52).

#### **1.7.7. Ront & Bont route**

A Franschhoek community-based cultural tourism route that derives its name from the Afrikaans language *Ront en Bont* (Round and About).

#### **1.7.8. Community participation**

A process of sharing decision-making by involving all stakeholders (Haywood, 1988).

#### **1.7.9. Strategy**

Strategy involves a systematic and well-articulated plan to move from where you are to where you want to be (McKeown, 2019).

### **1.8 RESEARCH PARADIGM AND METHODOLOGY**

This section of the study explores the research paradigm as well as the methodologies employed in the undertaking of the study. The first theme discussed below is the research paradigm.

#### **1.8.1 Research paradigm**

This study follows a constructivist ontology approach, where semi-structured interviews are conducted as means of data collection. The constructivist ontology approach takes into consideration the issue of multiple realities, meaning that, though people may be in the same situation, their experiences of that situation may significantly differ (Krauss, 2005:759). It is therefore crucial to consider and accommodate these differences to derive holistic findings (Krauss, 2005:759). The use of semi-structured interviews allows for better documentation of these “varied experiences” since semi-structured interviews involve open-ended questions that allow the respondents to elaborate on the question being probed to get to the deeper root cause (Peters et al., 2020). A deeper understanding of the root cause in this study will enable the researcher to arrive at holistic findings as well as recommendations thereafter.

#### **1.8.2 Research methods**

Greener (2008:38) hypothesises that a research design is a grand plan of approach to a research topic. Both primary and secondary data are collected in this study. The primary

data collection of this study will be in the form of a qualitative study. Semi-structured, open-ended interview questions will be employed to ensure that the study can explore the deeper concerns from stakeholder to stakeholder. The use of semi-structured, open and close-ended interview questions is an attempt by the researcher to accommodate the “varied experiences” of the stakeholders, while also ensuring the validity and reliability of the study and that the findings of the study would generally apply to all respondents (Peters et al., 2020). The stakeholders in this study are the small CBT businesses of the R & B route. Secondary data in the form of a literature review involving a critical review of existing literature on sustainable tourism development, tourism route development, CBT and heritage tourism, stakeholder theory, pro-poor tourism (PPT) post-COVID-19, and UNWTO’s view on tourism. This data is collected from various credible sources including academic journals, theses, dissertations, newspapers, online sources, books, and government publications.

### **1.8.3 Research design**

This study seeks to develop adaptation strategies for the community-based R & B route, in the context of COVID-19. The study will follow a case study of the R & B route in Franschhoek Western Cape. Case study research allows the exploration of complex issues and becomes more prominent, especially in research focusing on community-based problems (Harrison et al., 2017). Case study designs are suitable for a small geographical area or a small number of subjects of interest to be examined in detail (Harrison et al., 2017). Given the fact that Franschhoek and its surrounding towns remain a small geographic domain and that the route has 15 participants, a case study design was chosen for this study. These participants are the small CBT businesses that have been in existence on the R & B route for more than one year and include eateries, tourist guides, botanical gardens, ceramic potters, handmade leather goods sellers, and Franschhoek heritage sites.

### **1.8.4 Delineation of the study**

This research will be conducted in the Franschhoek Winelands area of the Western Cape. The Franschhoek area, according to the demarcations of the route, includes the surrounding small townships and valleys of Groendal, Mooi Water, Dwarsrivier, Wemmershoek, Ematyotyombeni and Bosbou areas (Franschhoek Valley, 2019).

### **1.8.5 Research population**

The target population refers to the units in the general population that a researcher wishes to target (Jansen, 2010:20). The overall focus of this study is on the key stakeholders in

the R & B route, Franschhoek. Phillips et al. (2003:479) caution that the term stakeholder means different things to many people, hence further simplification of the term is required in this context. Within the perimeters of this study, stakeholders shall be any individual or group of people/entities impacted by the company/route or able to impact the achievement of the company/route's objectives (Freeman, 1984).

These stakeholders are the Franschhoek valley tourism and the local small tourism businesses, which according to the Franschhoek Valley (2020), includes eateries, tourist guides, craft centres, music choirs, botanists and transport providers. Given the size of the research population, the researcher will survey the entire population.

#### **1.8.6 Sampling methods**

Oppong (2013:203), describes sampling as “the process of selecting subjects to take part in a research investigation on the ground that they provide information considered relevant to the research problem”. The researcher will employ a cluster probability sampling method, which according to Bhardwaj (2019), is a sampling method that ensures that each individual in the population has an equal chance of being selected. This method is also deployed as means to control or measure any type of biases against the participants (Bhardwaj, 2019).

Due to the widespread geographic locations of the population, the researcher will divide the target population into clusters, namely Groendal (which represents Mooiwater and Ematyotombeni), Bosbou, Dwaarsriver valley and Wemmershoek. Cluster sampling is, according to Acharya et al. (2013), a very useful sampling tool in cases where the targeted population is scattered from each other. Clustering further ensures that no stakeholders are left out of the survey due to their geographical location. This will allow the researcher to arrange interviews in one geographical area at a time.

The qualitative aspect of this study will follow a purposeful sampling method, where local tourism businesses that have been part of the route for more than one year are interviewed. Purposeful sampling is where the researcher selects subjects that are knowledgeable or rather experienced in the subject issue being addressed in the research (Oppong, 2013:203). Local participating businesses who have been part of the route for more than one year, are best suited to be interviewed as they have greater experience and knowledge of the R & B route. This survey will employ a snowballing sampling technique to identify the respondents. In other words, the researcher will rely on each of the interviewed participants to recommend another establishment that meets the outlined criteria to be interviewed for the study.

### **1.8.7 Data collection instruments and fieldwork**

Semi-structured, qualitative interviews will be conducted telephonically to comply with the COVID-19 lockdown regulations. If the alert levels are reduced to Level 1, then face-to-face interviews will be considered. The interviews will be recorded through a recording device and subsequently transcribed into MS Word documents for coding and analysis.

### **1.8.8 Data coding and analysis**

This study will follow a thematic data analysis method which is a type of qualitative analysis that is used to analyse qualitative data and present themes or patterns that relate to the data (Alhojailan, 2012:40). Thematic analysis allows the researcher to determine exactly the relationships between the concepts and further compare them with the collected data (Alhojailan, 2012:40). Given the size of the population in this study, the themes will be manually extracted from the transcribed research data.

## **1.9 ETHICAL CONSIDERATIONS**

Ethical considerations for this study were taken into account and written consent was required for participation in the study. The respondents' participation in the study was purely voluntary and all information will be kept confidential. The respondents will be made aware both verbally and in a written submission that they can retract their consent at any time if they do not wish to continue with the survey. The researcher requested permission from the Franschhoek Tourism office, the destination management company in charge of the R & B route, to conduct the survey (see Appendix B), which permission was granted (see Appendix C). Ethical clearance to proceed with this study was granted by CPU's Faculty of Business and Management Sciences Ethics committee (see Appendix A). All COVID-19 protocols were observed and the researcher opted to conduct the survey telephonically to ensure the safety of the respondents, except if the COVID-19 alert levels are adjusted to level 1, then the researcher will consider face-to-face interviews. The next sections provide an outline of the study,

## **1.10 OUTLINE OF THE STUDY**

The study is structured as follows:

### **Chapter 1: Introduction to the research study**

This chapter provides an introduction to the research and the background to the study into the perceptions of stakeholders in a CBT route. The chapter covers the aims, objectives



and the research questions to be investigated. The research methodology applied in the study is outlined, as well as the ethical research principles considered in the study.

### **Chapter 2: Literature review**

This chapter explores relevant extant literature pertaining to the study, to further evaluate what has already been discovered by previous researchers with regards to stakeholder perceptions of CBT projects.

### **Chapter 3: Research methodology**

This chapter presents the various methodological processes followed by the researcher in the collection, capture and analysis of primary and secondary data.

### **Chapter 4: Findings and discussions**

The findings of the study are presented in tables and graphs, followed by detailed discussions on the research findings.

### **Chapter 5: Recommendations and conclusions**

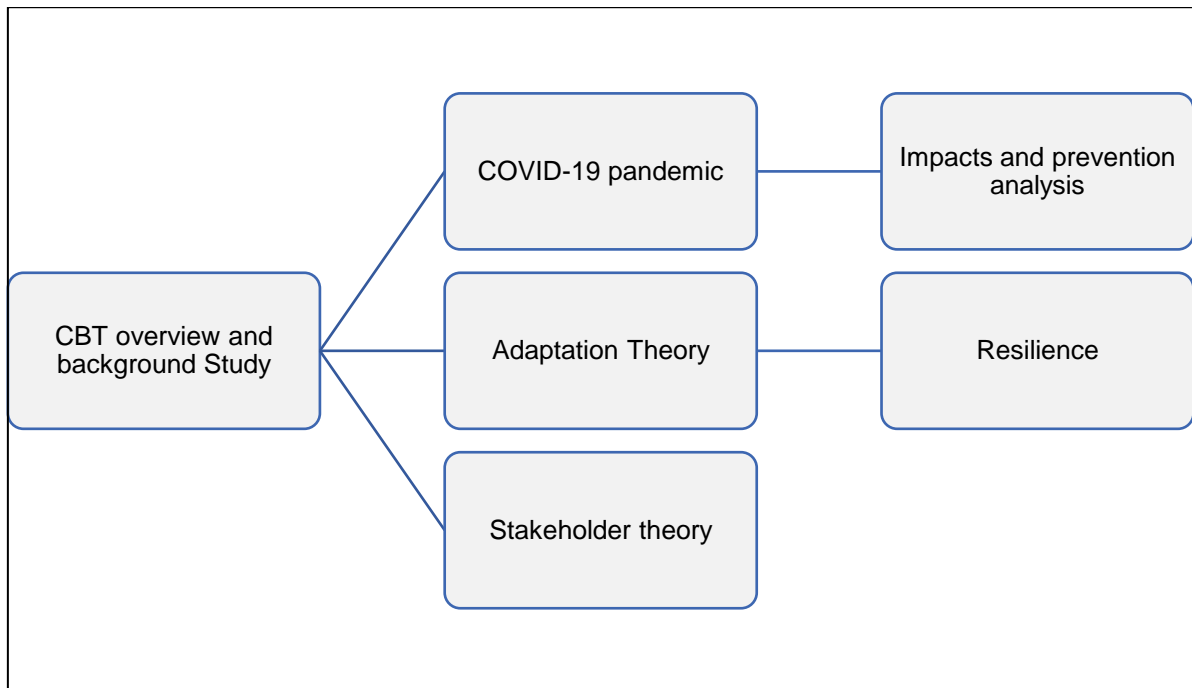
This chapter concludes the study and makes recommendations arising from the findings of the study.

## CHAPTER 2

### OVERVIEW OF COMMUNITY-BASED TOURISM AND ITS RESILIENCE TO THE COVID-19 PANDEMIC

#### 2.1 INTRODUCTION

The previous chapter detailed the background of the study, followed by the study objectives and proposed methodologies. This chapter reviews literature aligned with the study's aims and objectives. The researcher explores secondary data in form of research journals, newspaper publications and academic publications. The blueprint of this section is formulated around four main theoretical themes—the overview of CBT, the COVID-19 pandemic, adaptation theory, and stakeholder analysis. The chapter also provides an overview of Franschoek Valley Tourism and the R & B CBT route being examined in the study. Figure 2.1 below provides the thematic framework of the literature review.



**Figure 2.1: Thematic framework of the chapter two.**

In line with the framework outlined above, the next section provided an overview of community-based tourism (CBT).

#### 2.2 OVERVIEW OF COMMUNITY-BASED TOURISM

Goodwin and Santilli (2009:04) define CBT as a type of tourism that is owned and/or managed by communities and intended to deliver wider community benefits, benefiting a wider group than those employed in the initiative". The term CBT is flexible and numerous definitions exist in the broader literature. The South African Department of Tourism defines CBT as "Any tourism business or activity that is located within a community, it may either

be privately owned or managed or operated with the involvement of the local community members. It should be able to create community linkages and adhere to responsible tourism practices that take environmental, social and cultural sustainability into account” (South Africa, 2016). CBT remains a crucial element of the South African Governments’ sustainable tourism development agenda and has since inspired policy inceptions to help harness its development.

### **2.2.1 Background to community-based tourism**

The concept of CBT has been around since the 1970s and was introduced together with other concepts like eco-tourism as a direct response and perhaps a better alternative to mass tourism (Goodwin & Santilli, 2009; Atanga, 2019). Goodwin and Santilli (2009) add that CBT has for over three decades been promoted as a “means of development whereby the social, environmental and economic needs of local communities are met through the offering of a tourism product”. The South African government also advocated for CBT in its tourism White Paper of 1996, citing these initiatives as the basis for exploring tourism development opportunities, while fostering partnerships with the communities and the private sector (South Africa, 2016).

The Tourism White Paper of 1996 (South Africa, 2022e), called on all communities to start identifying potential tourism resources and attractions within their perimeters to use them as a basis for exploring tourism development opportunities. What the Tourism White Paper failed to do is to provide a blueprint of how it intends to train these local communities, because, as mentioned by Strydom et al. (2017:03), the local communities lacked the knowledge and experience to successfully identify and develop tourism activities.

Goodwin and Santilli (2009) suggest that the concept of CBT, upon inception, was perceived as a perfect tourism alternative by many institutions and governments, however, over the years, there has been little to no success on many of the CBT projects. The low success rate in CBT does not suggest that the idea is a complete catastrophe but CBT has over the years experienced several critical challenges that impede its growth and success.

To derive a clear perspective on what CBT is, one requires to closely study the main concepts which are community and tourism,

#### **2.2.1.1 Community**

Chavis and Lee (2015) postulate that the definition of a community is complex and often misplaced. Often, the community is referred to as either a place, a building or an

organisation whereas community is about people, their feelings, relationships and shared experiences toward a common goal (Chavis & Lee, 2012).

#### **2.2.1.2 Tourism**

The United Nations World Tourism Organisation (UNWTO) defines tourism as a “social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes” (UNWTO, 2022). There are countless types of tourism segments available across the globe, with some more niche than others but the types of tourism more associated with CBT are sustainable tourism, eco-tourism and PPT.

#### **2.2.1.3 Sustainable tourism**

Tourism as an economic field does not only bring economic benefits to the host communities but also creates some serious problems related to mass consumption, heritage and cultural exploitation as well as some environmental challenges including climate change (Streimikiene et al., 2021:260). It is therefore crucial for sustainable tourism practices to be adopted and actioned to achieve tourism produce and consumption longevity in a particular community. In other words, the rationale of sustainable tourism is based on the assurance of renewable economic, social and cultural well-being of the host community and its environment (Hall & Richards, 2000). Sustainable tourism is therefore a type of tourism that seeks to meet the needs of the tourists in a manner that will result in economic benefits to the host community, whilst protecting the community heritage resource, and the environment (Hall & Richards, 2000). Hall and Richards further postulate that, without community sustainability, tourism development cannot be expected to be sustainable. Sustainable tourism is in essence related to eco-tourism in principles.

#### **2.2.1.4 Ecotourism**

Eco-tourism originated in the 1980s as an alternative form of tourism to Mass tourism and one that will prioritise conservation and sustainable tourism development (Fennell, 2015:03; Stronza et al., 2019). Most recently, eco-tourism has been confused with other closely related existing types of tourism niches namely; Wildlife tourism, Responsible tourism, sustainable tourism, and nature-based tourism (Stronza et al., 2019), the table below provides the distinct definition of each of these types of tourism associated with conversation to highly the notable differences amongst these niche markets.

**Table 2.1: Types of tourism associated with conservation,**

<b>Type of tourism</b>	<b>Description</b>
Wildlife tourism	The viewing of, and non-consumptive encounters with, wildlife solely in natural areas
Nature-based tourism	Any form of tourism which uses natural resources in a wild or undeveloped form
Responsible tourism	considered a pre-cursor to eco-tourism, it primarily aims for minimum environmental impact, minimum impact on host community cultures, maximum economic benefits to the host country and maximum recreational satisfaction to participating tourists
Sustainable tourism	Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of the visitors, the industry, the environment and the host communities
Eco-tourism	Sustainable, non-invasive form of nature-based tourism that focuses primarily on learning about nature first-hand, and which is ethically managed to be low impact, non-consumptive, and locally driven in terms of control, benefits and sales. It normally takes place in natural environments and should contribute to the conservation of that area
Conservation tourism	Commercial tourism that makes an ecologically significant net positive contribution to the effective conservation of biological diversity

Source: Stronza et al. (2019:232)

In its Tourism White Paper, the National Tourism Sector Strategy as well as the National Rural Tourism Strategy, the South African government unequivocally supports community-based eco-tourism as a developmental strategy (South Africa, 2022e). This is largely because the policy and strategy direction of NDT recognises the ills of the past that deprived a large population of tourism, economic, land and other resources, and therefore seeks to rectify this by encouraging tourism that is sustainable and non-invasive to the local culture, and one that primarily has a low impact to the environment, managed and driven by the local citizens in terms of production, sales and benefits (Stronza et al., 2019; South Africa, 2021b). In other words, the strategic direction of NDT is largely pro-poor.

#### **2.2.1.5 Pro-poor Tourism**

The NDT in its National Rural Tourism Strategy defines PPT as tourism that findings in increased net benefits for poor people (South Africa, 2021b). It further asserts that PPT is not a specific tourism product or niche market but rather an approach to tourism

development and management (South Africa, 2021b). In other words, any tourism market can be pro-poor if its primary focus is on the increased net benefits for the poor.

The PPT development approach has a massive role to play including the discovery or revitalisation of crippled tourism assets, alleviation of poverty, employment and tourism economy rejuvenation, especially in developing countries that have to endure years of colonial rule, segregation from mainstream economy and isolation of communities, particularly black (Musavengane, 2018). The South African government endorses this type of tourism development in its policy documents including the White Paper on Tourism of 1996 and the most recent NTSS, largely due to the government's tourism policy direction is such that tourism is not only a crucial economic sector but one that fosters redress and drives empowerment for the previously disadvantaged (South Africa, 2021b).

PPT is gradually becoming a favourite in many developing countries' governments, not only for the fact that it is a type of tourism centered around the upliftment, participation and benefit of the poor, but because PPT has the potential to bring together isolated communities, with civic organisations, government and the private sector towards achieving a common goal (Musavengane, 2018).

### **2.2.3 Challenges faced by community-based tourism in South Africa**

There are several underlying challenges facing CBT projects and these challenges continue to hinder the success of such projects. Goodwin and Santilli (2009) note "poor market access and poor governance" as one of the major challenges facing CBT. Poor governance, in this case, could be exacerbated by the lack of clarification on who is the real owner of these projects, or the lack of clarification around the type and degree of community involvement in these projects. The South African government echoes the above statement in their 2016 CBT report referencing the Langa Township-based Guga S'thebe Arts and cultural centre whose demise was largely due to community in-fighting amongst themselves and with the City of Cape Town on who will be involved in the running of the centre (South Africa, 2016). The governance of this community project now lies in the hands of the City of Cape, while the community seeks to resolve the ownership disputes (South Africa, 2016).

The other major challenge hindering the success of CBT is the level of community participation in these projects from inception, through implementation and monitoring. Yanes et al. (2019) argue that, at times, participation in CBT is limited to taking part in the planning and management of activities without any influence in decision-making. In other words, the limited lack of participation holistically in the project may leave communities as

mere spectators in their own projects (Atanga, 2019; Yanes et al., 2019). Yanes et al. (2019:02) suggest that community participation must begin from the policy formulation level so that the policy can be “shaped within the framework of procedures determined by the stakeholders”. Furthermore, these policies must be developed in a manner that creates possibilities for the local communities to play a major role in decision-making and determining their own tourism benefits (Yanes et al., 2019:02).

The South African National Department of Tourism has also published several challenges and barriers that hinder the success of CBT projects in South Africa. The challenges and barriers, provided by (South Africa, 2016), include:

- Tourism facilities existing in the communities are poorly constructed and poor managed.
- CBT ventures lack a business plan and adequate market.
- There is little or inappropriate marketing and promotion of CBT businesses.
- High levels of conflicts and personal interests amongst community members (like in the case of Langa’s Guga S’thebe).
- Poor communication structures between stakeholders.
- Weak linkages with support agencies and the private sector.
- Lack of accountability and unclear roles and responsibilities.
- Mechanisms for distributing benefits are not agreed on or fully understood/properly interpreted. Beneficiaries are not clearly defined.
- Powerful people access opportunities, while women and youth remain marginalised.
- Training programmes are generic and not appropriate for specific communities, markets or locations.
- CBT findings in over-commercialisation of culture and damage to heritage.
- Communities are discouraged by red tape and the challenges of navigating complicated government bureaucracy.
- Natural disasters in CBT locations
- Political instability in communities causes conflicts among members.

Currently, CBT has been facing major challenges as a result of the COVID-19 pandemic. Despite all the challenges currently facing CBT in South Africa, it is worth noting that there is a substantial number of successful CBT initiatives in the country. Some of the outstanding CBT projects in South Africa are, but are not limited to, the Bulungula Lodge in the Wild coast, Eastern Cape; Xaus Lodge, Northern Cape; Buffalo Ridge Safari Lodge, North West; The Khoisan Kraal in Franschhoek Western Cape. The success of these CBT

businesses does not exonerate them from challenges (Most recently, Buffalo Ridge Lodged faced water shortages that affected operations), but what is important is the understanding that as Strydom et al. (2019:16) emphasise, “achieving sustainable CBT is a continuous process that requires constant monitoring and evaluation of impacts and introduction of the necessary pre-emptive and/or counteractive measures”. The success of these CBT businesses is what continues to inspire the South African Government in continuing to advance CBT as a means of sustainable tourism development

## **2.3 COVID-19 PANDEMIC**

According to Mangla et al., (2021) the COVID-19 pandemic is said to have emanated from a massive live animal trading market in the city of Wuhan, China. Due to its high transmissibility, the COVID-19 virus soon swept across the whole of China, then rapidly made its way across the globe. The virus is highly transmittable through human contact or contact with an infected object and has a high mortality rate (Yang et al., 2020; Yuki et al., 2020), hence the WHO promptly declared the virus a pandemic in March 2020 (WHO, 2022). Additionally, the COVID-19 virus is known to cause severe respiratory complications in the infected and may further lead to uncontrolled inflammation in the patient (Ciotti et al., 2020; Fauci et al., 2020; Yang et al., 2020). There are currently more than 600 million recorded COVID-19 cases and over 6 million deaths worldwide (WHO, 2022). The first COVID-19 case in South Africa was confirmed on the 5<sup>th</sup> of March 2020, after a 38-year-old man from KwaZulu Natal returned from Italy (Alechenu, 2021:27). Since then, the World Health Organisation (WHO) has recorded 494,587,638 cases and 6,170,283 deaths globally (WHO, 2022). Global tourism was severely impacted by this pandemic, and the repercussions are still being felt to date, as the industry grapples with recovery.

One of the key tourism development areas that were severely affected by the COVID-19 pandemic was CBT. CBT forms a crucial part of the South African tourism development agenda, and the unprecedented COVID-19 pandemic threatened the success and sustainability of CBT.

### **2.3.1 COVID-19 pandemic’s impact on community-based tourism**

Pandemics have always exerted major impacts on tourism, largely due to the fact that travel and tourism is vulnerable to the spread of diseases (UNWTO, 2022). If one looks back at the first South African COVID-19 case in March 2020, the vulnerability of travel and tourism in the spread of the virus is clear. As early as April 2020, global tourism began dwindling since many countries embarked on non-pharmaceutical interventions to prevent



the spread of the virus, which included the closure of borders and travel bans on the countries heavily affected (Collins-Kreiner & Ram, 2020).

The implementation of non-pharmaceutical interventions like border closures and quarantine to prevent the spread of COVID-19, became more prevalent going to July 2020, with many countries grappling to contain the spread of the virus (Collins-Kreiner & Ram, 2020). The United Nations World Tourism Organisation estimates that by the end of the year 2021, global tourism suffered 1 billion fewer international tourist arrivals and over 100 million direct tourism jobs were at risk (UNWTO, 2022).

South Africa began seeing drastic plummets in travel and tourism activities in the Month of April 2020. This follows a public announcement by the South African President Mr Cyril Ramaphosa on 16 March 2020, that the country will be put under a strict lockdown to contain the spread of the virus (South Africa, 2021a). This non-pharmaceutical intervention was initially proposed to start from the 26<sup>th</sup> March 2020 until 16 April 2020 and its main conditions were that all South Africans and anyone in South Africa at that moment, should stay at home, and only essential workers were allowed to be outside or travelling between destinations (South Africa, 2021a). Furthermore, all non-essential activities were banned, schools closed, the sale of alcohol and cigarettes prohibited, borders both on land and air were closed and interprovincial travel prohibited unless for funeral purposes where the minimum number was less than 50 attendees (South Africa, 2021a).

The impact of this government intervention to travel and tourism was immediate. This is because tourism fell under the category of non-essential services, therefore all related activities were prohibited (South Africa, 2021a). What further exacerbated the impacts of COVID-19 on Tourism was the extension of the national state disaster beyond the initial stipulated date. Statistics South Africa highlighted in their 2020 annual tourism report, that South Africa received no visitors for a period of about 6 months (April to September 2020) (StatsSA, 2020). Overall, the year 2020 saw a shocking plummet of about 71% in foreign arrivals, bringing the number down to just over 5 million in comparison to the 15,8 million foreign arrivals in 2019 before the pandemic (StatsSA, 2020).

Direct tourism jobs to a tune of 300 000 were lost, following the closure of hospitality transport, events and other travel and tourism-related sectors (News24, 2021). The impact of COVID-19 on tourism in South Africa further extended to the country's policy and strategic direction. In other words, the country could not proceed with the initial strategic positions outlined in the NTSS due to discontinued tourism activity (South Africa, 2022b).

This action ultimately also meant that the NTSS ought to undergo review and alignment to the current tourism climate under COVID-19.

One of the worst affected segments of tourism was the CBT, which predominately depends on the international market (Stone et al, 2021). Furthermore, the introduction of hard lockdowns translated to the demise of domestic tourism, leaving many CBT out of businesses (Burke & Walters, 2022). Moreover, the pandemic has tested the resilience of many South African CBT's and currently, many are grappling in efforts to adapt operations. The prominent kinds of impacts observed are discussed in different themes below,

### **2.3.2 Socio-economic impacts as a result of COVID-19**

There is a consensus among different global scholars on the notion that the COVID-19 pandemic exerted socioeconomic impacts on the affected (Buheji et al., 2020; Mhlanga & Ndhlovu, 2020; Mishra et al., 2020; Prawoto et al., 2020; Banda & Malinga, 2021). Supriatna (2020:63) argues that the COVID-19 pandemic is no longer a medical problem alone because it has exacerbated the global poverty rates and created new poor people. The lockdowns implemented by various governments across the globe were detrimental to the tourism economy, and employment due to the interruption and annulment of tourism activity (Roy & Ghosh, 2020).

Roy and Ghosh (2020:08) further argue that some countries had economic issues like high debt and unemployment pre-dating the pandemic, and therefore the pandemic worsened the situation to an extent that some countries are at risk of economic recession. The United Nations Statistics (UNSTATS) estimates that by the year 2020, at least 250 million jobs were lost world wide (UNSTATS, 2020). The job losses continued to spike due to business closures and liquidations fuelled by the absence of business and funds to sustain business operations (Spiegel & Tookes, 2021).

Buheji et al. (2020:214) further argue that the consequence of the pandemic will also see an increase in global food prices, posing a great threat to the vulnerable due to loss of business or employment and isolation as a result of the pandemic. The magnitude of COVID-19 in terms of poverty exacerbation could reverse about 30 years of progress in many African countries (Buheji et al., 2020:214), and further threaten the United Nation Sustainable Development Goals for ending poverty by the year 2030 (Buheji et al., 2020; UNWTO, 2022). A study on the COVID-19 impacts to the people of Papua conducted by Dewi (2020:261) expounded the notion that the tourism activities and employment dried up to the extent that the local population had to resort back to their ancient livelihoods of hunting wild boar, planting yellow rice, and selling coffees.

### **2.3.3 Psychological impacts exerted by the COVID-19 pandemic**

The COVID-19 virus has been widely recognised as one that is highly transmissible, and lethal virus that can easily spread through contact with an infected person, by touching a surface or any object that may have the virus (Bakar & Rosbi, 2020:190). This, therefore, created a psychological wave of panic from the public that contributed to lower demand in the tourism industry (Bakar & Rosbi, 2020). A study conducted in Egypt on the prevalence of depression, anxiety, stress and inadequate sleep amongst the public during the COVID-19 pandemic concluded that these psychological impacts were enormous and that necessary psychological support and counselling are needed (Arafa et al., 2021:64). Cullen et al. (2020:311) conducted a similar study in China to a population of 1,210 participants, and the study findings suggest that 54% of the participants rated the psychological impacts of COVID-19 as moderate or severe.

Oyenubi and Kollamparambil (2020:01) postulate that “individuals with different socio-economic status will experience the lockdowns differently; while more affluent individuals may be more comfortable under-lockdowns because of their living conditions, the poorer section of the society is likely to experience additional psychological pressures. These psychological impacts are aggravated by the sudden closure of businesses which ultimately led to mass job losses, leaving many with little to no economic means for survival (Bakar & Rosbi, 2020).

### **2.3.4 Socio-political impacts**

The rapid spread of the pandemic was a source of global fear and panic. Devakumar et al. (2020:1194) note that fear is a key ingredient for racism, xenophobia and discrimination. Dionne and Turkmen (2020:213), argue that the COVID-19 pandemic exacerbated the acts of “othering”. Dionne and Turkmen further describe the act of “othering” as a “Practice that occurs when one group of people, usually dominant or powerful, treats another group of people, often marginalised, poor and vulnerable, as though there is something wrong with them. These acts of “othering”, as a result of COVID-19 were witnessed in Italy where the former Deputy prime minister, Mr Matteo Salvini linked the COVID-19 virus to the asylum seekers and subsequently called for the closure of borders, even though at that time, there were less than 2 cases of COVID-19 reported in the African continent (Devakumar et al., 2020:1194).

Political leaders across the globe and citizens alike have misappropriated the COVID-19 crisis to reinforce racial discrimination (Devakumar et al., 2020; Dionne & Turkmen, 2020; Ugidos et al., 2022). Often, in his public speeches, the former United States of America

president, Mr Donald Trump, referred to the coronavirus as the “Chinese virus” and COVID-19 as “Kung-Fu” (Ugidos et al., 2022). This statement once again bears proof of how some politicians used the virus to discriminate and prejudice other nations.

Devakumar et al. (2020) argue that acts of discrimination occur within a social, political and historical context. The source of discrimination in the South African context could stem from the historically concocted inequalities amongst the population as well as access to health care. Devakumar et al. (2020) add that people who are in lower-socio economic groups have limited health care access, and the pandemic has exposed these social fractures.

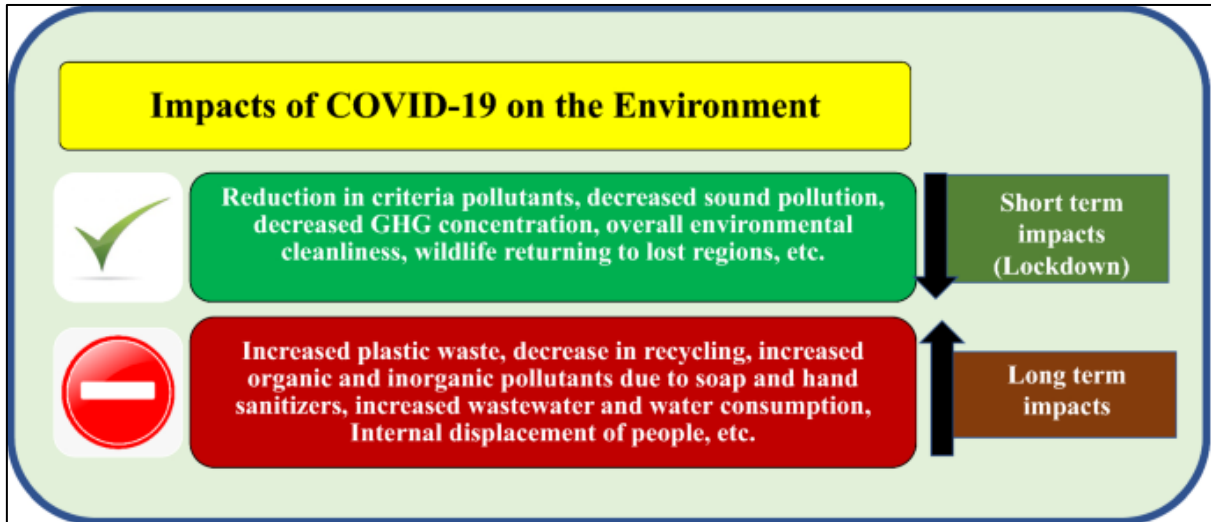
### **2.3.5 Impacts of COVID-19 on the environment**

The COVID-19 pandemic is confirmed to have exerted notable impacts to the environment (Bashir et al., 2020; El Zowalaty et al., 2020; Kumar et al., 2021; Roy & Chaube, 2021). Researchers’ observations on the notion of environmental impacts wielded by the COVID-19 pandemic seem to suggest both positive and negative impacts (Cheval et al., 2020; Rume & Islam, 2020; Facciola et al., 2021; Kumar et al., 2021; Loh et al., 2021).

The hard lockdowns implemented globally resulted in a shutdown of major industrial facilities and a reduction in air transportation, shipping as well as road transportation (Zambrano-Monserrate et al., 2020; Kumar et al., 2021). Consequently, researchers observed a decline in toxic pollutants such as carbon monoxide, nitrogen oxide, methane, sulphur oxide and black carbon (Zambrano-Monserrate et al., 2020; Kumar et al., 2021; Loh et al., 2021). Moreover, there was a significant reduction in noise pollution as a result of the reduced transportation and human activity, as well as enhanced water and air quality as a result of the lockdowns implemented across the globe (Coll, 2020; Rume & Islam, 2020; Khan et al., 2021; Loh et al., 2021). While these are notably positive impacts of the pandemic on the environment, Kumar et al. (2021) argue that there were more negative than positive impacts on the environment as a result of the pandemic.

The world saw a rise in the demand for disinfecting material and other protective equipment like face masks and hand gloves (Kumar et al., 2021). These protective materials, coupled with the increased usage of plastic materials from take away meals, shopping and medical purchases, saw an increase in uncontrollable waste disposal and overburden in waste landfills (Zambrano-Monserrate et al., 2020; Loh et al., 2021). Kumar et al. (2021) argue that the positive benefits to the environment as a result of the COVID-19 pandemic were short-lived, in comparison to the negative impacts, because soon after the phasing of lockdowns, activities such as industrial production, air, sea and road

transportation saw an increase once again. The figure below presents a graphic illustration of the long and short-term impacts of COVID-19 on the environment.



**Figure 2.2: Impacts of COVID-19 on the environment**  
 Source: Kumar et al. (2021:449).

### 2.3.6 COVID-19 prevention in South Africa

The first COVID-19 prevention measures implemented by the South African government in the year 2020 were largely non-pharmaceutical. The most commonly used measure was the lockdown, where borders were effectively closed and movement restricted. The South African lockdown strategy was defined into 5 effective lockdown levels and each level stipulated certain COVID-19 prevention conditions (Rogerson & Rogerson, 2020b:1086). The table below presents the lockdown levels and stipulated conditions.

Table 2.2: South Africa's risk-adjusted strategy/framework for phasing-out COVID-19 lockdowns

<b>Alert Level</b>	<b>Defining Features</b>	<b>Implementation period</b>	<b>Measures</b>
Level 5	High virus spread and/or low health system readiness.	27 March for 3 weeks but later extended to 30 April 2020	Full lockdown
Level 4	Moderate to high virus spread with low to moderate health system readiness	30 April - 30 May 2020	High restrictions
Level 3	Moderate virus spread, with moderate health system readiness	31 May – 16 August 2020	Moderate restrictions
Level 2	Moderate virus spread with high health system readiness	17 August 2020 – 31 January 2021	Moderate to low restrictions
Level 1	Low virus spread with high health system readiness.	28 February 2021 – 25 July 2021	Low restrictions
Level 3	Moderate virus spread, with moderate health system readiness	26 July 2021 – 12 September 2021	Moderate restrictions
Level 2	Moderate virus spread with high health system readiness	13 September 2021 – 30 September 2021	Moderate to low restrictions
Level 1	Low virus spread with high health system readiness	01 October 2021 – 4 April 2022	Low restrictions
National Health Act: Regulations: Surveillance and control of notifiable medical conditions: Amendment			
None	Low virus spread with high health system readiness	4 April 2022 – 22 June 2022	Low restrictions

Source: Adapted from Rogerson and Rogerson (2020a).

Part of the prevention mechanism introduced by the South African government was the mandatory wearing of face masks, hand sanitising as well as maintaining social distances in public spaces, transport systems, schools, shopping centres and funerals and gatherings (Stiegler & Bouchard, 2020). What was further introduced, especially from level 4 was the curfew hours, where the citizens were allowed to make some movements at certain times of the day (Stiegler & Bouchard, 2020). These prevention mechanisms, as

provided in Table 1, were adjusted on each alert level pending the decline on the number of active cases as well as hospitalisation of the infected on a national scale (Rogerson & Rogerson, 2020b; Stiegler & Bouchard, 2020).

In extending its prevention mandate to a more pharmaceutical measure, the South Africa government introduced COVID-19 vaccines from Johnson and Johnson and the first vaccine dose was administered in February 2021 (Africa News, 2022). The first doses were administered to healthcare workers, and subsequently, the public was invited to voluntarily apply for a dose and visit the nearest vaccinating facility as per the appointment date. To date, more than 34 146 981 vaccine doses have been administered in South Africa, and the government continues to encourage citizens to get vaccinated (Africa News, 2022).

### **2.3.7 COVID-19 vaccines**

The COVID-19 vaccines are a pharmaceutical intervention approved by the WHO, to immunise the global population against the COVID-19 virus (Andrews et al., 2022; Rosenberg et al., 2022). Andrews et al. (2022:1533) add that the COVID- virus vaccines are highly effective against symptomatic to severe diseases as well as the fatal outcomes caused by the virus. The main global role players in the production and distribution of the COVID-19 virus vaccines are Johnson and Johnson, Pfizer/Bio N-Tech and Moderna (Abbas et al., 2022).

The number of people getting vaccinated continues to grow every day and is currently peaking at 12.6 billion people globally (Our World In Data, 2022). South Africa currently faces a very slow vaccine programme, with just 19.3 million people vaccinated (32.6% of the population), (Our World In Data,2022). The WHO has attributed the slow vaccine programmes, particularly in low-income countries, to the insufficiency in political commitment to roll-out the vaccine (WHO, 2022). WHO (2022) estimates that by May 2022, there is over 1 billion unvaccinated people in low-income countries and the eminent vaccine hesitancy amongst these countries is largely driven by misinformation and disinformation related to the COVID-19 vaccines. MacDonald (2015) argues that vaccine hesitancy can be categorised into 3 main themes, namely; the contextual influences, individual and group influences as well as the actual vaccine being provided to the population. The table below, adapted from MacDonald (2015), presents some of the factors that may influence vaccine hesitancy.

**Table 2.3: Factors that can influence vaccine hesitancy**

<b>Factors that can influence vaccine hesitancy</b>	<b>Applicable scenarios</b>
<p><b>Contextual influences</b></p> <p>Influences arising due to historic, socio-cultural, environmental, health system/institutional, economic or political factors</p>	<ul style="list-style-type: none"> <li>- Communication and media environment</li> <li>- Influential leaders, immunization programme gatekeepers and anti- or pro-vaccination lobbies</li> <li>-Historical influences</li> <li>- Religion/culture/gender/socio-economic</li> <li>-Politics/policies</li> <li>-Geographic barriers</li> <li>-Perception of the pharmaceutical industry</li> </ul>
<p><b>Individual and group influences-</b></p> <p>Influences arising from personal perception of the vaccine or influences of the social/peer environment</p>	<ul style="list-style-type: none"> <li>-Personal, family and/or community members' experience with vaccination, including pain</li> <li>- Beliefs, attitudes about health and prevention</li> <li>-Knowledge/awareness</li> <li>- Health system and providers – trust and personal experience</li> <li>- Risk/benefit Perceived, heuristic)</li> <li>- Immunization as a social norm vs. not needed/harmful</li> </ul>
<p><b>Vaccine/vaccination – specific issues</b></p> <p>Directly related to vaccine or vaccination</p>	<ul style="list-style-type: none"> <li>- Risk/benefit (epidemiological and scientific evidence).</li> <li>- Introduction of a new vaccine or new formulation or a new recommendation for an existing vaccine.</li> <li>- Mode of administration.</li> <li>- Design of vaccination programme/Mode of delivery (e.g., routine programme or mass vaccination campaign)</li> <li>-Reliability and/or source of supply of vaccine and/or vaccination equipment</li> <li>- Vaccination schedule</li> <li>- Costs</li> <li>- The strength of the recommendation and/or knowledge base and/or attitude of healthcare professionals</li> </ul>

Source: MacDonald (2015:4163).



South Africa continues to improve its vaccine mandate, with various programmes like increased marketing, vaccination sites as well as the two million rands lucky draw competition meant to encourage citizens to come to be vaccinated and stand a chance of winning their fortunes (South Africa, 2022a). The wide-scale, effective vaccination drives are detrimental to South Africa's COVID-19 recovery as well as the recovery of the affected industries, including tourism (Dube, 2022).

### **2.3.8 Tourism recovery in South Africa.**

The impact of the COVID-19 virus has been the most severe pandemic on tourism operations in comparison to past pandemics, and the road to recovery will be long and highly uncertain (South Africa, 2021b). The South African National Department of Tourism is well aware and recognises that the recovery of tourism will require a high level of government involvement, as well as the removal of barriers to domestic and foreign entry, including the complex rules for licensing and permits (South Africa, 2022b). The South African State President, Mr Cyril Ramaphosa, has already taken steps in addressing the issue of red tapes, by appointing SASOL chairperson Mr Siphon Nkosi to the presidency and tasking him with identifying and removing red tapes for business in South Africa (News 24, 2022).

The South African National Department of Tourism has also taken strategic direction in abating the severity of the COVID-19 pandemic in tourism business and activity while promoting healthy recovery of the sector. Part of its strategic position is the Tourism Sector Recovery Plan (TSRP), which is anchored on three pillars, namely, the protection and rejuvenation of tourism supply, reigniting demand, and strengthening enabling capacity for long-term sustainability (South Africa, 2022c). In formulating this strategic tourism recovery path, the South African government worked with globally renowned institutions like the African Union (AU), the specialised Technical Committee on Transport, Transcontinental and Interregional Infrastructure, energy and tourism; the World Travel and Tourism Council (WTTC), UNWTO and the G20 Tourism Agenda (South Africa, 2022c). Working through these multilateral institutions and platforms will ensure that South Africa pursues an "integrated global approach to recovery, as well as draw lessons from global best practices (South Africa, 2022c).

The condition of the country concerning COVID-19 infections and regulations is currently at a very conducive phase for tourism recovery. This is because as of 5 April 2022, South Africa was moved out of the National State of Disaster by the president; an act that came with further easing of restrictions, including the increase in venue carrying capacities,

wearing of masks only mandatory inside venues, fully vaccinated public allowed to attend sporting events at 75% stadium capacity, Hotels, lodges and other accommodations facilities allowed to operate to full capacity of their available rooms (South Africa, 2022a).

The road to recovery for tourism in South Africa has also been shadowed by some criticism and controversy. This is due to several recovery actions that were either perceived to be inconsistent across different sectors or simply exclusive and possibly racist (Rogerson & Rogerson, 2020:1087). Flags were raised by some industry stakeholders, when taxi operators were allowed to operate at full capacity, while hotels, BnB and other lodging facilities could not do so (Rogerson & Rogerson, 2020:1087). The further allocation of 200 million COVID-19 relief funds to assist affected tourism small and medium enterprises (SMEs), was met with public outcry and controversy which stemmed from the terms and conditions for the application of the funds (Rogerson & Rogerson, 2020:1087). According to Rogerson and Rogerson (2020), the funds were aligned to the Broad-Based Black Economic Empowerment (B-BBEE) codes of practice, which were perceived to exclude white-owned South African SMEs affected by the pandemic.

In light of all the controversy around some government interventions towards recovery, the South African tourism recovery continues to be steady, and the National Department of Tourism aims to at least recover to its 2019 tourism output and employment levels by 2023 (South Africa, 2021a). In doing so, the government has introduced some adaptation strategies to aid the growth and sustenance of tourism in the context of COVID-19.

## **2.4 ADAPTATION THEORY**

Adaptation has always been part of human evolution, biological; since humans adapt from infants to adults as well as socially, where life, cultures, social values, industrialism and traditions continue to adapt to the changing global trends (Cicchetti, 2010:145). Kristiana et al. (2021:215), argue that adaptation is “an attempt or premeditated act committed by individuals or institutions to be able to tackle the problems faced within the physical environment, to meet the needs and achieve expected goals”. In other words, adaptation refers to coping mechanisms for an eminent change of events.

### **2.4.1 Adaptation of tourism in the context of COVID-19.**

The COVID-19 pandemic brought about inevitable disruption to the global tourism sector. The UNWTO estimates that by the year 2021, the global figures for international tourist arrivals plummeted by 1 billion, while the export revenues from international tourism incurred a loss of over 1 trillion United States of America (US) dollars (UNWTO, 2022).

Promisingly, the year 2022 has shown significant growth in tourism revenue and activities due to the relaxed travel restrictions, wide-scale vaccinations and of course the implementation of adaptation strategies by various governments in abating the recovery of tourism. The UNWTO confirms that between January and May 2022, international tourist arrivals increased by 221% in comparison to 2021 (UNWTO, 2022).

Though global tourism activity is showing signs of recovery, the COVID-19 pandemic is still looming and adaptation to the new norm is an ongoing process faced by many countries and individuals. Kristiana et al. (2021) contend that the adaptation strategies should focus on restoring trust to both the public and potential tourists, and such will require commitment from tourism stakeholders to work together and support each other by obeying the proposed regulations. This argument from Kristiana et al. (2021) emanates from the fact that the COVID-19 pandemic not only came with socio-economic and environmental damage but also caused some reputational damage to other countries, hence it becomes crucial that the adaptation strategies also address such matters.

The most prominent reputational damage witnessed recently was the inclusion of more than 50 countries, including South Africa under the red list by the United Kingdom. According to the Immigration Advice Services (IAS), the UK discouraged people from travelling to these red-listed countries due to high COVID-19 infection rates (IAS, 2022). In addition, people from these countries or those who travelled through these countries were banned from entering the UK, and those who held UK citizenship or permanent residence were subjected to a 10-day quarantine upon their return from these red-listed countries (IAS, 2022). Though South Africa has since been removed from the red list, the reputational damage had already been felt, and tourism services between South Africa and the UK had already been affected due to the travel ban.

Dewi (2020) contends that tourism adaptation in the context of COVID-19 can be achieved through innovation. In other words, the tourism industry role players need to adopt creative and innovating tourism businesses and products that are sustainable (Dewi, 2020; Kristiana, 2021). Dewi (2020) further elaborates that the COVID-19 pandemic has exposed the fragility, and unsustainability of some tourism businesses, such that an unnatural disaster like the COVID-19 pandemic could completely shut the doors of many businesses, leaving many families destitute. This is therefore why the tourism recovery phase provides an opportunity for tourism role players to devise innovative adaptation strategies that will encompass the values and practices of sustainability (Rogerson, 2021).

In addition, the argument provided by Dewi (2020) and Kristiana et al. (2021) draws reference to the Tanjung Puting National Park in Indonesia, which was severely impacted by COVID-19 to a point where it ceased operations, yet during its recovery phase, the emphasis was on adaptation through innovation and an Information Technology (IT) system called SITANPAN was developed. Their adaptation strategy involved capitalising on digital marketing, by inventing a technology system that provides information about the park to a wide population. A similar adaptation approach was observed in a study conducted in Cape Town's Overstrand region by Rogerson (2021:340), where a dramatic increase in the use of online or social media platforms was imminent as businesses sought innovative ways to market themselves domestically.

Studies suggest that, though the impact of COVID-19 was severely felt throughout the tourism sector, the response to these impacts in terms of adaptation differed significantly from Small, medium to macro tourism businesses (Alonso et al., 2020:07; Rogerson, 2021). Alonso et al. (2020:07) observe that the established macro-tourism businesses did not necessarily cease operations as a result of the pandemic, but they implemented adaptation measures including the reduction of employment hours and staff, as well as rotation of certain operations. On the other hand, Alonso et al. (2020:07) also observed businesses that ultimately prepared for a regime change and sought to apply for the government's COVID-19 relief fund, while other smaller businesses discontinued operations or waited for new government protocols for COVID-19 to be gazetted (Particularly bars, event venues and restaurants that were affected by the ban on alcohol sale, curfews and venue carrying capacities).

What is eminent in the path of tourism recovery is the challenges that continue to hinder the effective implementation of adaptation strategies in the context of COVID-19. Dewi (2020:261) reveals that in Papua, the implementation of adaptation strategies has been confronted by a lack of cooperation and coordination between the governments and communities. The fear of COVID-19 and the discrimination thereof has been another serious threat to the adaptation of local communities because some community members at times do not tell the truth about their medical conditions in relation to COVID-19 or at times opt to ignore the early COVID-19 signs for fear of discrimination (Dewi, 2020:261; Dionne & Turkmen, 2020:213). These incidents have been prominent in the so-called "third world countries" or lower-income countries (Devakumar et al. 2020; Dionne & Turkmen, 2020; WHO, 2022).

As a result of this lack of cooperation between the government and the local population in the low-income countries, the WHO estimates that as of May 2022, almost one billion

people in the low-income countries remain unvaccinated, while only 57 countries have thus far managed to vaccinate more than 70% of their populations, but almost all of them are high-income countries (WHO, 2022).

The study conducted by Rogerson (2021) in the Overstrand region in Cape Town further mentioned challenges such as minimal financial support from the national government as a hindrance to adaptation efforts. Some business in the accommodation sector had to go as far as switching off geysers, cutting down staff salaries, and switching off DSTV decoders and fridges in an attempt to adapt to the COVID-19 environment that brought about financial strain. In the case of CBT's, adaptation efforts have been largely influenced by government protocols. In the early stages of the lockdowns, many CBT's have had to suspend businesses as they did not qualify as essential services (South Africa, 2022). However, with the easing of COVID-19 restrictions and the introduction of mandatory prevention measures, CBT's have been able to gradually trade while adhering to the stipulated prevention measures (Hanani et al., 2021:02). Moreover, the tourism relief funding introduced by the South African government has aided the adaptation efforts of many qualifying CBT businesses in terms of survival tactics (South Africa, 2022). However, CBT's that did not qualify as per the stipulated funding requirement (these requirements are discussed in chapter 4), have had to apply innovative and drastic measures in order to stay in businesses, while some simply opted for complete closure.

In hindsight, it appears that adaptation by many businesses and individuals across the globe was centred around product diversification through innovation, reducing staffing, change in marketing, financial resource support from governing authorities as well as resilience. Kirstiana et al. (2021) argue that the COVID-19 pandemic has exacerbated the call for the resilience of the tourism sector to withstand disasters. Proposed adaptation strategies for the tourism sector in the context of COVID-19 should therefore build resilience (Kristiana et al., 2021)

## **2.5 RESILIENCE THEORY**

The resilience theory was introduced in the early 1970s in response to the fluctuations in ecology, but it has later been adopted and applied in other fields of interest including tourism (Cochrane, 2010; Lew, 2013:14; Cheer & Lew, 2017; Hall, 2017). Resilience refers to positive adaptation despite experiencing adversity (Herrman et al., 2011:259). It is about the capacity of disaster-affected communities to bounce back (Manyena, 2006:434), or to recover from a disaster (Lew, 2013; Hall, 2017). Lopez and Snyder (2009: 119) postulate that resilience is defined as "a positive adaptation in the context of significant challenges,

variously referring to the capacity for, the process of, or outcomes of successful life-course developments during or following exposure to a potentially life-altering experience”.

Resilience is a broad term, applicable, and often applied across a spectrum of disciplines, hence there is no universal definition for the term (Manyena, 2006; Lopez & Snyder, 2009; Lew, 2013; Dewi, 2020). Resilience efforts will differ based on the type of disaster (natural or unnatural disaster), the impact of the disaster on the community (social, environmental, economic, or political) as well as the availability of resources (Hussain et al., 2019; Sagan et al., 2020). Sagan et al. (2020) further argue that resilience is also about preparedness to absorb, adapt and transform from a disaster.

Various governments from across the globe continue to stress the need for tourism resilience as it has proven to be fragile to the impact of natural and unnatural disasters (Filimonau & De Coteau, 2019:203). The most popular resilience approach in tourism has been sustainable tourism practices and development, as a result of the issues related to mass tourism, climate change and exploitation of cultures and traditions (Filimonau & De Coteau, 2019:203).

The advent of the COVID-19 pandemic has provided an opportunity to relook at tourism resilience (Dewi, 2020), while also encouraging local tourism stakeholders to collaborate toward the goal (Filimonau & De Coteau, 2019:203).

### **2.5.1. The resilience of community-based tourism in the context of COVID-19.**

The COVID-19 pandemic has been the test of the resilience of the CBT initiatives worldwide (Gascon & Mamani, 2021). Ultimately, the COVID-19 pandemic has unveiled critical discussions and questions on whether CBT is an activity that facilitates resilience (Burke & Walters, 2022; Gascon & Mamani, 2021). Burke and Walters (2022), argues that the loss of CBT's primary stakeholder (tourist) during the height of the pandemic, as well as the subsequent decline in CBT activities had adverse effects on host communities and further highlighted the fragility of the current CBT framework to withstand future unknown shocks.

In order to contextually comprehend the degree of resilience of CBTs in the context of COVID-19, a definition of resilience in the context of this study must be adopted amongst the pool of varied similar definitions available with the body of literature. In the context of this study, resilience is referred to as an ability to withstand or survive external shocks and promptly bounce back to normality (Musavengane & Kloppers, 2020). Stone et al (2021) contends that due to the predominant dependence on the international markets in the

Southern African countries, the entire tourism sector, and CBTs in particular, came to a standstill when lock downs were introduced. Noorashid and Chin (2021), argues that the suspension of international travel and the dramatic decline in international tourists was forecasted well before 2020 and it was further anticipated that the domestic tourism markets will prevail. The observations by Stone et al., (2021) in relation to the developments around tourist activity suspension therefore highlights the concerns on the CBTs ability to withstand shocks.

The possibility and validity to argue that the lockdowns have had a significant impact in the inability of the CBTs to withstand the shocks, due to the stringent measures that prohibited the domestic market as well (Bama & Nyikana, 2021). However, it is equally valid to question whether the domestic market in Southern Africa was well cultured, and ready to prevail significantly in the demise of international tourists. Noorashid and Chin (2021), remarkably observed that the CBT in Brunei, Darussalam was appraisingly resilient to the COVID-19 pandemic, as it was promptly back on track soon after the lock-down measures were removed. Furthermore, while Noorashid and Chin (2021) do acknowledge that the pandemic did exert immense impacts to the CBTs in Brunei, it was, however, not a case of a complete suspension of activities in CBT's as observed by Stone et al (2021). In most cases, the CBT owners ventured into plura-activism, where they ventured into new employment and economic activities while waiting for the lock-down to subside (Noorashid & Chin.,2021). Noorashid and Chin (2021) further contends that CBT's that engaged in pluri-activity schemes were more resilient and adaptive to the COVID-19 pandemic. Finances plays a critical role in the success of CBT projects (Musavengane & Kloppes, 2020), hence those who were able to continue generating financial assets in the context of COVID-19 were more likely to withstand the shock and proceed to adapt operations.

Dewi (2021) warns that plura-activism may not be easily regarded as a panacea to the challenges faced by CBTs in the context of COVID-19, particularly because some trades may require skills, expertise and some necessary qualifications, which may not be readily available to some participants. Furthermore, it is important to highlight that, in the case of Brunei, Darussalam CBT's, plura-activism alone was not sufficient to sustain and resuscitate CBT activity, but the strategic support of the government complemented the efforts. While CBT owners engaged in plura-activism to sustain businesses, the government was equally assisting with programs that aimed at readying and stimulating domestic tourist to prevail as soon as lock-down is lifted (Noorashid & Chin, 2021).

The role and support of government towards CBTs, particularly, In South Africa was called into question and further dispraised in the study conducted by Rogerson (2021) in the Overberg region, Western Cape. Moreover, growing literature on the resilience of CBTs in South Africa during COVID-19 shows that CBT establishments are still struggling with various issues that impede on their ability to withstand shocks (Musavengane & Kloppers., 2020; Dewi, 2021; Stone et al, 2021; Rogerson., 2021; Burke & Walters, 2022). These challenges include lack of financial support, lack of social capital, conflicts amongst stakeholders, corruption, market access, partnerships with industry role players like travel agents and tour operators as well as socio-economic and socio-political factors (Devakumar et al. 2020; Dionne & Turkmen, 2020; Musavengane & Kloppers, 2020; Rogerson, 2021; Stone et al, 2021).

Given these developments, CBT in South Africa may have been less resilient to the COVID-19 pandemic, in comparison to other sectors within the tourism body. Moreover, CBT projects should view the unprecedented crisis of the COVID-19 pandemic as an opportunity to reflect on resilience framework and strategies that will ensure sustainability and preparedness to effectively deal with future unknown shocks that may face sector (Noorashid & Chin, 2021).

## **2.6 STAKEHOLDERS IN COMMUNITY-BASED TOURISM**

Phillips et al. (2019:01) define stakeholders as “groups and individuals who have an interest in the activities and outcomes of an organisation and upon whom the organisation relies on to achieve its objectives”. Phillips et al. (2019:01) add that stakeholders may not just be interested parties in a project, because the project may influence them and their livelihood in a certain way, they may also be entitled to equity stakes (market shares) in the firm or the project.

Phillips et al. (2019:03), highlight that stakeholders can be classified as either primary or secondary stakeholders. Primary stakeholders are those such as host communities that are directly and integrally linked to the value-creating process of the project/business while secondary stakeholders are those who possess influence and interest in the project or business but may not be directly involved in the operations, and they included media houses, interest groups, at times the private sector and general competitors (Phillips et al., 2019). This assertion, therefore, suggests that one ought to critically identify and categorise the stakeholders involved, as well as their respective roles, responsibilities and contributions to ensure proper planning and to avoid/mitigate conflicts.



The South African Department of Tourism echoes these sentiments, particularly looking into South African CBT businesses, that the key stakeholders ought to be identified, as well as their interests in the venture, the role they will play, and their involvement in the preparations, development, implementation and operation phases of the venture (South Africa, 2016). In identifying critical stakeholders in CBT businesses, the South African government has proposed that key stakeholders are the community members and the consumers of the tourism product/service, civil society, the public sector and the private sector (South Africa, 2016). The table below, provided by the NDT in the CBT Operational Guidelines document, details the stakeholders, their roles in the planning, formulation and operations of CBT.

**Table 2.4: Stakeholders involved in community-based tourism in South Africa and their respective roles in CBT development**

	<b>Stakeholder</b>	<b>Role in CBT</b>
Communities and consumers	Host communities	Providers of resources and assets for CBT, beneficiaries of CBT.
	Tourists	Influence demand
Civil society	Non-governmental organisations	Support CBT development, build capacity, facilitate stakeholder collaboration, may provide funding.
	Academia	Assist with research and capacity building.
	Trade unions and workers organisations	Negotiating collective agreements informing and consulting, representing workers at disciplinary and grievance hearing.
	Tribal authorities	Leadership, enhancing cooperation between communities and other stakeholders, dispute resolution.
	Minority/ interest groups	Women's groups, representatives of the people with disabilities, representatives of different religions practiced in the area.
Public sector	Municipality	Provision of services and infrastructure, issuing of licenses and permits, may also implement and finance CBT
	District and provincial authorities	Influence sustainability of CBT through plans and policies, provide infrastructure, support business development, may also implement and finance CBT.

	National Government	Shape direction of CBT through policy, plans and financial support.
	Destination marketing organisation	Unite the industry in a common vision, market and promote the destination.
Private sector	Tourism providers	Main providers of tourism products and services, main providers of employment and enterprise linkages.
	Tour operators and travel agents	Influence market access, influence sustainability by placing conditions on tourism providers.
	Transport operators	Influence the market, make the destination accessible
	Ancillary services	Support the tourism industry as well as the tourists
	Trade associations	Provide leaderships, help drive development, promote the destination.

Source: South Africa (2016)

### 2.6.1 Stakeholder challenges in community-based tourism

South Africa (2016) consequently suggests that identifying roles and responsibilities does not guarantee a successful CBT without challenges, hence it is paramount that the following potential challenges be assessed and dealt with in time:

- The political stability of the host community.
- A transparent system of good governance between key stakeholders.
- Possible red tape as a result of the bureaucratic process by the Government.
- Cultural, land and social sensitivity and the impact the proposed CBT can have.
- Resource attractiveness of the host community and whether there is access to infrastructure like roads.
- The existing levels of skills and capacity of the host community as well as facilitation of training where there is an evident lack of skills and expertise.
- Equity- particularly looking into the distribution of financial benefits generated by CBT.
- Competition, looking into the possibility of existing similar products/services nearby and how they may be positioned in relation to the proposed CBT.

In light of the provided challenges and barriers facing the stakeholders of CBT businesses, it is noted these challenges are navigable through proper, inclusive planning. Stakeholders in CBT projects must understand that CBT is not a full-packaged panacea to CBT development, it has challenges and short-comings that may arise at any stage of the

project, hence planning, together with constant monitoring and review is extremely crucial (Byrd & Gustke, 2011).

## **2.7 THE FRANSCHHOEK VALLEY**

The Franschhoek valley is nestled on the mountain slopes of the Cape Winelands about 37 km away from Stellenbosch and roughly 28 km away from the neighbouring town of Villiersdorp (Franschhoek Valley, 2021). This small valley boasts some of the country's and world's leading restaurants, wine farms, boutique hotels and galleries (Franschhoek Valley, 2021). The Franschhoek main road which passes through the town and out to Villiersdorp and Grabouw, is lined up with bustling coffee shops, galleries, craft centres, and boutique shops and the mountain slopes are decorated with grape vines, some dating back to more than 300 years ago when the French Huguenot settled in the valley (Franschhoek Valley, 2021).

The valley's commitment to gastronomy and service excellence is evident in the array of awards received over the years, including the title of the Gastronomic Capital of South Africa, TripAdvisor Travellers Choice Awards 2020 (15<sup>th</sup> position in 25 emerging worldwide destinations), TripAdvisor Travellers Choice Destination winner 2012, 2013, 2014 and 2015; Most memorable wine route award 2012, 2013 and 2014; Service Excellence Award 2015; Best Tourism Event 2015 for the Bastille Festival; Best Local Tourism Authority Information Service 2012 and 2013 (Franschhoek Valley 2021). The Franschhoek valley continues to diversify its offering with several opulent wedding venues also on the market. The current Minister of Arts and Culture, Mr Nathi Mthethwa, is one of the public figures that chose this valley as a wedding destination back in 2013 (IOL News, 2013). This valley is also a business hub and home to some notable and wealthy figures, including the likes of the South African billionaire Johan Rupert, who owns the Lormarins Wine Estate and the Franschhoek Motor Museum, British billionaire Richard Branson, who recently acquired Mont Rochelle Hotel, and the Indian billionaire Anajit Singh, who has also introduced a portfolio of opulent accommodation and eateries under the umbrella of Leeu Collections (Franschhoek Motor Museum, 2022; Leeu Collections, 2022; Virgin Limited Group, 2022).

The Franschhoek Valley is under the governance of the Stellenbosch municipality which also covers Pniel, Stellenbosch, Klapmuts, Koelenhof, Kylemore, Jamestown and Raithby, with a combined area of about 831km<sup>2</sup> and a population of about 155,733 (StatsSA, 2021). There are small settlements situated on both the left and right mountainous side of Franschhoek Valley, and these settlements are Langrug (informal settlement dwelling),

Mooi water, Groendal, Bosbouw, and Wemmershoek (Franschhoek Valley). These settlements have served mainly as communities that house the labour force (farm workers, cleaners, waiters, handymen, seasonal workers) that render their services to the town of Franschhoek where tourism and agricultural activities take place. This current setting is largely the legacy of the apartheid spatial planning where only the white race could stay in town, while the black and coloured/khoisan races were designated to the slopes of the mountains outside the main town (Janoschka & Haas, 2014).

These settlements have received little to no attention from researchers, especially tourism scholars who are mostly drawn to the beauty and tourism offerings of the main town. Most recently, the introduction of the R & B Tourism route was beginning to bring exposure to this settlement, but the unprecedented COVID-19 pandemic put a halt to the operations of this CBT project (Franschhoek Valley, 2021).

### **2.7.1 Ront and Bont route**

R & B is a Franschhoek Tourism initiated and managed CBT route (Franschhoek Valley, 2021). The R & B route is a pro-poor initiative that seeks to diversify the Franschhoek tourism offering, known for outstanding gastronomy, by introducing a new CBT project that will allow tourists to experience culinary, arts and culture of the neighbouring settlements of Mooi water, Langrug, Bosbouw, Wemmershoek and Dwarsriver valley (Franschhoek Valley, 2021).

Community-based SMEs that feature in this route include local musical bands, local leather goods and ceramics producers, herbal healing gardens, small local eateries and bakers, local tour guides, local chocolate producers and cultural centres (Franschhoek Valley, 2021). These CBT businesses are managed and run by community members residing in the small neighbourhood that make up the Franschhoek valley. Currently, no literature exists on the R & B CBT route and no studies exist on the COVID-19 impacts on the CBT route.

### **2.7.2 Tourism route development**

Tourism route development features prominently in the South African NTSS, mainly as a driver for steering growth in CBT as well as cultural tourism (South Africa, 2021a). This idea of “routes development” is further justified in the NTSS, while quoting the contentions of Greffe (1994) as “an initiative to bring together a variety of activities and attractions under a unified theme and thus stimulate entrepreneurial opportunity through the development of ancillary products and services”.

South Africa enjoys several successful tourism routes including the Garden route, the Winelands route, the Waterberg Meander, the Wild Coast, route 62, the Cape Peninsula and the Panorama route (Getaway, 2021). These routes do not only contribute immensely to the country's economy due to their ability to attract domestic and foreign traveller spending, but they further contribute direct financial benefits to local businesses, local employment and to a large degree are instrumental in the realisation of the NTSS Vision 2026 (South Africa, 2021b).

## **2.8 CHAPTER SUMMARY**

This chapter reviewed literature on various topics related to the study, including the COVID-19 pandemic, its impact on global and South African tourism as well as the current progress towards the recovery of the tourism sector in South Africa. Furthermore, this chapter provided insight into literature on CBT in South Africa, PPT and route development, with emphasis on the Franschhoek Valley-based R & B Tourism route.

The following chapter discusses the research design and the methodology employed in this study.

## **CHAPTER 3**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1 INTRODUCTION**

The previous chapter explored the existing literature on a range of topics related to this study on the adaptation strategies for CBT route in the COVID-19 context. The longevity of the COVID-19 pandemic has made it necessary that there be resilience and recovery strategies in place to assist CBT businesses in adapting to new business trends and ensuring sustainability.

This chapter explores the research design and methodology that was used in conducting this study. The blueprint of the research design and methodology includes the guiding research questions, the applicable research philosophy, the research methods, study area, sampling procedure, data collection methods and data coding. Qualitative data analysis, as well as the study limitations, are also presented in this chapter.

#### **3.2 RESEARCH QUESTIONS**

This study which explores the adaptation strategies for the Franschoek R & B tourism route in the context of COVID-19 will be guided by the following research questions:

- What are the profiles of the businesses participating in the R & B CBT route?
- What are the characteristics of the tourists visiting the R & B CBT route?
- To what extent has the COVID-19 pandemic affected businesses on the R & B CBT route?
- What are the COVID-19 adaptation strategies currently in place for businesses on the R & B CBT route?

#### **3.3 RESEARCH PARADIGM**

Lincoln et al. (2011) aver that paradigms are basic sets of beliefs that guide actions and “define the worldviews of the researcher”. Kaushik et al. (2019:10) add that the word paradigm translates to “shared generalisations, beliefs and values of a community of specialists regarding the nature of reality and knowledge”. These beliefs and values are structured around assumptions about ontology, epistemology, methodology and methods for conducting a study (Rehman & Alharthi, 2016:51). In other words, these beliefs influence the researcher in the way they understand the realities of the world [ontology and epistemology], and how to go about studying these realities [methodology and research methods] (Rehman & Alharthi, 2016:51).

Research paradigms can be categorised as positivism, post-positivism, interpretivism, critical theory, constructivism and pragmatism. Positivism is about measuring reality from an objective point of view, where the reality exists external to the researcher, and investigation must follow rigorous quantitative processes of scientific research and experiments (Kumatongo & Muzata, 2021:17). Post-positivism paradigm was introduced as means to test the findings from the positivist studies, hence the name “post-positivism” (Rehman & Alharthi, 2016). It was founded on the prevalent shortfalls of the positivist’s strict scientific methods, which fall short when applied to social studies or when studying individuals (Rehman & Alharthi, 2016). Therefore, the post-positivism paradigm promotes the triangulation of qualitative and quantitative methods to explore the diversity of realities in a study (Kumatongo & Muzata, 2021:17).

Interpretivism is a belief in reality based on people’s subjective experiences (Rehman & Alharthi, 2016; Kumatongo & Muzata, 2021). This research paradigm is concerned with the full descriptions of a phenomenon, therefore qualitative methods of data collection are employed, and data are more verbal than statistical (Rehman & Alharthi, 2016; Collins & Stockton, 2018). Critical theorists engage in research for the primary purpose of bringing exposure and the necessary changes to the beliefs and actions that continue to oppress or limit human freedom (Jennings, 2001:41; Rehman & Alharthi, 2016:57). The critical theory process is very subjective, in that it assumes that no object can be researched without being affected by the researcher (Rehman & Alharthi, 2016:57). Critical theory data are mostly qualitative data, though sometimes it may feature some quantitative data as well.

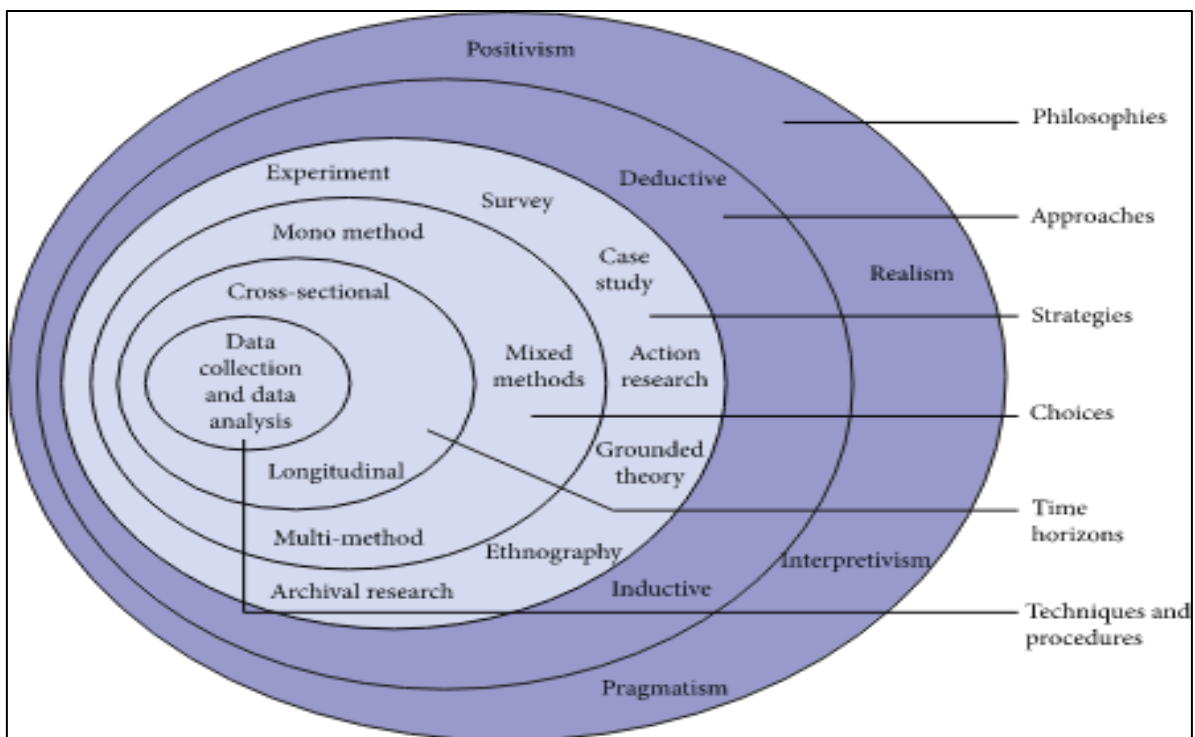
Pragmatic researchers, on the other hand, are not inclined to one system of philosophy as they embrace both qualitative and quantitative research designs (Kumatongo & Muzata, 2021:20). Pragmatists apply the mixed methods approach to gather a deeper understanding of the phenomena being studied. Another prevalent research paradigm is what is referred to as constructivism. The constructivist ontology approach takes into consideration the issue of multiple realities, meaning that, though people may be in the same situation, their experiences of that situation may significantly differ (Krauss, 2005:759). It is therefore crucial to consider and accommodate for these differences to derive holistic findings (Krauss, 2005:759).

This study followed a constructivist ontology approach, whereby semi-structured interviews were implemented as means of data collection. The use of semi-structured interviews allows for better documentation of these “varied experiences” since semi-structured interviews involve open-ended questions that allow the respondents to

elaborate on the question being probed to get to the deeper root and cause (Mathers et al., 1998:2). A deeper understanding of the root and cause in this study will enable the researcher to reach holistic findings as well as recommendations thereafter.

### 3.4 RESEARCH DESIGN

A research design is a blueprint or a framework of the proposed study (Sileyew, 2019:28). Dannels (2018), augments the idea that a research design is a study framework that determines how the participants are selected, what variables are included in the study and how they are manipulated, what systems will be utilised to capture, control and analyse data as well as how variability is controlled to address the research problem. There are numerous research methodologies and frameworks to be employed, therefore one needs to carefully explore an approach suitable to their type of research, and one that will assist the researcher in obtaining valuable findings (Alturki, 2021). One of the most popular and inclusive research frameworks is the research onion, which is a research framework consisting of six layers stipulating the researcher’s philosophical position, the approach, research strategies, research choices, research timelines and the data collection methods employed by the researcher.



**Figure 3.1: The research onion**  
Source: Alturki (2021: 5)



The research onion is very valuable in ensuring that the researcher has selected the approaches and strategies in line with the research's ontology. The first layer of the onion explores the research philosophies, which further influence the research approach, strategies, choices as well as techniques. In other words, laying down a research framework, using the research onion, can assist one in selecting the correct design for their study.

There are two main types of research designs, identified as quantitative research designs and qualitative research designs.

### **3.4.1 Quantitative research designs**

Quantitative research is an objective form of conducting research, where knowledge is sourced and proved by scientific methods and not by personal interpretations (Kumatongo & Muzata, 2021:21). These methods of scientific research adopted in quantitative research are means of ensuring objectivity, generalisability as well as reliability of the study findings (Lederman & Abell, 2014; Kumatongo & Muzata, 2021). Quantitative research is mostly positivist in its ontological approach and researchers may use designs such as experimental, comparative, causal, surveys and correlation designs (Lederman & Abell, 2014:24).

### **3.4.2 Qualitative research designs**

Qualitative research is “the study of the nature of phenomena including their quality, different manifestations, the context in which they appear as well as the perspectives from which they can be perceived” (Busetto et al., 2020:01). In other words, qualitative research seeks to explore individuals' understanding of a social phenomenon, hence data from this research is in form of words rather than numbers (Kumatongo & Muzata, 2021). A researcher using qualitative research methods can employ designs such as phenomenology, hermeneutics, ethnography, grounded theory, case study, historical or narrative designs (Busetto et al., 2021; Kumatongo & Muzata, 2021). Qualitative research design was selected for this study in order to gather in-depth and varied perspectives of the problem being investigated from the suitable participants, in order to derive to sound conclusions and effective recommendations.

### **3.4.3 Case studies**

The study follows a case study of the R & B CBT route in Franschhoek Western Cape. Case study research allows the exploration of complex issues and becomes more prominent, especially in research focusing on community-based problems (Zainal,

2007:01). Case study designs are suitable for a small geographical area or a small number of subjects of interest to be examined in detail (Zainal, 2007:3). Given that Franschoek and its surrounding towns is a small geographic area and the study comprises 15 participants, the case study design was chosen for this study. These participants are the small CBT businesses that are part of the R & B route and have been operational for more than one year. They include eateries, tourist guides, botanical gardens, ceramics potters, hand-man leather goods sellers, and Franschoek heritage sites.

### **3.5 RESEARCH METHODS**

Research can be conducted using various effective methods namely qualitative, quantitative and mixed methods approaches.

Quantitative research is research that is based on maximum objectivity and precision to produce findings that can be largely generalised in similar conditions (Eyler, 2021:05). Some distinctive attributes of quantitative research involve data that are represented numerically as well as data analysis that is predicated to statistical analysis, the study findings are represented on statistical graphs and tables, the study follows an ontological view that sees the world as consisting of causal relationships (Jennings, 2001:131-132).

The mixed method approach, popularly known as methodological triangulation, is a combination of both qualitative and quantitative methods to address the same research problem. Researchers employ this method to widen their understanding of the study and also to “enable the deficiencies of both qualitative and quantitative methodologies to be overcome (Jennings, 2001:133).

The qualitative research method is concerned with a rich description of complex phenomena, considering the experiences and interpretation of events by the participants (Jennings, 2001:131; Corbin & Strauss, 2015;). In other words, qualitative research involves approaches that produce findings without reliance on statistical analysis (Corbin & Strauss, 2015). Research informed by qualitative methods will have attributes such as an ontological view that the world consists of multiple realities, the sampling method is non-random, the study data represented in textual units rather than numeric representation, the relationship between the researcher and participant is subjective and the findings of the study cannot be widely generalised (Jennings, 2001:129).

This study follows a qualitative methodology to address the research problem. In-depth interviews were administered face-to-face with the study participants, and data were

collected via means of audio recordings, which were later transcribed and analysed for the realisation of the research objectives.

### **3.5.1 Qualitative methods**

There are various existing qualitative methods to be employed by a researcher to gather the required data for the research. These qualitative methods include In-depth interviews, focus group discussions, observations and visual methods.

#### **3.5.1.1 Interviews**

In-depth interviews have become a popular data collection method in qualitative studies (Eppich et al., 2019). Interviews are human conversations or interactions that are driven by question-and-answer sequences (Jennings, 2001:162; Roulston & Choi, 2018:233). Technological advancements have revolutionised the way in which interviews are conducted, from the traditional face-to-face interviews to a wider range of platforms like telephonic interviews, e-mail exchanges or via social media and other networking platforms such as zoom, Microsoft Teams, Skype and more (Hawkins, 2018:493). Interviews can either be structured interviews, or unstructured or semi-structured interviews (Eppich et al., 2019).

Structured interviews consist of a predetermined set of short questions that only require short responses, within the stipulated schedule or timeframe (Jennings, 2001:163). Semi-structured interviews on the other hand, while following a pre-determined guide on the topic, they allow for follow-up questions intended for the participant to expand and elaborate their response (Jennings, 2001:165; Roulston & Choi, 2018:233; Magaldi & Berler, 2020). Unstructured interviews are a more natural conversation between the interviewer and interviewee, with a greater opportunity for the interviewee to deeply expand on the topic to an extent of constraining the interview schedule (Klenke, 2008:126).

In this study, interviews were administered to 13 participants in the area of Franschoek valley. These interviews were conducted face-to-face, due to the relaxation of COVID-19 regulations, however, all COVID-19 protocols concerning maintaining safe distances, sanitising and wearing face masks were adhered to. Data collected from these interviews were recorded via an audio device and were later transcribed to allow for thematic data analysis.

### **3.6 STUDY AREA**

This study was conducted in the Franschoek Valley, Western Cape. This valley, founded in 1688 by the French Huguenots, continues to thrive today as the gourmet capital of South

Africa, with its abundance of opulent restaurants and wine estates (Franschhoek Valley, 2022). The Franschhoek area, according to the demarcations of the R & B route, includes the surrounding small townships and valleys namely, Groendal, Mooi Water, Dwarsrivier valley, Wemmershoek, Ematyotyombeni and Bosbou areas (Franschhoek Valley, 2022).

### 3.6.1 Justification of the study area

The R & B CBT route was founded by Franschhoek Valley Tourism together with small Franschhoek community-based businesses. The main aim of the route was to provide a different offering from the known opulent food and wine services offered by some successful and well-established wine farms in the valley (Franschhoek Valley, 2022). The route incorporates tourism services and products from the surrounding communities of Groendal, Mooi water, Ematyotyombeni (Langrug), Bosbou and Dwarsrivier valley (Franschhoek Valley, 2022). The CBT businesses forming part of the route include eateries, leather and ceramics crafts, local music choirs and bands, tourist guides, local historical sites (The Khoisan Kraal), Local herbal gardens and transport providers.

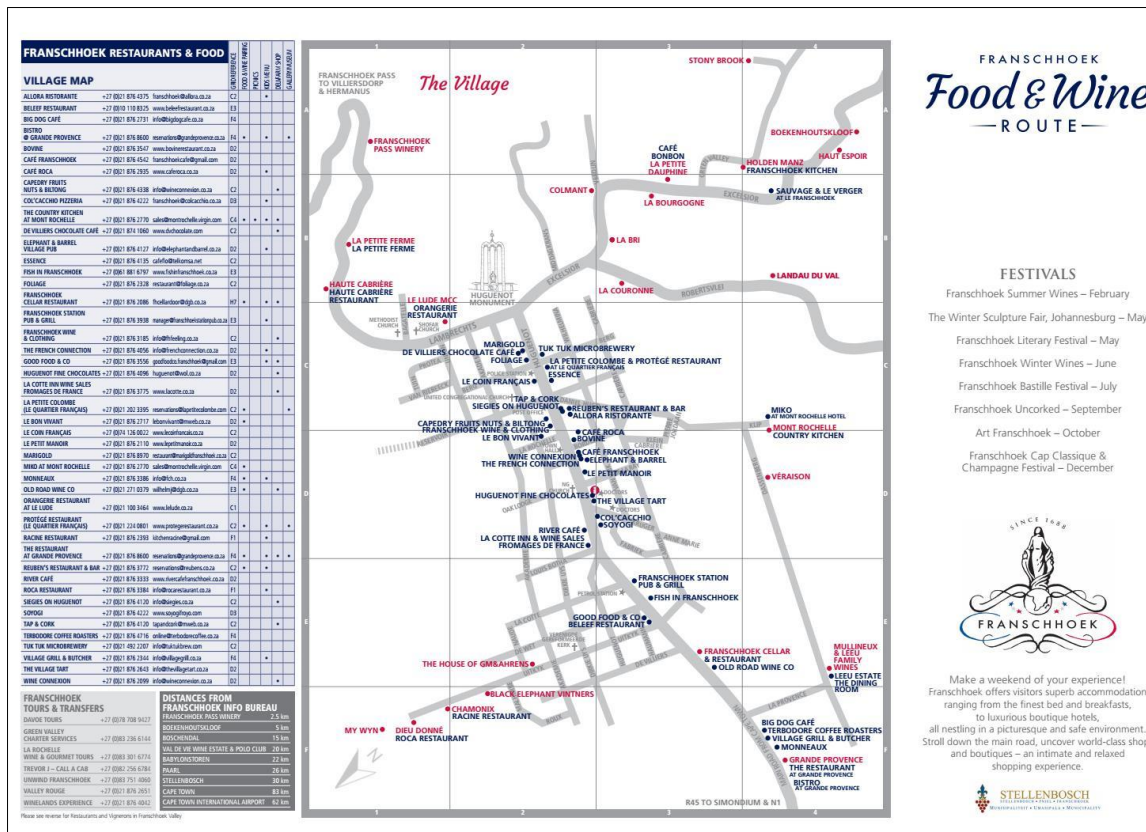


Figure 3.2: Map of the Franschhoek valley map

Source: Franschhoek Valley (2022)

### **3.7 SAMPLING PROCEDURE.**

Sampling is essentially a portion of the general population selected to be the representation of the larger population in a study (Acharya et al., 2013:330). Acharya et al. (2013:330) elaborate that a sample's representativeness is based on the sampling method, sample size as well as the response rate of the population being studied. The correct sampling procedure is critically important in research to ensure that the study can achieve its objectives (Thompson, 2012; Acharya et al., 2013). Sampling methods can be classified as either probability sampling or non-probability sampling.

Probability sampling refers to a sampling method where each individual in the population has an equal chance of being selected to participate in the study (Jennings 2001:140; Thompson, 2012; Acharya et al., 2013:330). This sampling method is further classified into simple random sampling, systematic random sampling, stratified random sampling, cluster sampling, multi-phase sampling and multi-stage sampling (Acharya et al., 2013:330). The probability sampling method is mostly applicable to quantitative studies.

Non-probability sampling occurs when the probability of a subject being selected for the study is unknown (Acharya, et 2013:332). Non-probability sampling can be further classified into purposive sampling, quota sampling, snowball sampling and expert sampling (Jennings, 2001:138; Acharya, 2013).

This study follows a snowball sampling procedure. This sampling procedure proved to be essential in the case of the R & B route, where many businesses have either recently closed down or still undergoing recovery. The researcher relied on the interviewed respondents to provide details of other respondents who were/are members of the R & B route.

#### **3.7.1 Survey population**

Survey population refers to the units in the general population that the researcher wishes to target (Jansen, 2010:20). The overall focus of this study is on the stakeholders in the R & B route. Stakeholders shall be any individual or group of people/entities impacted by the company/route or able to impact the achievement of the company/route objectives (Freeman, 1984). Noting that the term "stakeholders" is a broad one, these stakeholders referred to in this study are the Franschoek valley's R & B route participating small businesses, which according to the Franschoek Valley (2020), include eateries, tourist guides, craft centres, music choirs, botanists and transport providers.

### **3.7.2 Sampling technique**

Oppong (2013:203), describes sampling as “the process of selecting subjects to take part in a research investigation on the ground that they provide information considered relevant to the research problem”. The qualitative survey of this study follows a purposeful sampling method, where local Ront and Bont CBT businesses that have been part of the route for more than one year before the COVID-19 pandemic in 2019 are interviewed. Purposeful sampling is where the researcher selects subjects that are knowledgeable or rather experienced in the subject issue being addressed in the research (Oppong, 2013:203). Local participating businesses that have been part of the route for more than one year before the pandemic, according to the researcher, are best suitable to undertake the interview as they have greater experience and knowledge about the R & B route before and during the pandemic. This survey further employs a snowballing sampling technique to identify the targeted respondent. In other words, the researcher relied on each of the interviewed subjects to recommend or recruit another subject that meets the outlined criteria to be interviewed for the study. The snowballing has proven effective in reaching the intended population, given that little information exist about the broader members of the Ront and Bont Route before COVID-19 pandemic.

### **3.7.3 Sample size**

Lakens (2021:01) advises that justifying the sample size that will be collected is a crucial step when designing an empirical study. Sample justification, in other words, is a process of explaining how the collected data are expected to provide valuable information to address the study’s objectives (Lakens, 2021:02). Andrade (2020:102) cautions that “too large a sample size is unnecessary and unethical, while too small a sample is unscientific and also unethical”. Researchers must ensure that the sample size for the study can be generalised to the population and that it can be used or referenced in related studies (Andrade, 2020:102; Lakens, 2021:01).

Given that the R & B Route does not have any obtainable data about the scale of its community-based businesses, the pilot study conducted pointed to about 15 businesses part of the R & B route. Given the small size of the population, study aims to reach out to all 15 businesses that form part of the Rond & Bont Route.

## **3.8 DATA COLLECTION METHODS AND TECHNIQUES**

Data are essentially collected to help answer the research questions and the more data collected, the more informative the study can be in relation to its research objectives (Lakens, 2021:01). Data can be collected via either primary data sources or secondary

data sources. Primary data are the original data collected for a specific research goal, while secondary data refers to a type of data that was originally collected for a different purpose and is now reused for another research question (Hox & Boeije, 2005: 593). The primary data collection instrument employed in this study is semi-structured interviews verbally conducted, and the secondary data collection involves the use of peer-reviewed journal articles on the subject, websites and book publications. These instruments are discussed further in the following subsections.

### **3.8.1 Primary data collection source.**

Interviews form the basis of this study's primary data collection method. Interviews are a data collection technique that involves oral questioning of respondents either individually or as a group (Chaleunvong, 2009). For this study, the interviews assumed a semi-structured format and were guided by the use of an interview schedule.

### **3.8.2 Interview schedules**

The interview schedule for this study involves pre-determined semi-structured questions, that allow for follow-up questions intended for the participant to expand and elaborate their response (Jennings, 2001:165; Roulston & Choi, 2018:233; Magaldi & Berler, 2020). Section A of the interview questions involved the demographics of the participants, which are age, gender, race, educational qualifications and area of residence. Section B of the interview questions explores the involvement of the stakeholder in the R & B route. It explores the types of businesses involved in the route, how long the business has been in operation in the R & B Route, the reasons why the participant joined the R & B Route and also the employment conditions of the participating businesses.

Section C of the interview schedule explores the impact of COVID-19 on the R & B route's participating businesses, while section D assesses the level of COVID-19 compliance of the participating businesses. Section E of the interview assesses the availability of support systems and aid for the R & B small businesses during the pandemic and the last section of the interview seeks to comprehend the participants' perception of the future of the R & B route in the context of the evolution of the pandemic.

### **3.8.3 Secondary data sources**

The secondary data for this study was derived from peer-reviewed journals, and scholarly websites as well as published academic books on the topic related to community-based small tourism businesses, route development, tourism in the context of COVID-19, and Franschoek R & B route. Extensive literature was reviewed guided by keywords such as

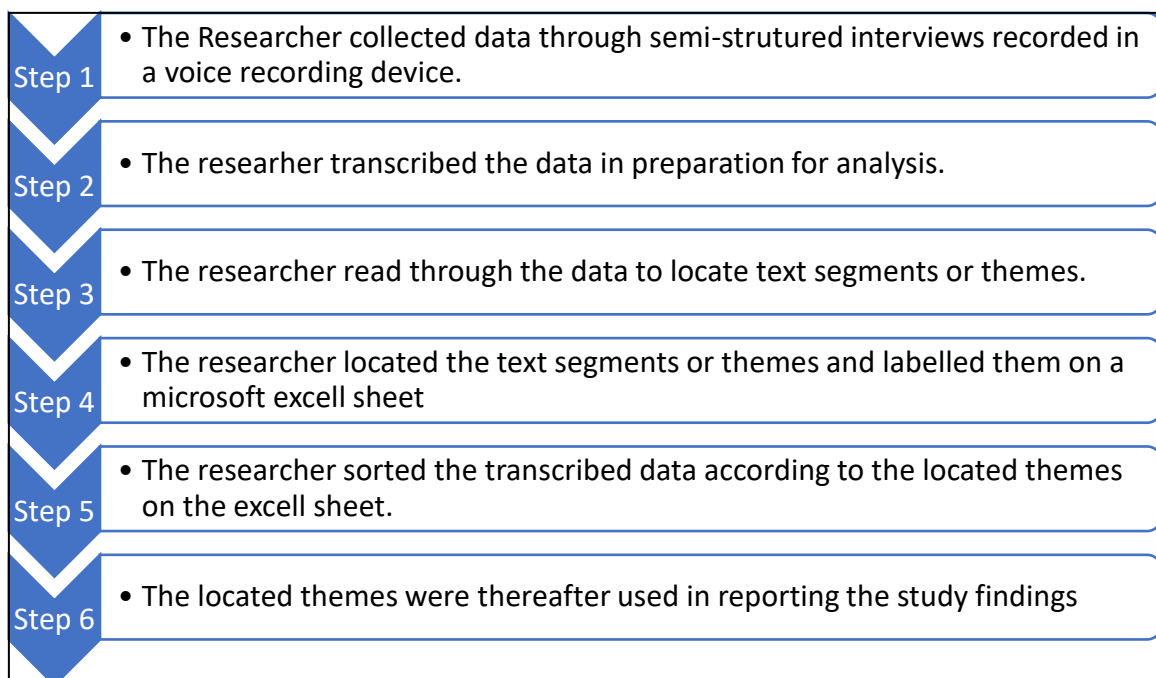
stakeholders, community participation, R & B route, route development, CBT businesses, COVID-19, and Franschhoek Valley.

### 3.9 DATA CODING AND ANALYSIS

Data coding and analysis involves a systematic process where collected data are processed, transformed and reconceptualised (Cope, 2009:03). The data collected from the interviews were recorded using an audio recording device and later on transcribed. Transcribing is a process of creating textual versions of the audio data obtained from the interviews (Cope, 2009:03). This data was vital for the researcher in terms of guiding the reporting on the study findings, drawing conclusions and proposing recommendations.

#### 3.9.1 Qualitative data analysis

Following the transcription of the collected data, the researcher proceeded to employ thematic data analysis. Thematic analysis is a type of qualitative analysis used to analyse data and present themes or patterns that relate to the data (Alhojailan, 2012:40). Thematic analysis allows the researcher to determine exactly the relationships between the concepts and further compare them with the collected data (Alhojailan, 2012:40). The thematic analysis process followed Creswell's (2003) six steps of qualitative data analysis (see Figure 3.3).



**Figure 3.3. Creswell's six steps of qualitative data analysis employed in the study**

Source: Adapted from Creswell (2003)



The study successfully conducted 13 interviews out of the intended 15 participants. Two other respondents opted not to take the interview as they have long closed operations and did not relate to the study being conducted. Given the size of the population interviewed in this study ( $n= 13$ ) the study findings are only applicable to the case study of the R & B CBT route and cannot be generalised to a wider field of study.

### **3.10 ETHICAL CONSIDERATIONS**

In conducting this study, permission to conduct the survey was primarily sought and received from the Franschhoek tourism office (see Appendices B and C respectively) Additionally, the researcher complied with all the ethical standards as outlined by the Faculty Research Ethics Committee (FREC) of the Faculty of Business and Management Sciences (FBMS) at Cape Peninsula University of Technology (CPUT). To this end an Ethical Clearance Certificate (see Appendix A) was received before the commencement of data collection activities. The ethical considerations focused on:

- The anonymity of the participants was acknowledged and respected,
- The participants were informed of their right to withdraw from the interviews at any moment they felt any form of discomfort without any prejudice towards them.
- Information provided by the respondents was kept confidential and cannot be disclosed to any individual or organisation not involved in this research study.

### **3.11 STUDY LIMITATIONS**

In conducting this study, the researcher experienced some limitations worth noting. Simon (2011) describes limitations as weaknesses in the study that are out of the researcher's control. One of the major limitations was that some of the businesses in the R & B CBT route closed down as a result of COVID-19. This situation had an impact on the sample size of the study and the researcher's ability to gather more data. Furthermore, many of the surviving businesses were still feeling the severe ripple effects of the pandemic, to an extent that there was some reluctance in participating in the study as they feared it might be taking their time away from their business. This was prevalent in those businesses with 1-2 employees. Interviews had to be rescheduled and sometimes even during interview sessions, proceedings had to be stopped and restarted several times as respondents kept on attending to clients. With patience and empathy towards the prevailing situations, the researcher managed to get through these situations and obtained the required data to meet the objectives of the study.

The researcher also experienced some financial challenges. Due to that the researcher is resident in Muizenberg and the participants are all based in Franschhoek, it required costly and time-consuming travel, to reach the participants. The researcher however was determined and with the limited financial resources available, overcame this hurdle. The researcher also notes the challenges that came with COVID-19 regulations like social distancing, wearing of face masks and sanitising. The social distancing and wearing of face masks affected the quality of the voice recordings, and at times, the researcher has to request the study participants to redo the interview due to the compromised voice quality that could not be transcribed.

### **3.12 CHAPTER SUMMARY**

This chapter presented a blueprint of the research design and methodology employed in the study. The research questions, philosophy, study area, and study population were discussed. The chapter discussed the sampling procedure, sample size, data collection and analysis methods as well as addressing the ethical considerations applied in the study and the study limitations.

The following chapter, Chapter 4, presents and discusses the study findings.

## **CHAPTER 4**

### **RESEARCH FINDINGS AND DISCUSSION**

#### **4.1 INTRODUCTION**

Chapter 3 detailed the research design and methodology applied in the study. This chapter presents the research findings and discussions emanating from the study data analysis. In addressing the study objectives, a qualitative study of semi-structured face-to-face interviews was conducted with a population of 13 respondents based in and around the Franschoek valley area. The interviews were recorded through a voice recording device and later transcribed into MS Word documents and MS Excel sheets for further analysis and to assist in the extraction of themes for reporting the study findings. All COVID-19 protocols in line with COVID-19 alert level 1 were observed and obeyed in the collection of the study data.

The findings are presented below following the research objectives and further discussed in themes emanating from the transcribed data. The themes were manually identified, given the small size of the population.

The section below presents the profiles of the business on the R & B CBT route.

#### **4.2 DETAILS OF THE BUSINESSES PARTICIPATING IN THE RONT AND BONT COMMUNITY-BASED TOURISM ROUTE.**

This section explores the profiles of the R & B CBT businesses interviewed in this study. The study respondents' profiling contains details in terms of the type of establishment, the designation of the respondent, the highest educational qualifications, the duration of the business membership in the R & B CBT route as well as the number of employees working for the establishment besides the respondent. The 13 participants are identified through a unique identifier code P01 to P13 to protect their identity as indicated in the ethical considerations. Table 4.1 below presents the profiles of the study participants.

**Table 4.1: Profile of the respondents/businesses on the Rond & Bont community-based tourism route**

Participant unique identifier code	Type of establishment	Age (in years)	Designation	Highest educational qualification	Duration of membership in years	Number of employees
PO1	Tourist guiding	42	Independent tourist guide	Grade 11	5	0
PO2	Khoisan cultural village	56	Senior leader	Grade 10	3	0
PO3	Arts and entertainment	28	Group leader	Grade 11	3	0
PO4	Entertainment (Choir music)	35	Group leader	Diploma in Business Administration	2	0
PO5	Creative arts (Music, dance, drumming and drama)	26	Founder	Grade 12	2	0
PO6	Organic Herbal Garden (touch, feel and taste experiences)	49	Leader	Grade 9	7	0
PO7	Local traditional beer experience	58	Owner	Grade 7	5	0
PO8	Chocolates and gift packs	37	Supervisor	Grade 12	4	2
PO9	Tourist guiding	40	Independent tourist guide	Grade 12	3	0
P10	Internet café, and fast food (chicken and chips)	37	Owner	Certificate in Film making	8	3
P11	Township grey water systems (township tours)	49	Programme coordinator	College diploma in Business studies	4	7
P12	Arts, craft and ceramics	43	Owner	Grade 12	3	3
P13	Beaded work crafts	39	Owner	Grade 9	4	0

The outcome of this study indicates that the R & B CBT route illustrates a diversity of business profiles ranging from tourist guiding, cultural tours, creative arts and gastronomy. The data indicate that the majority of the businesses do not have full-time employees, and are mostly under the management of the founders, business owners or elected group members or leaders. Of the respondents who participated in this study, the duration of their membership in the R & B route spans between two to eight years.

Giampiccoli and Kalis (2012:175) contend that it is in the nature of CBT businesses that there exist both direct and indirect participants and beneficiaries. Directly involved businesses consist of tourist guides, craft centres, cultural centres and eateries. Participants that are indirectly involved include general community members that benefit from the overall development of the community as a result of CBT businesses as well as

other community businesses that aren't tourist attractions or venues but offer support services to enhance the tourism experience (Giampiccoli & Kalis, 2012:175). The study found that the R & B CBT route business profiles also feature some indirect tourism businesses that play a crucial role as support services to the overall R & B CBT offering.

The participants of this study were equally requested to provide an account of the characteristics of the tourists visiting the R & B CBT route, as stipulated under section 1.4 of the research objectives. Consumers can be characterised by numerous aspects including geographic, demographic, behaviour, social, psychological and biological elements (Dolnicar, 2020). The study findings pertaining to this objective are discussed below.

#### **4.3 CHARACTERISTICS OF THE TOURISTS VISITING THE RONT AND BONT COMMUNITY-BASED ROUTE**

The study respondents were requested to provide an account of the type of tourists visiting the R & B CBT route. In response to the question, two themes of characterisation emerged in the findings, namely the geographic and demographic characteristics.

##### **4.3.1 Geographical characteristics**

Geographical characterisation is a term used to describe a situation where the participants are characterised by their location or place of origin. The customers' place of origin was the most prominent identifier mentioned by the study participants. The findings point to the R & B CBT Route's dominant servicing of the overseas market, and a substantial local market with geographical profiles that include England, China, France, the United States of America, Belgium as well as the South African domestic market. Participant P01 mentioned that:

*Before the pandemic, most people that we had were coming from overseas, we had Europeans, people from America, Chinese as well as South Africans from Johannesburg.*

Participant P03 added that their customers are mostly "Europeans, and the Chinese". Similar to the assertions of participant P01, another respondent (P011) stated that:

*It's mostly the white people, overseas tourists. Maybe England, America, there is also Chinese. In the market on Saturday, sometimes you meet people from Johannesburg, they also support.*

Campbell et al. (2020:237) advise that collecting data on customer characteristics should be a continuous exercise for any business, to develop a better understanding of the

clientele being serviced, as well as to ensure that different approaches are applied to different customers. The data on the geographical traits of the tourists visiting the R & B CBT route as provided by the participants will be important in aiding the formulation of adaptation strategies for the CBT route in the context of COVID-19. As discussed in the reviewed literature in Chapter 2, marketing will form part of the main adaptation strategies in the context of COVID-19, therefore the data provided by the participants will assist in informing the adaptation marketing approaches that will effectively communicate or reach the intended market.

The data also indicate some participants characterised their customers based on demographic information. The findings of the demographic characteristics are discussed in the next section.

#### **4.3.2 Demographic characteristics of CBT customers/tourists**

Some participants used demographical traits to characterise the tourists in the R & B CBT route. Demographic characterisations refer to the process of characterising consumers based on qualities such as race, gender, age, nationality, religion, and disability (Dolnicar, 2022). Study participant P06 indicated the following in response to the question:

*All kind of people, black or all races, they are very interested in the plants. local people come for medicine and people that come from outside they come for knowledge and stuff like that.*

Participant P10 had similar sentiments, stating that:

*I provide services to Black and coloured community, of ages from 10 years to 65, because we are both a fast-food restaurant and an internet café.*

While most of the participants opted to characterise their clientele by either demographic or geographical traits, there were a few participants that adopted a mixed approach. These participants mentioned both geographic and demographical traits in responses to the question about consumer characteristics. Participant P04 indicated that:

*Actually, it's a people from overseas, its international people and the very same time the most they were coming from Europe and it's the old people that they are coming to visit Franschoek and then they were taken for the Ront and Bont.*

Participant P04 provided diverse details relating to consumer characteristics. The participant provided the consumer's place of origin, as well as the consumer's life stage

(old people). Another study participant, P07, echoed similar sentiments, indicating that the business services local persons, and especially older persons. The participant stated:

*Only local people from Langrug, but not young people.*

Participant P02 broadly characterised the tourists that frequent the CBT businesses using both demographic and geographic variables. The participant stated that:

*Mostly international and young people and older people. Especially the younger people are mostly attracted to the cultural events taking place like the Rastafari dance and the food they taste and the music they listen to and they are watching the cultural dancers and they are mostly attracted to that.*

The richness of the data provided by the participants directs informed deductions that the R & B CBT route receives tourists from Europe, America, and Asia as well as a notable portion of the local market, mainly Johannesburg. This data will assist the route in the process of adaptation to adjust the marketing strategies to reach the intended market as well as advance tourist guiding programmes to accommodate the said markets. Such data are crucial for the CBT route in assessing possibilities of product diversification, to accommodate the prevalent markets, while also attracting new ones (Liu et al., 2020; Aversa et al., 2021). Understanding the characteristics of the tourists or visitors is pivotal to the growth and success trajectory of any business (Campbell et al, 2020).

The next section discusses the findings on the magnitude of the COVID-19 pandemic impacts on the businesses in the R & B CBT route.

#### **4.4 MAGNITUDE OF THE COVID-19 PANDEMIC IMPACT ON THE BUSINESSES IN THE RONT AND BONT ROUTE**

Studies on COVID-19 confirm that there is a range of impacts associated with the pandemic on tourism businesses across the globe (Bakar & Rosbi., 2020; Dinarto et al., 2020; Rogerson & Rogerson, 2020b; Sigala, 2020; Bama & Nyikana, 2021; Yang et al., 2021; Bama et al., 2022). The extent of these impacts varied from business to business owing to factors such as business size, financial resources, business resilience, and government support (Rogerson, 2021).

This study aimed at understanding the types of impacts experienced by the R & B route CBT participants as well as the magnitude of those impacts on their businesses. The findings from the study reveal that the study participants experienced a range of COVID-19 induced impacts that had devastating effects on the operations of their businesses and

personal lives. Figure 4.2 below presents the themes emanating from the data in relation to the impacts of the pandemic on the R & B CBT route participants.

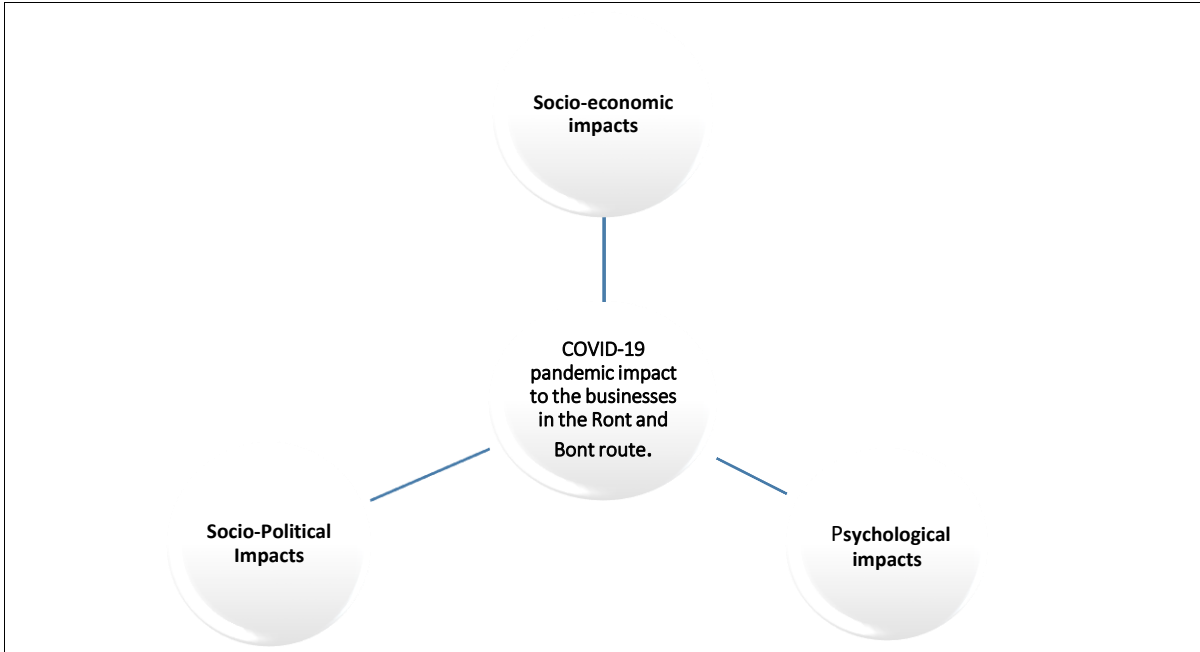


Figure 4.1: The COVID-19 impact on the businesses of the Rond & Bont route  
Source: Researcher's construct

The themes, as presented in Figure 4.2 are discussed next, beginning with the socio-economic impacts mentioned by the participants.

#### 4.4.1 Socio-economic impacts

The majority of the participants in this study indicated severe economic impacts as a result of the COVID-19 pandemic. The socio-impacts largely mentioned in this study include the loss of income due to business closures, unemployment, inequality and hunger.

In substantiating the notion of severe socio-economic impacts, Participant P03 stated:

*What can I say? We just decided that the business has to stop because of COVID-19.*

Adding similar sentiments, Participant P13 expressed the severity of the lockdown to the businesses. The participant indicated that:

*My brother, you know nothing was happening especially during [the] lockdown, we could not even come here to sell anything.*



The data also show that there were participants who lost their personal financial savings as a result of the pandemic. According to P01, the pandemic led to them accessing their personal finances to try and keep the business operations afloat. The participant elaborated that:

*To be honest, things went very bad, we had to use funds that we saved in our personal bank accounts, and we weren't making any profits, though we had employees to pay and other expenses. So, it was very tough and it is still very tough, there is totally no business.*

In agreement with the above sentiments, another participant added that the situation forced them to seek relief from the R350 social grants offered by the South African government to the unemployed and destitute during the pandemic. Participant P12 revealed that:

*It was very very bad, there were no tourists at all, we could not set up our stall to sell, things were very bad, we lost money and had to apply for the R350 given by the government.*

The South African government had funds set aside to provide relief to tourism businesses heavily impacted by the pandemic. However, these relief fund applications have stipulated terms as indicated earlier in the literature review, which saw several businesses unable to qualify for the funding. The assertions by participant P12, who opted for the R350 grant offered to all qualifying unemployed citizens, instead of the business relief funds, may be indicative that the participant did not qualify as per the terms and conditions of the application.

In addition to the loss of income and personal savings, the study findings reveal that some participants had to surrender personal assets like vehicles, due to the financial pressure exerted by the pandemic. Participant P09 stated that:

*I have personally lost income because there were no tourists to take around. I had to find alternative ways to live, it was very bad. I also had to sell my car because I could not maintain it anymore and I needed the money.*

The data obtained in this study underscores the dire socio-economic situation of the R & B CBT businesses and business owners. The socio-economic impacts of the COVID-19 pandemic not only affected business operations but also applied immense economic pressure on the personal livelihoods of the study participants to the extent of destitution and need. These sentiments expressed by the key study participants strongly resonate with the assertions by Supriatna (2020:63) who argues that the COVID-19 pandemic is no

longer a medical problem alone because it has exacerbated the global poverty rates and created new poor people.

Besides the loss of personal savings, another issue raised by the respondents related to job losses. According to the outcomes of the study, respondents also noted that there were significant job losses as a result of the pandemic. One of the participants, P10, highlighted staff reduction strategies in adapting to the impacts of the COVID-19 pandemic. The participant stated that:

*I have had to cut down on my staff, I had five staff members before, and had to cut down to the current three. I have also lost greatly in terms of income.*

Another strategy that was implemented by P10 was the altering of the employment statuses of the current workforce to temporal employment due to the severity of the pandemic, reduced business and uncertainties around the pandemic.

Roy and Ghosh (2020:08) aver that some nations had socio-economic issues pre-dating the COVID-19 pandemic, which were subsequently worsened during the pandemic. Participant P08 mentioned some pre-COVID-19 concerns that had been exacerbated by the COVID-19 pandemic. The participant stated that:

*More than COVID-19, what killed our business was the rent. Franschhoek town is very expensive to rent. COVID-19 just made it worse for us, because there was no chance that we will bounce back.*

The process of devising adaptation strategies for the R & B CBT route in the context of COVID-19 should consider these pre-COVID-19 challenges as they pose a threat to the resilience of some of the businesses in the R & B route.

What initially exacerbated the socio-economic impacts in South Africa was the lockdown imposed by the South African government on 26 March 2020. The lockdown strictly required everyone to close business and stay at home, except for essential purposes like groceries, health care, and banking (South Africa, 2022d). The lockdown effects on the CBT businesses around the country were immediate and detrimental because CBT businesses require a movement of consumers from their locations to the host community to experience the local cultural and environmental resources (Lee & Jan, 2019:400).

In consideration of the above statement, there was, however, one participant who experienced significant growth in revenue as a result of the pandemic. Participant P07 highlighted that:

*The business was very strong, lots of people were buying 'umqobothi' in lockdown, I think because the alcohol was closed*

Participant P07 attributed the increased demand for the consumption of the African brew to the sudden closure of alcoholic beverage sales by the national government, in a bid to curb the spread of COVID-19. As reported by some local news outlets, during this period, many citizens resorted to home-brewed beverages and other counterfeit goods to quench their thirst (City Press, 2020). For example, City Press (2020) reported that "homemade brew" soared by 500% the day following the announcement of alcohol bans by the South African government. This provided an opportunity for businesses to leverage the stated socio-economic benefits during the pandemic. However, such opportunities are often short-lived and there is a need for a more sustained approach to CBT resilience and adaptation.

Moreover, in light of the study findings, it is clear that the socio-economic impacts on the businesses in the R & B CBT route were enormous and consequently proposed adaptation strategies to address or remedy the issues around socio-economic impacts. The findings of the study also point to some psychological impacts of the pandemic on the participants. The extent of the psychological impacts mentioned by the participants is discussed below.

#### **4.4.2 Psychological impacts**

A study conducted by Arafa et al. (2021:64) on the prevalence of depression, anxiety, stress and inadequate sleep amongst the public during the COVID-19 pandemic concluded that these psychological impacts were significant and that necessary psychological support and counselling were needed. Additionally, studies also indicate that the issue of mental illness in South Africa has long been a bone of contention due to its vicious presence with lack of adequate medical attention (Kim et al., 2020; Oyenubi & Kollamparambi, 2020). Kim et al. (2020:1587) report that one in three South Africans develops a psychiatric disorder during their lifetime.

While the participants did not mention any medical diagnosis by doctors concerning mental health issues, existing studies suggest that the sudden conditions of the participants as a result of the COVID-19 pandemic may trigger psychological strains. Oyenubi and Kollamparambi (2020:04) further argue that the unfortunate event of losing an income as a result of the forced detachment from labour or trade, creates considerable financial pressure, which ultimately activates stress, anxiety and depression factors. In drawing perspective to these assertions, the sentiments by participant P09 in response to the impact of the pandemic are significant. The participant indicated that:

*I had to find alternative ways to live, it was very bad. I also had to sell my car because I could not maintain it anymore and I needed the money.*

Another participant, P04, narrated the severity of the impact on entertainment businesses and the challenges faced due to the enforced bans on movements of people. The participant stated:

*Actually, there was a huge impact in terms of entertainment side because we couldn't manage to get a gigs, like we depending on gigs at the very same time we depending on fundraising in town.*

Though the study participants do not directly specify psychological strains in their responses but the mere fact that they lost income, and subsequently could not even host fundraising events at the time of need, may have yielded psychological tensions like stress, anxiety and depression. Bakar and Rosbi (2020) lament that psychological impacts are aggravated by the sudden closure of businesses which ultimately led to mass job losses, leaving many with little to no economic means for survival.

Moreover, existing studies also suggest that the perceived risk of infection, death, panic, loneliness and isolation as a result of the lockdowns may have intensified psychological strains like anxiety, stress and depression (Commodari & La Rosa, 2020; Kim et al. 2020; Oyenubi & Kollamparambi, 2020; Yildirim & Güler, 2021). Further into the study, while the participants were responding to matters around vaccinations, the issues of isolation and neglect were highlighted. Participant P11 revealed matters around the neglect of those who dwell in informal settlements as well as some of the circumstances that continue to haunt those in informal dwellings. The participant stated that:

*I think for me; I do not know anybody who is being ignored in our society like the ones in informal settlement.*

What can be further deducted from this study is the profound socio-political challenges that pre-date the pandemic and have now been exacerbated by the colossal effects of the pandemic, such that psychological reactions are triggered. In line with the existing literature on psychological impact triggers in the context of COVID-19, it can be determined that some participants in the R & B CBT route may be experiencing psychological strains as a result of the pandemic. The adaptation strategies to be proposed ought to make an inclusion of possible psychological therapy or remedies that may be afforded to the affected members of the R & B CBT route.

The next section discusses the findings on the socio-political impacts experienced by the participants of this study. The socio-political impacts will be discussed under the two main themes derived from the collected data.

#### **4.4.3 Socio-political impacts**

The study participants indicated several socio-political impacts experienced as a result of the pandemic. These socio-political impacts are discussed at length below under the following themes, the Violation of Human Rights and Discrimination.

##### **4.4.3.1 Violation of human rights**

The study findings also reveal some participants perceived human rights violations as well as discrimination as a result of the pandemic and the subsequent interventions by the South African Government. In the area of human rights concerns, one of the participants cited the regulations around vaccinations and the cloud that surrounded the implementation. Participant P01 indicated that:

*With other viruses like HIV were not told that we won't get work if we don't vaccinate, but with this one, we are told that we cannot work if we are not vaccinated, so for me, it doesn't sound right.*

Another participant was outright about the intentions of not getting vaccinated, citing a lack of trust in the authorities as well as concerns around the lack of freedom and rights to consent on the vaccines. Participant P10 indicated that:

*I believe that this whole process of vaccination, we are being made guinea pigs and we are not given enough right and freedom to either consent or decline the vaccination,*

The study participants mentioned the February 2021 speech by the South African President, Mr Cyril Ramaphosa, while welcoming the arrival of the first COVID-19 vaccines batch, where he encouraged all citizens to get vaccinated, while also introducing that the vaccines are free and voluntary (Engelbrecht et al., 2022:03). While forced vaccine mandates remain constitutionally void in South Africa (Kates et al., 2022), the introduction of vaccine certificates has been largely interpreted as vaccine immunisation mandating efforts (Mills & Rüttenauer, 2022), a move that has heightened hesitancy, augmented anti-vaccination efforts and left many vaccinations opposed people feeling that their rights to freedom and movement were being violated. In hindsight of this, P06 indicated to have taken the vaccines twice, for not being denied access to certain points around the country. The participant stated that:

*I have been vaccinated twice. I have to do it because I don't want to be blocked everywhere in this country.*

The sentiments expressed by P06 indicate that the primary motivation for having the vaccine may have more to do with the impending restrictions of movement and access to facilities for the unvaccinated. The Committee for the Coordination of Statistical Activities (CCSA) had anticipated such discrimination and human rights violations in its policy documents and sought to encourage governments to be cautious in dealing with such matters. The CCSA noted that the pandemic is a massive threat to human rights, including the right to health and life, but while governments are allowed to implement measures to curb the spread of the pandemic, these measures ought to be “legal, proportionate, necessary, non-discriminatory, and temporary (UNSTATS, 2020:42). Furthermore, the CCSA urged governments to respect freedom of expression, opinion and association (UNSTATS, 2020:43).

#### **4.4.3.2 Discrimination**

The rapid spread of the pandemic was a source of global fear and panic. Devakumar et al. (2020:1194) note that fear is a key ingredient for racism, xenophobia and discrimination. Devakumar et al. (2020) argue that the acts of discrimination occur within social, political and historical context. Participant P11 mentioned a prolonged sense of discrimination and neglect particularly of those in informal dwellings. The participant highlighted that:

*We are unemployed, we are underrated, we are just a poor society which doesn't get what needs to get to them.*

Additionally, the perceived discrimination may not have been fundamentally brought by the COVID-19 pandemic but are historical discriminations that have been magnified by the severity of the pandemic. Participant P01, in responding to the socio-economic impacts of the pandemic also mentioned a spike in fears for township visits aggravated by the pandemic, which were detrimental to businesses based in the township. The participant stated that:

*Most people were scared to visit the townships, so we didn't have any customers since 2020 March.*

The settings of the townships in South Africa remain highly populated and therefore self-isolation in such settings is often not possible leading to greater perceived risks of viral spread (Dionne & Turkmen, 2020:223). These perceived risks of viral spread amongst the township dwellers are what breed discrimination by those who live outside that

environment. Dionne and Turkmen (2020:224) further caution that people who constantly feel ignored and discriminated against will often ignore the first symptoms of the virus and potentially delay seeking medical care as they avoid further discrimination from authorities. These assertions by Dionne and Turkmen (2020:224), are visible in the topic to be discussed later in this study relating to vaccinations, where it was ascertained that the majority of the R & B route CBT study participants remain unvaccinated.

It ought to be noted though that the South African government has done a huge amount of work in ensuring equal access to vaccinations and has also ensured a wide scale non-discriminatory spread of information on COVID-19. However, pre-existing conditions of inequality as well as a lack of access to medical facilities were magnified by the pandemic, hence the sentiments shared by the participants. The townships have long been perceived as unsafe spaces especially in recent years, owing to high-profile incidents like the murder of Mrs Anni Diwani in Khayelitsha, Cape Town during her honeymoon (George & Booyens, 2014:451). What the pandemic did is reinforce those perceptions, and consequently build room for discrimination against those who dwell in the townships. There remains a huge task of bridging the inequality gap, improving the dwelling condition of most South African and ensuring equal access to quality health care for all. The efforts to deal with the impending discrimination will also require political and government efforts in dealing with the pre-existing material conditions that form a breeding ground for discrimination.

Moreover, given the role of government in the development of communities, the researcher sought to understand the study participants' perspectives on the role of government in the COVID-19 pandemic.

#### **4.4.3.3 The role of the South African government**

Given the study expressed ties between the socio-economic and socio-political impacts in the context of the COVID-19 Pandemic, the study participants were further requested to provide an account of any governmental support received toward their CBT businesses during the pandemic. While there are allusions to some degrees of support, little of it could be considered to be governmental support during the pandemic; Participant P02 indicated that:

*No, not that much, only in the very beginning we received the food parcel but that stopped immediately the reason why I can't give the right answer to that but is stopped and after that, we struggled but somehow, we survived.*

Another participant, P04, expressed that, while support was received, it was from generous community members and not the government:

*Yes, we did received support, there a few guys from here, from Franschhoek town, they came and visited the choir and they were very supportive during the time of COVID-19 and they were handing out food parcels to the group at the very same time they help us with the new uniform and we just now received a very good donation from them which says everywhere we go we don't have to worry about transport, the support system is very good.*

In addition, some participants indicated they had received no support at all. Participant P11 indicated that:

*I have not received anything, not funding not even protective equipment, nothing!*

Similarly, participant P05 also indicated having not received any support, stating that:

*No, a sad big no, we haven't received anything.*

Participant P01 expressed displeasure and concerns about the manner in which the government had engaged with the community over the years, stating that:

*So far for me, I've been living in my community for years, In Langrug I have been here for more than 18 years, I can be honest with you that my government is not doing anything, I'm not talking about any political party, I am talking about the government. They only come and go when they need our votes and thereafter, we don't see them. So there is totally nothing.*

These assertions by the participants prompted the researcher to seek further detail on what kind of support the study participants would like from the government. In relaying the kind of support needed from government, the participants suggested training and workshops, funding, marketing, transportation as well as the availability of land resources. Participant P01 stated:

*So far, to boost my business or to help us get going again, it's not about money but it could be material things, that can get us going again.*

Similarly, participant P02 suggested that:

*The government should be more compliant in supporting the local small businesses, not mostly giving money but giving training to the people and with the training provide the necessary means. They don't have to give money to the people but to people who can handle the training and send them in and that can boost the people in getting on the ground and keeping them in the flow of creating money for themselves, because it is best to create money for yourself than to receive money all the time.*



In other words, the participant views necessary tools of empowerment like training and workshops as more sustainable governmental approach to struggling CBT businesses in the context of COVID-19. Additionally, another participant P04 relayed that:

*There are only two things which I will request from government is the transport first of all I am working with young people which are coming from very disadvantaged families which is sometimes we need to go and perform somewhere in cape town whereas we need to pay so they don't have money so transport would be very helpful and on the other side the place where we are rehearsing it is not in a very good standard. So, if we can have a rehearsing space and transport. I think the two things would be very much appreciated by the choir.*

Echoing similar sentiments is participant P06, who indicated that:

*Government must support more businesses, they must stop just talking and do the real thing we living in reality, government must come on board. We need transportation for our people coming from outside to experience the herbal healing.*

The issue around the availability of transport within the R & B CBT route predates the COVID-19 pandemic. However, the transportation matter poses a threat to the growth of the CBT route, particularly when there is no available transportation within the R & B route tourism offering. An opportunity exists to invite local transportation owners to join the offering of the R & B CBT route.

Participant P11 highlighted how the socio-political impacts synergise with the socio-economic impacts. The participant relayed that:

*For places like us, which in informal settlements, it's almost nothing we get from the government side. We don't even see the presence of law of enforcements or police participating in the safety of our society. There is not even land for parking here, so even if the tourist buses come, where will they park here?*

Another participant, P08, highlighted another pre-pandemic issue that was exacerbated by the impacts of the pandemic. The participant decried that:

*They must support is small business with facilities. Rent is very expensive, we need funding.*

Noticeably, the R & B CBT route remains largely clouded by conditions pre-dating the pandemic and these conditions have now been aggravated by the COVID-19 pandemic, making it extremely difficult to champion. Adaptation in the context of COVID-19 will be a

lengthy systematic process, as matters pre-dating the pandemic will first need to be ventilated by the stakeholders to ensure that they do not threaten the proposed adaptation strategies. Furthermore, the adaptation strategies to be proposed ought to include remedies to these pre-pandemic issues relayed in the study to achieve sustainability.

The next sections discuss findings on the COVID-19 prevention measures currently in place at the businesses on the Rond and Bont route. There is a link between these outlined themes of impacts and the findings discussed below. The topic of discrimination will be revisited under the theme of COVID-19 vaccinations.

#### **4.5 THE COVID-19 PREVENTION MEASURES CURRENTLY IN PLACE BY THE BUSINESSES IN THE RONT AND BONT ROUTE**

Determining the COVID-19 prevention measures currently in place at the businesses on the R & B route was one of the objectives set for this study. As an attempt to meet this objective, respondents were requested to provide an account of the COVID-19 prevention measures in place in their businesses. They were also quizzed on whether they have been vaccinated yet and also, whether their businesses are compliant in terms of the government's stipulated COVID-19 prevention measures including the sanitising of stations, wearing of face masks, social distancing and adhering to carrying capacities. The findings of this study are discussed under the respective themes below,

##### **4.5.1 COVID-19 prevention measures**

The study established that all the participants were aware of the government's imposed COVID-19 prevention measures. The study participants largely mentioned social distancing, wearing face masks and hand sanitising as the known and widely practised measures. Participant P01 mentioned measures like social distancing, sanitising and wearing of face masks. The participant indicated that:

*If I'm correct, I will mention measures like social distancing, secondly wearing of mask, sanitising, and yes, so far that some of the stuff I can mention.*

Similarly, Participant P02 also stated that:

*We are fully aware of it and we do implement it to the full from the very beginning. The gathering not too much [many] people, cleaning the staff washing the hands and the sanitising wearing mask and staff like that.*

Varied COVID-19 prevention measures were introduced by governments across the globe, for a common purpose of containing the spread of the COVID-19 virus. Tong et al. (2020) argue that adherence to these precautionary measures largely influenced the

effectiveness of the measures in containing the spread of the COVID-19 virus. Güner et al. (2020) assert that these interventions are necessary because there is no medication tested and approved to effectively cure the virus.

In a similar manner to the previously noted participants, study participant P12 expressed that:

*Yes, I know that we must sanitise, wear a mask and social distance.*

Another participant P04 elaborated on the details, citing some challenges experienced with some of the measures like wearing face masks as well as innovating ways they have had to implement in ensuring that COVID-19 regulations are obeyed. The participant indicated that:

*Yes, I do put prevention measures. since I am working with young people, we decided to come to a strategy of doing the social distance at the very same time wearing a mask. I know to us it's been very difficult to wear a mask because we are singers so wearing a mask at the same time you have to take your voice out, it became a challenge to us but we managed to decide that that we are not wearing the mask during performance, but we must make sure that the social distance is not 1.5 metre but to us we have to make it 2 metre because of we are not able to wear a mask while we are performing. So there was an extension of social distance between members when we are performing.*

The participant here not only conveyed the COVID-19 prevention measures in place in the organisation but also mentioned eminent challenges that have forced them to employ creativity in dealing with COVID-19 prevention. Ultimately, the data suggests that there may have been a number of challenges faced by various CBTs in upholding some of the Government-gazetted COVID-19 prevention measures, therefore future study objectives should try to address the challenges mentioned in this study.

Moreover, findings obtained in this study suggest stronger knowledge and adherence to the main three COVID-19 prevention measures which are hand sanitising, wearing face masks, and social distancing. The study participants were further requested to tell whether they regarded their businesses as COVID-19-compliant or not. The findings are discussed below.

#### **4.5.2 COVID-19 regulations compliance**

Though all the participants in the study confirmed their awareness of the COVID-19 prevention measure enforced by the government, there were various observations about

compliance. Some participants purported to be fully compliant with the COVID-19 prevention measures recommended by the national Government. In response to the question about the compliance status of the CBT initiative, participant P03 indicated that:

*Yes, yes definitely, we made sure we wear mask and social distance when we perform.*

Similarly, participant P04 indicated full compliance with the recommended COVID-19 prevention measures. The participant stated that:

*My business it is compliant to the COVID 19 protocols in a way that we always using sanitise everywhere we go we have a sanitizer that we sanitize each and every person that is coming to our Event at the very same time we make sure that if we have an event the people that come in to watch they must all have a mask and the social distance is also taking place.*

Another participant, P10, revealed having signage on the premises encouraging the wearing of face masks and sanitising of hands. The participant indicated that:

*We are compliant in the sanitising of people, wearing of face mask, as you can see it is written on the entrance door,*

Consequently, the researcher was prompted to examine additional details about COVID-19 compliance, therefore, the participants were probed on the factors influencing compliance with the stipulated COVID-19 prevention measure. The researcher also probed the study participants' perspectives on whether compliance with the prevention measures yielded any positive outcomes for their businesses. Participant P09 expressed that they are only compliant because of the order by the government authorities. The participant indicated that:

*Well, I can say we are compliant because the government asks us to do so, we have to comply.*

Additionally, participant P13 indicated being compliant for fear of the law enforcement agencies who were deployed to monitor and enforce compliance during the lockdowns. The participant narrated that:

*Yes, we are compliant because if you don't follow, then law enforcement will come and maybe give you a fine. so it right to comply.*

One participant expressed mixed views on compliance with the COVID-19 protocols. Participant P04 initially indicated being compliant. On the perspective of whether

compliance yielded any positive outcomes for the business had diverse connotations, the participant argued that:

*I can say yes at the very same time I can say no, let me start to clarify in a way of saying yes. By applying the protocols of COVID 19 it will help the clients to ensure that they are safe, and those guys they know the protocols and everything. but in a way of saying no it come to a point that you find you have an event but the event you are supposed to accommodate about 250 people but due to the protocols of COVID you have now to accommodate about 100, so it come to a point that the group is losing because of the COVID 19.*

What was derived from these assertions by participant P04 is the acknowledgement that the prevention protocols are key in ensuring health and safety, however, they are the source of massive economic losses due to the stipulated adherence to carrying capacities, social distancing, and curfews. Additionally, the fear of the local policing authorities seems to have been a factor in some businesses' implementation of COVID-19 prevention measures. This would then be a justifiable observation, considering that the South African national government unleashed the police services, law enforcement departments and the defence force in efforts to enforce compliance and just over three months after the lockdown began, over 230,000 people were arrested for violating the regulations and 11 people killed by the police force in the process of enforcing the law (Labuschagne, 2020:04). Accordingly, these data pose a challenge to the government to access meaningful measures of enforcing the law without the discharge of brutal policing methods that may have adverse physical and psychological impacts.

Some study participants mentioned non-compliance with the recommended COVID-19 prevention protocols and provided insight into factors that discouraged their non-compliance. Participant P11 argued that:

*If you look at it, those prevention measures are not suitable for informal settlements. Like if you talk about informal settlements, we use public toilets, there is people that don't understand what these things are about, there is lots of people who do not wear masks, we have shebeens that do not enforce these rules, so it does not work for us.*

Participant P02 argued that full compliance with the COVID-19 prevention measures has the potential to drive tourists away due to some uncomfortable conditions attributed to the wearing of face masks and social distancing. The participant elaborated that:

*If we stick to it (compliance) 100%, then it is a loss case because mostly it is driving the people away because when people come they come to eat or*

*drink now they are wearing the mask and now people have to stand one and a half metre and the communication usually you speak in a normal voice and when the people is somewhere and the distance now you have to raise your voice and it is disturbing the other people and things like that and that is causing a bit of a problem.*

Some of the underlying pre-pandemic social fractures were once again a highlight in some of the responses by the participants. Participants mentioned that the informal nature of community dwellings prevented full compliance by some of the participants. These assertions, once again, correspond with Dionne and Turkmen's (2020) observations that the over-populous nature of South African townships, makes it difficult for the self-isolation or social distancing recommended by the health authorities. Equally, the concerns around loss of business as a result of full compliance with the COVID-19 prevention protocols were once again highlighted. There are great concerns about the ability of the business to function in a profitable state while maintaining full compliance with the recommended prevention measures during the pandemic.

The South African government later initiated the vaccine programme to invite and encourage citizens to get vaccinated. The main aim of the government was to ensure vaccine access to all the South African population to reach 'herd immunity', where the virus is contained from spreading easily due to every person being vaccinated (South Africa, 2022d).

The study participants were consequently probed about their experiences and perceptions of the COVID-19 vaccines. The findings are discussed under the theme COVID-19 vaccinations below.

#### **4.5.3 COVID-19 vaccinations**

The topic of vaccinations was received with varied views by the study participants. A slight majority of the study participants indicated not being vaccinated. In justifying the events leading to non-vaccination, participant P05 stated that:

*My answer is very simple I am just not comfortable with it I have heard stories and very negative stories about the vaccine before it came and knowing that I am still okay, I mean health wise I am good, I don't think I need it, I would rather die if I have to.*

Participant P10 shared similar sentiments concerning vaccines, arguing that:

*for me personally, anything that is dictated to me is a problem, I would rather be advised than dictated.*

Moreover, participant P08 mentioned the prevalence of misinformation and disinformation in relation to the vaccines. The participant highlighted that:

*There is a lot of news about this vaccine, and I'm just not sure. I have heard of people that died after taking the vaccine. No, I'm fine now.*

Overall, the study findings indicate high vaccine hesitancy amongst the participants of the Franschoek Rond & Bont CBT route. More precisely, the prevalent vaccine hesitancy seems to be fuelled by aspects such as disinformation about the vaccine, lack of trust in the health systems, personal beliefs and attitudes about health and prevention and possibly, historical influences.

In substantiating the notion of vaccine hesitancy as a result of cultural beliefs, participant P02 indicated that:

*In my culture and tradition, I believe in natural healing, like the space we are in now we are in the veld in nature and every plant and tree and water running through is close by and the mountains surrounding and that is giving some sort of natural energy and that is clutching with unnatural energies like the radiation. Right here there is not much radiation it is only the cell phone that we do have that is close by but mostly the radiation that is outside mostly in the villages and in the cities where most people stay. But here in the veld the radiation is a bit shortened if I put myself correctly. You can live here more freely and you can breathe here more freely than if you are in the village with the TV, microwave, Wi-Fi and all that stuff. Here the radiation is not that big.*

There is an evident link between vaccine hesitancy and the socio-political impacts mentioned earlier in the study. The assertions of participant P02 highlight these linkages, stating that:

*Unless the vaccine comes with something totally different, I would definitely vaccinate. Secondly, we had lots of disease around like HIV/AIDS and Ebola, we had few viruses around and we were not forced or being told to vaccinate, so now I'm wondering why we should now vaccinate because we have this virus.*

Moreover, the notion of disinformation about the COVID-19 vaccines was once again highlighted as one of the key factors driving vaccine hesitancy amongst the study participants. participant P13 proposed that:

*I must still think about it you see. We hear this and that, so I am not sure.*

Ultimately, the data point to an overwhelming COVID-19 vaccine hesitancy amongst the study participants in the R & B CBT route. These developments pose a threat to the

adaptation strategies proposed for the R & B CBT route in the context of COVID-19. This study highlights very sensitive issues relating to cultural or religious beliefs versus COVID-19 vaccinations. This is one of the matters to be handled with care, respect and sensitivity to ensure the protection of cultural, traditional and religious rights as enshrined in the South African Constitution. However, where hesitancy is driven by misinformation and disinformation, a huge task lies ahead for the government and other interested Non-Governmental Organisations (NGOs) to continue the sensitisation of the participants. Currently, most of the study participants remain at high risk of contracting COVID-19, which could be detrimental to health, and possibly fatal.

The study participants who had already been vaccinated cited the following reasons as their motives: to boost immunity against the deadly virus, to have access to facilities and other venues where one must produce proof of vaccination and also to protect themselves, their families and those they may be contact with on a daily basis. Participant P06 revealed that:

*I have been vaccinated twice. I have to do it, I don't want to be blocked everywhere in this country.*

Participant P12 indicated the need to protect oneself as well as those around from the virus as the key motivators for vaccinating. The participant stated that:

*I work with people every day; I must protect myself from the virus.*

Similarly, another participant P03 added that:

*Yes, I did get vaccinated because I thought it's a good thing to do for my life and also for my family as well.*

Once more, participant P09 cited past experiences with the virus as the key motive for getting vaccinated and said that:

*Well, the way they said it, is that it boosts your immune system, and we are scared of COVID-19, I had one before, so now I wanted to see if I will have it again after vaccinating.*

Participant P04 revealed that the motive for vaccinating was due to another employment duty apart from the R & B CBT initiative. The participant felt discontent with the developments that followed the first vaccination, stating that:

*The reason that I choose to vaccinate it is because of the field that I am working at, I am working in a community at the very same time my personal occupation where I am working. I am also working at the clinic so it come to*



*a point that I needed to be vaccinated. because I am in contact each and every day with the community and with the people but one thing that didn't come nicely to me is the time when the government says the JJ (Johnson & Johnson vaccine) people must do the second dose which is that I didn't do the second dose due to the fact that the first time the JJ was implemented to us as a community care worker it was said that its only one dose so now it has come to a point that we need to take a second dose and so for me I didn't take the second dose because I still need more clarity why should I take the second dose what happened now to the JJ that they said it only one dose.*

While some study participants confirmed they had been vaccinated, the issue around misinformation about the vaccine remains topical. Leng et al. (2021) recommend that health authorities should promote vaccine effectiveness, and openly communicate the side effects thereof while ensuring rapid and wide media coverage. Troiano and Nardi (2021), express similar sentiments, in recommending that efforts be made to support people and give them correct information about the vaccine.

The South African government has made commendable efforts in the promotion and wide coverage in media related to the vaccine. However, vaccine uncertainties and hesitancy amongst the population still exist, and perhaps future studies ought to deeply assess the impact of pseudo media as well as anti-vaccination campaigns on the South African populations' choices in relation to vaccines. Moreover, the adaptation strategies for the R & B CBT route ought to involve possible remedies to matters related to vaccines and vaccine hesitancy. The many anti-vaccine participants of the R & B route are potentially at risk of COVID-19 infections, and also risk of mortality. The anti-vaccination stances, views and campaigns may influence the health risk reputation of the R & B CBT route, which can discourage visitors to the route.

Participants' views on vaccines and the vaccine hesitancy of most of the study participants prompted the researcher to further probe the participants' perspectives on the future of the R & B CBT route. This line of questioning was critically important to assess whether adaptation of the R & B CBT route will be welcomed, embraced and pursued or perhaps the process will require resuscitation of participatory interest, once again. The study participants were asked to recommend what should happen to the R & B CBT route if the COVID-19 conditions persist. The vast majority of the participants stood united in the view that the R & B CBT route should be sustained, albeit there are critical matters that require urgent interventions. Participant P01 suggested the need for stakeholder consultation to relook the sustainability of the route as well as collaborate on marketing efforts:

*At this moment, I will say or I will suggest that all the participants who have been doing Rond & Bont with the wine valley tourism, we should all come together, sit down and think about it. We will need the wine valley tourism to help us with the marketing for this one. When we come together and talk about it, we will definitely move forward, otherwise it's not going to work.*

Similarly, participant P04 stated that:

*I was so touched when I visited the tourism centre and I asked about the Rond & Bont and they said the Rond & Bont is no longer functioning, because the Rond & Bont was playing a huge impact within our community because whenever there is a tourist that come in and then Rond & Bont would definitely contact us day before to say can we please meet at Bathos' place there is going to be so many tourists that are coming and we want you guys to entertain and when a tourist came the Rond & Bont would give us a small donation that donation it does help with the young people in terms of buying the uniform but now since that the Rond & Bont is no longer functioning we are now stuck. I think if the Rond & Bont can come back again it can play a huge impact in terms of entertainment with the community.*

Another participant, P06, passionately indicated the desire to still bring tourists to the R & B route, stating that:

*I still want to bring in more people to the Rond & Bont route. It's a good project, and it can work for us if we many.*

Participant P09 suggested the need to invite more local businesses into the R & B CBT route as well as the need for financial support, training, marketing and most importantly, the need to comply with the vaccine mandates. The participant said:

*I do think that more local businesses must be part of Ront and Bont, and the government must really support it going forward. and like I said before, we must be assisted with finance, we also have to train people to understand the pandemic and our industry. This thing is not going anywhere, so people must be vaccinated and also of course the marketing, I still think we need strong marketing also.*

Another participant, P11, mentioned socio-political impediments that ought to be prioritised. The participant narrated that:

*I think with Ront and Bont, we must look at many aspects. We should not let certain leaders make decisions, it should be communal recommendations, not to take somebody who doesn't even know Franschoek to take decision on Ront and Bont. You cannot understand what you are not in!*

Ultimately, the findings indicate that some of the R & B CBT route participants are well aware of the impeding issues within the CBT route but there exists a great will to remedy these impediments. There is significant mention of matters like collaborated marketing, stakeholder consultation, capacity building and resource injection into the CBT route. The adaptation strategies for the R & B CBT route in the context of COVID-19 ought to make an inclusion of these recommendations by the study participants in a manner in line with the study objectives.

The study findings, however, indicate that some participants were not as optimistic about the future of the R & B CBT route and participant P03 suggested that:

*All I can just say is that it must be closed and we can find something new later.*

While another participant, P08, simply stated:

*Hey, I'm not sure, is it still working?*

Looking at all the participants' views about the future of the R & B CBT route, it can be concluded that commitment to the realignment of the CBT route still dominates amongst the study participants. There is a great possibility and potential to further influence positivity in those that held an opposing view to the adaptation strategies proposed in this study.

#### **4.6 CHAPTER SUMMARY**

The chapter discussed the research findings emanating from the data collected through face-to-face interviews conducted in the area of Franschhoek with 13 participants. This was followed by detailed discussions on the themes manually extracted from the collected data, in line with the study objective presented earlier in this chapter.

Overall, the study findings were beneficial in advancing the main aim of the study, which is to propose adaptation strategies for the Franschhoek community-based R & B Route in the context of COVID-19. Additionally, these study findings form a basis and inspiration for future research studies around CBT'S operating under similar challenging situations. The next chapter, Chapter 5, presents the conclusions drawn from the data obtained and suggests recommendations emanating therefrom.

## **CHAPTER 5**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 INTRODUCTION**

This study is structured into five chapters investigating the adaptation strategies for the Franschhoek R & B CBT route in the context of COVID-19. The first chapter is an introduction and overview of the study and outlines the study's aim and objectives. Chapter 2 explores literature related to the study, while Chapter 3 details the research design and methods employed in the collection and analysis of the study data. The previous chapter, Chapter 4, presented the findings of this study as per the study objectives. This chapter presents the conclusions drawn from the research findings as well as the recommended actions derived from the study findings. The chapter outlines the limitations of the study and proposes future research directions based on the findings.

#### **5.2 CONCLUSIONS**

This qualitative study set out to achieve the following objectives;

- To profile the businesses participating in the R & B CBT route.
- To determine the characteristics of the tourists visiting the R & B CBT route.
- To Establish the magnitude of the COVID-19 pandemic impact on the businesses in the R & B CBT route.
- To determine the COVID-19 prevention measures currently in place by the businesses in the R & B CBT route.

The previous chapter thematically expressed the findings obtained from this study as per the objectives stated above. This chapter will therefore provide conclusions as well as the appropriate recommendations. The study conclusions are presented below in line with the study objectives.

##### **5.2.1 Objective 1: Profiles of the participating business**

The first objective of this study was to determine the profiles of the businesses participating in the R & B CBT route. This objective was met since the findings of this study reveals that the R & B CBT route has very diverse business profiles ranging from tourist guiding, cultural tours, creative arts and gastronomy. The diversity of the businesses in the R & B CBT route can be further classified under primary tourism businesses and services which include tourist guides, arts and cultural groups, hospitality services and cultural tours, while secondary services include the features of internet café. While an opportunity exists for

more local CBT businesses to join the R & B CBT route, it can be acknowledged as per the findings of this study that the R & B CBT route is equipped with the tourism resources required for the success of a CBT initiative.

### **5.2.2 Objective 2: Characteristics of the tourists visiting the Rond & Bont community-based tourism route.**

The second objective of this study aimed at establishing the characteristics of the tourists visiting the Rond & Bont CBT route. The findings indicate that the participants have largely characterised their tourists based on geographical and demographical traits. The data indicate that the R & B route receives more international tourists from Asia, Europe and America as well as a small number of local tourists, including some from Johannesburg. Literature suggests that understanding the traits of one's consumers is not only pivotal in enabling the producer to differentiate their offering from competitors, but also assists the producer in employing effective marketing tools to reach the intended market (Kitchens et al., 2018:540). The data emanating from the characterisation of the R & B CBT route tourists will be pivotal in the adaptation process, particularly around the effective marketing of the R & B CBT route to its intended markets and other potential markets.

### **5.2.3 Objective 3: Magnitude of the COVID-19 pandemic impact on the businesses in the Rond & Bont community-based tourism route.**

Another key objective of this study aimed at establishing the impacts of the COVID-19 pandemic on the businesses of the R & B CBT route. The data collected in this study crucially indicates a range of adverse impacts experienced by the R & B CBT participants in the context of COVID-19. These impacts can be categorised under three main themes, namely, socio-economic impacts, psychological impacts as well as socio-political impacts. Moreover, the data indicate a symbiotic relationship between some of these impacts, particularly the socio-economic/psychological impacts; the socio-economic/socio-political impacts and socio-political/psychological impacts. In other words, the data suggest that some impacts may have influenced the proliferation of others. Additionally, the study concludes that some challenges pre-date the pandemic and subsequently pose a threat to the sustainability of the R & B CBT route.

However, in spite of the conclusions detailed above, one participant indicated to have experienced favourable socio-economic impacts as a result of the lockdown and the alcohol restrictions imposed by the South African government. This distinctive observation provides an opportunity for future studies to probe similar experiences in South African CBT businesses and the factors influencing such positive economic impacts in the context of COVID-19.

#### **5.2.4 Objective 4: The current COVID-19 prevention measures of the businesses in the Rond & Bont route**

The final study objective explored the COVID-19 prevention measures currently implemented by the R & B CBT businesses. Moreover, the study probed the degrees of compliance of the R & B CBT route participants to the proposed government COVID-19 prevention measures. The probe further extended into the assessment of the R & B CBT route members' vaccine acceptance or hesitancy, as well as factors influencing the members' attitudes towards the vaccine.

The study conclude that the participants are aware and practise some COVID-19 prevention measures, namely hand sanitising, social distancing and the wearing of face mask. The data reveal that the majority of the participants are compliant in terms of the government's recommended COVID-19 prevention protocols. By the same token, some participants admitted to non-compliance, due to a range of evident discomforts fuelled by the unfavourable socio-economic climate, looming socio-political concerns predating the pandemic, as well as the influence of pseudo media and disinformation regarding the pandemic and vaccines. Recent studies suggest compliance is more than just following stipulated regulations which work in favour of ethical business practices (The Africa Report, 2022). The non-compliance as well as the vaccine hesitancy mentioned by some participants poses a notable threat to the effective implementation of adaptation strategies for the R & B CBT route in the context of COVID-19. Equally, many participants remain at high risk of COVID-19 infection and mortality, owing to their hesitancy in seeking help. A huge task lies ahead in sensitising the R & B CBT route participants on the importance of compliance with the COVID-19 protocols, especially in relation to uptake in vaccination and immunisation in the process of adaptation.

### **5.3 Recommendations**

This section presents the recommendations that will assist the adaptation of the R & B CBT route businesses in the context of COVID-19. These recommendations are informed by the findings obtained in this study and further supported by the literature discussed in Chapter 2. The recommendations are discussed in the following sections.

#### **5.3.1 Strategic workshops, public consultation and redesigning the Rond & Bont Route offering**

Primarily, the allusion to pre-COVID-19 pandemic issues in the study should form one of the first bases of engagement with the R & B CBT route participants, before engaging in adaptation efforts. This is largely due to the evidential prolonged effects of these pre-

COVID-19 matters on some of the study participants. Strategic workshops should be initiated in a bid to engage in these pre-pandemic matters as mentioned by the participants in the study. Once details of all the issues have been recorded, an adaptation plan going forward must address or take into cognisance these issues as they pose a threat to the R & B CBT route's resilience. Moreover, these engagements should attempt to ventilate matters around stakeholders and their degree or nature of involvement in the R & B CBT route. Additionally, efforts must be made, through these workshops to sensitise the R & B route CBT participants on COVID-19 prevention measures as well as the COVID-19 vaccines.

The data revealed that the R & B route has a crucible of cultural tourism resources. These resources have to be classified under primary tourist attractions, secondary tourist attractions and support services. Once classified, a process to develop at least two route themes should unfold in order to diversify the R & B route offering, whilst also ensuring that every participating business stands an equal share of gaining business in the route. A practical example would be to introduce Heritage and Cultural tour packages that would take guests to the Khoisan cultural village, the organic herbal garden, then the traditional beer experience with some entertainment from the musical arts groups. The second package would look into the township experience where guests can be taken on a Langrug township tour, learn about the grey water systems, experience the arts and crafts as well as visit the ceramics workshop followed by lunch at the local eateries. The two tourist guides would be in charge of taking the tour in both the proposed routes and each tour could end with a gift pack of locally produced chocolates to ensure that the chocolate manufacturers also benefit from the tour.

The facilitating authority (Franschhoek tourism), which is a tourism body under the Stellenbosch Municipality's LED cluster, should work with the local partners to design the marketing plan as well as to establish and manage the social media pages of the R & B Route. In this way, they will play a crucial role in the formation and operation of the R & B Route. Moreover, opportunities exist for more tourist guides to be trained and introduced to the R & B CBT route, and such can be achieved through cooperation with the local municipality's Local Economic Development (LED) officer. Already, the LED officer's functions as stipulated under the local Stellenbosch Municipality makes provision for the training of tourist guides for the enhancement of tourism activities within the municipal jurisdiction.

What is also attainable according to the study findings is that the R & B participants get to know the type of clientele with whom they are dealing. This type of data is crucial in the

adaptation process, particularly in the formulation of a marketing strategy for the R & B CBT route.

### **5.3.2 Psychological support and therapy**

The suggested immense psychological strain on the participants as a result of COVID-19 is a matter that cannot be ignored. A study on the prevalence of psychological stress like anxiety and depression as a result of the COVID-19 pandemic (Arafa et al., 2021) confirms that these mental strains were a reality, particularly for persons who lost employment, lost businesses and other sources of income, lost loved ones or those who were affected by the lockdown. The findings of the study show that several participants had been subjected to these conditions, which may trigger psychological distress.

It is therefore critically important to provide psychological therapy programmes, perhaps by the Department of Health together with the Department of Tourism, NGOs and other interested stakeholders. The mental wellness of the participants is crucial to their ability to withstand the impacts and instil positivity and willingness to engage in programmes that will be introduced in the adaptation of the R & B CBT route. Moreover, psychological therapy programmes have the potential to assist in the rehabilitation of the participants' attitudes and beliefs about the COVID-19 vaccines.

### **5.3.3 Formalisation of community-based tourism businesses funding and mentorship**

The COVID-19 pandemic has certainly severely impacted many CBT businesses. Noorashid and Chin (2021) confirm that the COVID-19 pandemic caused a great loss of business, loss of employment caused by the ceased business operations, which further escalated psychological issues related to the mental health of those affected. The findings of this study show a great loss of income and loss of employment due to the drastic decline in demand, largely caused by the restricted mobility of people across countries.

Furthermore, the study findings reveal that the majority of the businesses on the R & B route remain closed and some ceased operations permanently as a result of the pandemic. The participants indicated that they were not receiving any kind of assistance and some just did not know what to do to survive. In essence, what the pandemic has done in the case of CBTs such as the R & B route is to expose the vulnerability and red tape faced by CBT businesses due to informal business practices. Even when the Tourism relief funds of about R200 million (about USD 11 million) were made available by the South African government to assist tourism SMMEs during the pandemic, CBT businesses such as those of the R & B route did not qualify and hence some opted for closure. The



qualification criteria strictly required that the business ought to have been registered with the CIPC by at least 28 February 2020 (South Africa, 2022d). Furthermore, businesses ought to be registered and compliant with SARS and UIF (South Africa, 2022d). Most of the businesses in the R & B route did not qualify for these funds because they did not meet the minimum requirement of business registration and tax compliancy. In other words, some of the participating CBT business remains informal.

Though it is typical for CBT businesses to be informal, especially in their initial stages (Giampiccoli & Mtapuri, 2020:178), these developments as a result of the pandemic require a fresh perspective on the formalisation of CBT businesses. It is important that from the inception of a CBT idea, matters around business formality are discussed and clarified to those that seek to participate in trade. The fact that most of the participating businesses in the R & B route are not registered on CIPC or any governance/regulatory body, and are not compliant with SARS and UIF, immediately disqualified them from applying for funds. The Africa Report (2022) opines that small enterprises that are formalised and duly compliant are more likely to secure financing. Most of the financial applications by small enterprises are declined due to a lack of data about business operations and compliance, and such lack of data raises red flags of money laundering and corruption (The Africa Report, 2022). However, it must be noted that the formalisation of CBT businesses is not an easy exercise because formal businesses have to endure some compliance procedures, including the submission of business tax returns annually to SARS. These are issues that could be strategically addressed through workshops and training. SARS has already started inviting CIPC-registered SMEs to facilitate workshops on business tax returns.

There should be a willingness and commitment from the government to specifically look into reducing the red tape and challenges faced by the CBTs, particularly in relation to business formalisation. The governmental institutions for business funding, training and mentorship, like the Small Enterprise Development Agency (SEDA), the National Youth Development Agency (NYDA), as well as the Culture, Art, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA) should be lobbied closer to CBT businesses, to provide training, provide funding avenues and the necessary business and advisory support to the vulnerable CBT businesses. The R & B participating businesses do not necessarily have to register themselves only on the CIPC systems as trading businesses to achieve formality, but some like the Khoisan Cultural centre, the grey water systems, creative arts and entertainment groups could opt to register as Non-profit

Organisations (NPOs), and in doing so, achieve the formality that will enable them to seek funding.

#### **5.3.4 Compliance and regulations**

The businesses on the R & B route should continue to practise the necessary COVID-19 prevention measures, particularly hand sanitising and social distancing. Education and awareness of the COVID-19 virus as well as vaccination safety should be a primary priority for the R & B facilitating authority. The study findings suggest that there are participants who although they are aware of the COVID-19 prevention measures, yet they remain non-compliant. Additionally, the majority of the participants remain largely opposed to the idea of vaccination, and the study findings suggest no medical impediments but wide uncertainty on the vaccines due to a lack of credible information. Other reasons cited by the participants were cultural/traditional reasons that do not approve of such medicinal procedures.

While the cultural choices and practices of the local population must be respected and preserved, it does not mean that education and awareness programmes on COVID-19 prevention measures and vaccines should not be conducted. At this current stage, the R & B route poses huge health and safety gaps that could be detrimental to its reputation and ability to attract visitors. As Noorashid and Chin (2021) suggest, the virus had psychological effects on consumers and subsequently affected their buying behaviour. Therefore, consumers will prioritise their safety when choosing to visit a tourist destination and that is why non-compliance could be a deterrent to the R & B routes potential clients.

In order to effectively adapt to the business conditions presented by the COVID-19 pandemic, collaborative efforts to ensure compliance with COVID-19 prevention measures must be encouraged rather than allowing individuals to decide what measures to put in place. Currently, each member decides based on affordability, which COVID-19 measures to implement, which could be unsustainable going forward. The communal aspect of CBT must always be encouraged to reach the shared vision. Standard prevention measures must be adopted and implemented across the board and the local facilitating authority should assist in the procurement of protective equipment such as sanitisers that could be shared amongst the participants.

#### **5.3.5 Marketing mix, product pricing, distribution and promotion**

Marketing will form a crucial element in the adaptation of the Franschhoek R & B CBT route in the context of COVID-19. The data obtained in this study about the types of tourists

visiting the R & B CBT route form a foundation for the fashioning of effective marketing tools to communicate to the intended market. This data will assist the R & B route to draw unbiased conclusions about customers and assist the route to adjust marketing strategies to reach the intended market. The R & B route facilitators, in conjunction with the Internet café business, should establish social media programmes (in line with the intended markets derived from the market segmentation process) to advertise and facilitate comments and conversations with consumers. An Internet café would play a key role in tracking reviews and comments from platforms such as TripAdvisor to present these in workshops that will be hosted between the participants to improve customer service on the route. Moreover, there is room for improvement in the method of data collection from tourists to capture more accurate and diverse data that would assist the R & B CBT route in the process of generic marketing as well as prospects of product diversification. It would be beneficial for the R & B route to adopt a more coordinated process of collecting this data, to avoid each business having to implement its own method.

Advisably, the marketing plans for the R & B CBT route should address broader issues, including the product, pricing, distribution and promotion. This is to ensure that there are a coordinated, and effective marketing efforts that will ensure that there is an agreement on the product (s) of the R & B, the pricing strategy for those products, as well as effective distribution and promotion strategies that will reach the intended market. Earlier in this chapter, under section 5.3.1, the researcher suggested a redesign of the R & B CBT route, where two distinct route offerings can be developed. These two offerings would enable a clear definition of the types of products offered on the CBT route and enable the stakeholders to effectively devise suitable pricing strategies for each product.

Once the stakeholders agree to the proposed products and pricing strategies, plans may proceed to formulate marketing strategies that will advance the distribution and promotion of the R & B route's offering to the markets suggested by the study and other potential markets. The R & B CBT route stakeholders will, in line with the findings of this study, as well as budgetary obligations, set out clear and feasible marketing objectives.

#### **5.4 STUDY LIMITATIONS**

The first limitation encountered by this study was that the researcher initially targeted 15 R & B businesses but due to the severity of the pandemic, some businesses closed permanently and the affected participants declined to participate. The study was therefore able to reach out to only 13 participants. The participants who participated however provided sufficient information to meet the objectives of the study. Secondly, due to the

distance between the researcher's place of residence and that of the participants, operational costs and funding became a limitation. To resolve this concern, the researcher sometimes had to schedule multiple interviews on the same day to cater for travelling costs. Lastly, due to the small sample size, the study findings cannot be generalised.

## **5.5 FUTURE RESEARCH DIRECTION**

This study focused on the adaptation strategies for the R & B CBT project in the context of COVID-19 and the conclusions were drawn from the findings attained from the 13 participants. Amongst some of the matters arising from the findings is the lack of formality in CBT projects and how it affected the participants' ability to apply for funding during the pandemic.

Future research should delve more deeply into the prospect of formalising CBT businesses to unlock investment and funding opportunities. These future research undertakings should also investigate how this formalisation could be achieved without jeopardising the nature of CBT, which is based on community rather than self-profit and self-enrichment. Lastly, this study is the very first study ever conducted on the Franschhoek R & B route. More studies should be conducted on this route, particularly to look into factors around youth involvement in the Route and possible product diversification by the R & B route.

## **5.6 CONCLUDING REMARKS**

The primary purpose of this study was to determine adaptation strategies for the Franschhoek R & B CBT route in the COVID-19 context. The in-depth interviews conducted with the 13 participants provided a wealth of data, which aided the researcher to arrive at a conclusion based on the four objectives of this study. This study not only addressed the four objectives but also highlighted the conditions of CBT businesses in the context of COVID-19, thereby paving the way for future studies relevant to this topic. The suggested recommendations form the basis of the proposed adaptation strategies for the R & B CBT business in the context of COVID-19. The proposed adaptation strategies are likely to be considered as reference points when dealing with possible other pandemics that can invade CBT businesses in future.

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## **APPENDICES**

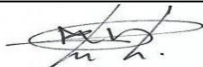
### **APPENDIX A: CPUT ETHICAL CLEARANCE**

<b>Office of the Chairperson Research Ethics Committee</b>	<b>FACULTY: BUSINESS AND MANAGEMENT SCIENCES</b>
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The Faculty's Research Ethics Committee (FREC) on **14 September 2021**, ethics **APPROVAL** was granted to **Athi Ndita (214143872)** for a research activity for **MTech: Tourism and Hospitality management** at the Cape Peninsula University of Technology.

<b>Title of project:</b>	<b>Adaptation strategies for the Franschoek Rond and Bont community-based tourism route in the COVID-19 context</b>
	Researcher (s): Ms M Silo / Dr H Bama

**Decision: APPROVED**

	<b>29 November 2021</b>
<b>Signed: Chairperson: Research Ethics Committee</b>	<b>Date</b>

The proposed research may now commence with the provisions that:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the CPUT Policy on Research Ethics.
2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study requires that the researcher stops the study and immediately informs the chairperson of the relevant Faculty Ethics Committee.
3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing accompanied by a progress report.
5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines, and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, notably compliance with the Bill of Rights as provided for in the Constitution of the Republic of South Africa, 1996 (the Constitution) and where applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003 and/or other legislations that is relevant.
6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data requires additional ethics clearance.
7. No field work activities may continue after two (2) years for Masters and Doctorate research project from the date of issue of the Ethics Certificate. Submission of a completed research ethics progress report (REC 6) will constitute an application for renewal of Ethics Research Committee approval.

**Clearance Certificate No | 2021 FBMSREC 100**

## APPENDIX B: REQUEST FOR PERMISSION TO CONDUCT RESEARCH



**Cape Peninsula University of Technology  
Department of Tourism and Events Management  
REQUEST FOR PERMISSION LETTER**

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**Title: Adaptation strategies for the Franschhoek Rond and Bont community-based tourism route in the COVID-19 context**

Dear Sir/Madam

### REQUEST FOR PERMISSION TO CONDUCT RESEARCH

My name is Athi Ndita and I am currently conducting research on the above title as part of the requirements in pursuit of an MTech: Tourism and Hospitality Management at the Cape Peninsula University of Technology. The main aim of this study is to devise a sustainability strategy for the community-based Rond and Bont tourism route in the context of COVID-19 pandemic.

This research will be conducted under the supervision of Ms Mandisa Silo and Dr Hilary Kennedy Bama. I hereby seek your consent to carry out this study within your jurisdiction. Given that the country remains on COVID-19 alert adjusted level-1 Participants in this study will have the liberty to choose between virtual or telephonic interviews. The interview schedule and set of questions will be shared with the participants in time for them to familiarise themselves with content. The information collected will be treated as strictly confidential and will be used solely for academic purposes. The identities and personal details of participants will not be disclosed. Your participation in this study will be voluntary and you are free to withdraw at any time.

Your consent to enable me to conduct this research within your business would be greatly appreciated. Should you acquiesce to this request, please indicate in writing as the university (CPUT) only recognises written permissions.

If you require further information, you may contact me or my supervisors:

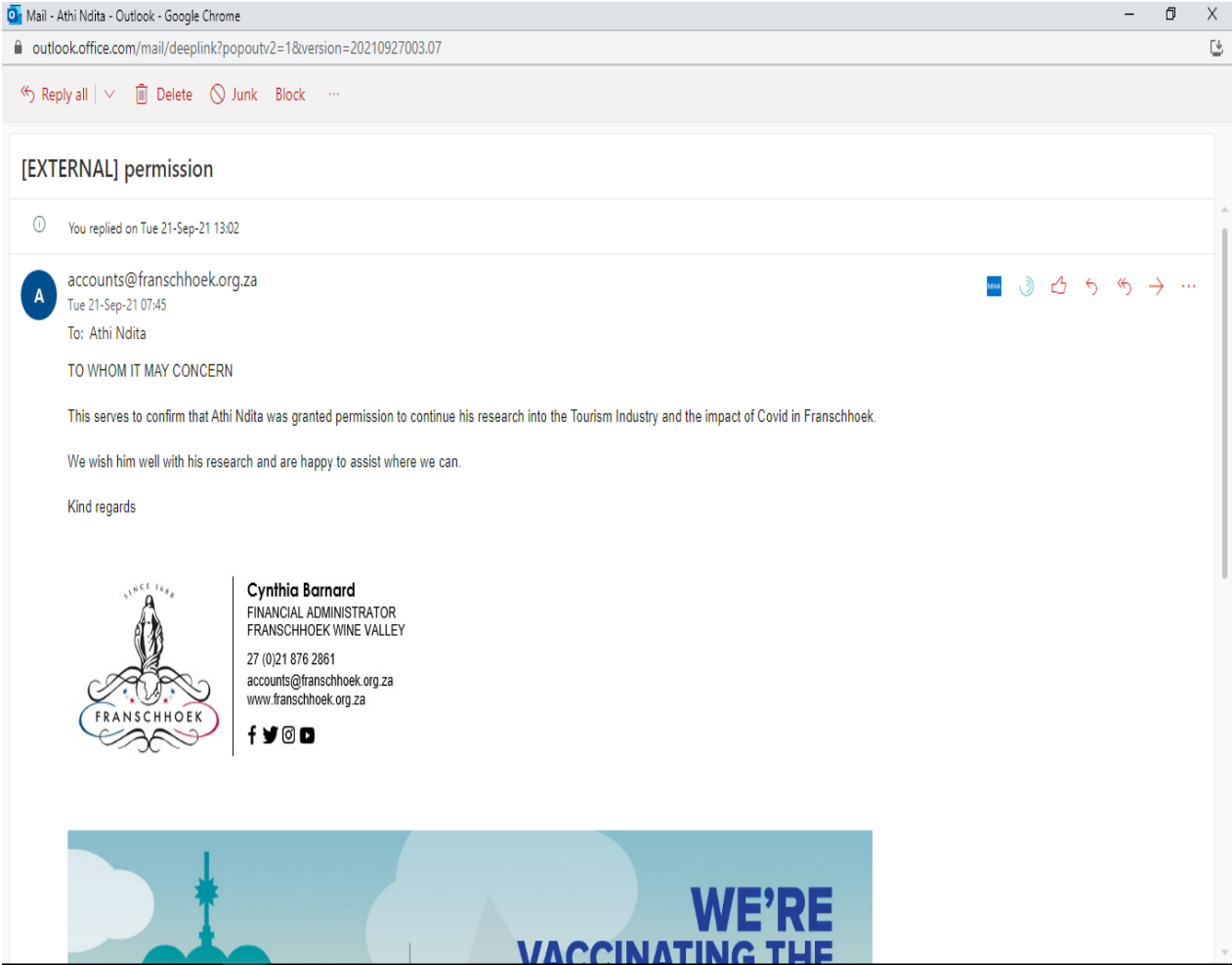
Ms Mandisa Silo  
Dr. H.KN. Bama:  
Yours Sincerely,

021 460 3022/silom@cput.ac.za  
021 460 4242/bamah@cput.ac.za

A handwritten signature in black ink, appearing to read "Athi Ndita".

Name: Athi Ndita  
Contact Number: 071 731 9230  
Email: [nditaa@cput.ac.za](mailto:nditaa@cput.ac.za)/ [athindita@gmail.com](mailto:athindita@gmail.com)

# APPENDIX C: PERMISSION TO CONDUCT RESEARCH



## APPENDIX D: RESEARCH INTERVIEW QUESTIONNAIRE



### ADAPTATION STRATEGIES FOR THE FRANSCHHOEK ROND AND BONT COMMUNITY-BASED TOURISM route IN THE COVID-19 CONTEXT

a) *Please note that participation in this survey is both voluntary and confidential. You are welcome to withdraw your participation at any point of the survey if/when you do not wish to proceed.*

1. Are you a member of the Franschhoek Rond and Bont route?

Yes	No (If no, kindly exit the interview)
-----	---------------------------------------

#### Section A: Demographic profile

2. What is your current age?

3. What gender category do you align with?

Male	Female	Other
------	--------	-------

4. Please provide the historical racial category that you most identify with;

5. What is your highest educational qualification?

6. In which of the area, within the Franschhoek valley, are you based in?

(Demographics to be noted by the Interviewer on paper, before recording)

#### Section B: Stakeholder involvement in the Rond and Bont route

7. How long have you been a member of the Rond and Bont route?

8. What services do you offer in the Rond and Bont route?
9. Does your business have any employees? If yes, How many?
10. what is the employment condition(s) in terms of permanency or temporal work?
11. Please provide the reason (s) why you joined the Rond and Bont route?

### Section B: COVID-19 impact on the route

12. How has the COVID-19 pandemic impacted your business?
14. Since the outbreak of the pandemic in March 2020, how many clients, on average, do you get per week?
15. Are there any changes that you have had to implement in your business due to the pandemic? If yes, kindly elaborate.
16. What are some of the traits or characteristics you can provide of the tourists visiting your business during the pandemic?

### Section C: COVID-19 compliance rules and regulations

17. Are you are aware governments' COVID-19 prevention measures for people and businesses alike? Can you name a few?
18. Would you say that your business is compliant in terms of these regulations?
19. Do you think ensuring COVID-19 prevention compliance will yield any positive outcomes for your business?
20. Have you been vaccinated yet?
21. If not, do you intend on getting vaccinated in the future?
22. If the answer on Q:20 is no, can you perhaps share any reasons why you do not wish to vaccinate?
23. If the answer on Q:20 is yes, can you perhaps share any reasons why you have considered vaccinating?



**Section D: Support systems during COVID-19**

24. Have you received any external support during the pandemic? If ye, what kind of support?

25. If you had an opportunity to request for support from government, what type of support would you require at this stage of the pandemic?

26. How important is the role of government to small community-based tourism business during the pandemic?

**Section E: The future of the Rond and Bont in the context of COVID-**

27. If the pandemic persists, where do you see your business in the next 2 years?

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28. What do you recommend should happen to the Rond and Bont route going forward?

29. What can you advise those that wish to join the Rond and Bont route during the pandemic?

**Thank you profusely for your participation. For further inquiries, kindly  
contact**

## APPENDIX E: LETTER FROM THE EDITOR

22 Krag Street  
Napier  
7270  
Overberg  
Western Cape

07 October 2022

### LANGUAGE & TECHNICAL EDITING

Cheryl M. Thomson

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#### **ADAPTATION STRATEGIES FOR THE FRANSCHHOEK ROND & BONT COMMUNITY-BASED TOURISM route IN THE CONTEXT OF COVID-19 PANDEMIC**

**Supervisor: Ms Mandisa Silo**

**Co-supervisor: Dr H.K.N. Bama**

This is to confirm that I, Cheryl Thomson, executed the language and technical edit of the above-titled Masters dissertation of **ATHI NDITA, Student number 214143872**, at the CAPE PENINSULA UNIVERSITY OF TECHNOLOGY in preparation for submission of this dissertation for assessment.

Yours faithfully



CHERYL M. THOMSON

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Cell: 0826859545