

**THE SUSTAINABILITY OF FINANCIAL INVESTMENT IN COMMUNITY-BASED  
TOURISM PROJECTS IN THE THABO MOFUTSANYANA DISTRICT OF THE  
FREE STATE PROVINCE**

By

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## DECLARATION OF INDEPENDENT WORK

I, Dinah Mangope, student number [REDACTED], declare that this research project submitted to the Central University of Technology, Free State for the Degree Master of Management Sciences in Tourism and Hospitality Management is my own independent work; and complies with the Code of Academic Integrity, as well as other relevant policies, procedures, rules, and regulations of the Central University of Technology, Free State; and has not been submitted to any institution. All the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

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Signature of Student

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Date



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## ABBREVIATIONS

ASYTUR	Association for Responsible Tourism
CBT	Community-based tourism
DESTEA	Department of Economic, Small Business Development, Tourism and Environmental Affairs
GDP	Gross Domestic Product
IDP	Integrated Development Plan
IFC	International Finance Corporation
KAFRED	Kibale Association for Rural and Environmental Development
KOPEL	Koperasi Pelancongan
MCG	MESCOT Cultural Group
MER	Maputo Elephant Reserve
MESCOT	Model Ecologically Sustainable Community
NDT	National Department of Tourism
NGO	Non-governmental Organisation
SD	Sustainable Development
SDF	Sabah Forestry Department
SFD	Supu Forest Reserve
SMME	Small, Micro and Macro Enterprises
ST	Sustainable Tourism
STEP	Sustainable Tourism for Eliminating Poverty
TKZN	Tourism Kwazulu Natal
UCOTA	Uganda Community Tourism Association
UNWTO	United Nations World Tourism Organisation
WCED	World Commission on Environment and Development Conservation and Tourism
WWF	World Wildlife Fund



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## ABSTRACT

Community-based tourism (CBT) has been promoted as a way of development whereby the socio-cultural, environmental and economic needs of local communities are met through tourism product offerings. CBT is known to contribute to social and economic survival of the marginalised communities in developing countries and the preservation of natural resources in the affected areas. In developing countries tourism has often been observed as the spin around for small-scale enterprises and job creation, and therefore the uplifting of local community's standard of living. Where CBT is practiced well there is a potential to provide some exceptional opportunities for communities by offering not only better benefits but also enhancing their contribution in planning and management of tourism in their community.

To progress towards sustainability, CBT must contribute to the empowerment of host communities. To achieve this, communities must be allowed to participate in decision-making where important information is needed, with the early stages of empowerment permitting the community to deciding their own development. Community capacity building, as one of the vital factors in CBT success, guarantees the exclusive benefits of tourism to the local community by developing skills, knowledge and entrepreneurial determination to develop into part of the tourism industry, which leads to the reduction of negative impacts.

The primary goal of the study was to investigate the sustainability of financial investment in Community-based tourism projects in the Thabo Mofutsanyana municipality. Secondary objectives were set, namely to determine if the projects can sustain themselves after funding support has been terminated, to determine the oversight role played by government on how funding has been utilised and to formulate guidelines on how to increase the sustainability of CBT projects.

Two questionnaires were used as a measuring instrument to achieve the goal of the study, and were distributed to the community representatives and the government officials. Data was gathered from the twenty one CBT projects in the study area. The findings of the study indicate that there is an understanding amongst the respondents on how CBT projects should be planned in order to be successful and sustainable. The major challenge in the sustainability of CBT projects in the area is funding for the projects, hence the respondents believe that



other donor agencies should be exploited to curb the funding issue. This and other findings are presented and fully discussed in this research study. The study also provides recommendations for the successful and sustainable CBT projects to be practiced.

### Introduction to the study

#### 1.1 Introduction

South African rural societies remain some of the most impoverished societies in the world, and access to employment, education, land, housing, health services and other essential resources still divide them from their urban neighbours. Most rural communities live in severe poverty and there are few development activities taking place in these areas. One possible answer to this lies in empowerment and participatory community tourism development projects (Gopaul, 2006:10).

Dimoska (2006:1-5) explains that in recent years tourism has been increasingly recognised for its economic potential to contribute to the reduction of poverty in developing countries. Its geographical expansion and labour intensive nature support a spread of employment and can be particularly relevant in remote and rural areas, where a large proportion of the population live under extreme poverty conditions.

##### 1.1.1 Sustainability

Sustainability is just one word and yet there exists over 300 definitions. The best-known definition of sustainability or sustainable development comes from the World Commission on Environment and Development and is outlined as: "forms of progress that meet the needs of the present without compromising the ability of future generations to meet their needs." It is important to acknowledge that sustainability is about more than just looking after our natural environment. It is also about considering the social and economic impact of what we do and how we do it (NC State University, 2010:1).

The European Commission (2007:4) reported that the concept of sustainable development has been widely accepted as the basis for planning and managing the way we live now and in the future. In 1992 the Rio Declaration on Environment and Development set out Agenda 21, a comprehensive plan of action adopted by 178 governments. This was deepened and broadened at the World Summit on Sustainable Development in Johannesburg in 2002, which

resulted in a plan of implementation with a focus on public-private partnership (Lucchetti & Font, 2013:5).

According to Holden and Linnerud (2007:174-187) sustainable development entails protecting the earth's capacity to support life in all its diversity. It embraces concerns for environmental protection, social equity, quality of life, cultural diversity and a dynamic, viable economy delivering jobs and prosperity for all. Sustainable tourism requires the entire destination community to recognise the benefits and need for tourism and demonstrating a willingness to invest in whatever it takes to make it happen.

### **1.1.2 Community-based tourism (CBT)**

Community-based tourism (CBT) is considered a tool that integrates the goals of the general concept of sustainable development. This means that CBT has to fulfil the criterion that makes it economically sensible as well as socially, culturally and ecologically compatible with the communities in which it takes place (Zapata *et al.*, 2011:725-749). It is of little use to implement CBT projects if they are not sustainable. This implies that the implementation of CBT projects must happen in such a way that communities and/or projects, where initial financial investments take place, must be managed in such a way that the projects can eventually be maintained without the investment support (Tango International, 2009:8).

Although the term CBT is commonly used in South Africa, the definition is contested and means different things to different people. The lack of consensus seems to stem from whether the community owns and/or manages the tourism venture or facilities and whether the focus is on provision of jobs for local people, or on issues of community involvement in decision making and sustainability of those projects (Ndlovu & Rogerson, 2004:8). Leballo, as in Ndlovu & Rogerson (2003:125), argues that several authors accept a broad definition of community-based tourism, as that *'in which a number of local people are involved in providing services to tourists and the tourism industry, and which local people have meaningful ownership, power and participation in the various tourism and related enterprises'*.

Gopaul, (2006:11) further reiterates that CBT is becoming increasingly popular in developmental cycles worldwide as a means of contributing towards rural development and

poverty alleviation. In South Africa, CBT projects are supported and funded by the National Department of Economic, Small business development and Department of Tourism and Environmental Affairs through poverty alleviation grants. This is part of a broader government project to assist previously neglected groups and South African poor communities, where most of the resources are concentrated (DETEA, 2012:55–57).

Kiss (2004:234) postulates that development organisations see CBT as a potential source of economic development and poverty alleviation, particularly in marginal rural areas. The major concern lies in the sustainability and delivery of some aspects of sustainable community development, such as:

- Long-term socio-economic conditions of the community in question (does it totally eradicate or alleviate poverty long after funding dries up?). Tourism is often driven by foreign, private sector interests; which have limited potential to contribute much to poverty elimination in developing countries. It is also noted for high levels of revenue ‘leakage’, and of the revenue that is retained in the destination country, much is captured by rich or middle - income groups - not the poor (Khanya & Roe, 2001:1).
- Skills acquisition: Aref and Redzuan (2009:21-25) postulate that training is required since the change from agriculture to service activities is difficult for rural people. They lack the knowledge and experience to successfully develop tourism activities. Some training needs to be executed directly by government and/or by other organisations that can be contacted for the purpose of bringing training to rural communities. Training should be tailored specifically for the community’s tourism needs (Okazaki, 2008:513).
- The dominance of mass tourism operators: Trejos *et al.* (2008:16-25) showed that past research has found that power relations are prevalent features of emerging CBT settings which result in the domination of community-based projects by local elites who monopolise the benefits of tourism.
- Low employment and income: although tourism often promises community members improved livelihoods and a source of employment, the advent of fledgling tourism industries often fail to benefit communities equitably. High salary jobs in tourism are often scarce and require high levels of education (languages, administration, and accounting). The remainder of the jobs are generally low income and low skill in nature (cleaning, security, waiting tables and cooking) (Trejos *et al.*, 2008:16-25).



- Financial returns that are not up to the expectations of the people involved: due to high development costs, tourism projects often take time to generate the profits expected by local people. However, tourism depends on the numbers of tourists visiting the destination, which means that in order to gain expected financial returns, there has to be an extensive marketing strategy to attract targeted clientele numbers (Trejos *et al.*, 2008:16-25).
- Women and youth empowerment: the development of rural women is an important consideration in the development of rural areas. According to a communication by Ban Ki-moon (2014:1) the challenge includes finding concrete ways to address the plight of rural women, the inequality between men and women, boys and girls, as well as giving women access to basic services towards reducing poverty. Despite government commitment to rural development, there is little sign of empowerment especially for women and youth. It is the women who always have to shoulder the burden of poverty (Rogerson, 2009:51-69).

Communities incur costs when they engage in CBT projects so they too have an interest in knowing how successful such initiatives are before engaging with Non-Governmental Organisations (NGOs) and others to realise the aspiration of CBT.

There is evidence that a large majority of international CBT initiatives enjoy little success. Goodwin and Santilli (2009:4-8) reported research by the Rainforest Alliance and Conservation International where 200 CBT projects across America were reviewed, revealing that many accommodation providers had only 5% occupancy. They concluded from their review that “the most likely outcome for CBT initiatives is collapsing after funding dries up.” The mentioned authors reported that the main causes of collapse were poor market access and poor governance.

There is growing scepticism of the value of CBT in delivering poverty reduction because of the inability of most schemes to achieve their most fundamental goal of directing sustainable and meaningful benefit flows to poor communities. The supply side of CBT projects’ unsustainability is evidence to this fact as well as the many donor-funded projects that “disappear” after funding cycles end (Mitchell & Ashley, 2010:55). This means that the communities were not well empowered to take over the management of the projects after

funding dries up and the benefit sharing mechanisms were not well thought out and included in the initial planning of the projects.

An example of a community that has a meaningful ownership of its tourism initiative is the Manqwe Buthanani community under Inkosi Mazibuko, at the Isandlwana Lodge in KwaZulu-Natal. The Lodge is located within the community, near Nquthu, in the Umzinyathi District Municipality area. The community was assisted in establishing a joint venture with the owners of the lodge through buying equity shares in the business. Tourism KwaZulu-Natal (TKZN) facilitated the signing of the agreement between the lodge owners and the community trust and an amount of R350 000 was allocated to the trust from the National Department of Environmental Affairs and Tourism (DEAT), through TKZN to assist the community in buying their equity shares (Viljoen & Tlabela, 2007:10).

Ruhiu (2007:2) indicated that it is noted that CBT, though facing many challenges, has an enormous potential to generate economic growth to the local people and make the tourism sector more sustainable. Environmentalists view it as an important strategy of enhancing biodiversity conservation as it advocates responsible tourism and generates income for the local poor and marginalised who though living in close proximity with wildlife receive the blunt of wildlife.

The Thabo Mofutsanyana District municipality in the Eastern Free State, is one of the municipalities that has great potential for tourism development through its varied natural resources, but it is hailed an area that is poverty stricken. The Thabo Mofutsanyana District municipality has a population of approximately 187 115 inhabitants of which 36.55 percent is unemployed (South Africa Local Government, 2011:5). In this district municipality there are twenty-one CBT projects. From the results of the research eleven projects were successful, whilst, ten of them failed completely. These twenty-one CBT projects within the municipality, if properly implemented and managed, can assist in decreasing the unemployment rate which prevails in the area.

## **1.2 Problem statement**

CBT has been practised for decades to improve local communities' livelihoods. It is promoted as a means of developing the social, environmental and economic needs of local

communities. However, whilst most projects have been funded in developing countries, their success has been debated by many scholars, due to the fact that they appear to have not been monitored, and therefore, the expected or actual benefits to local communities remain unfulfilled.

In the case of Thabo Mofutsanyana District municipality, the sustainability of these projects is questionable as it is clear that there are ten projects that have failed completely, while eleven were still in progress or completed.

It is evident therefore from the study that if proper guidelines for the implementation and management of the CBT projects are carried out accordingly, the CBT projects will promote the development of social cohesion, cultural identity, environmental conservation and economic needs of the local communities. The question is: To what extent is financial investment in CBT projects in the Thabo Mofutsanyana district of the Free State province sustainable?

### **1.3 Research objectives**

#### **1.3.1 Main objective**

The primary objective of this study is to determine the sustainability of financial investment in CBT projects in the Thabo Mofutsanyana district of the Free State province.

#### **1.3.2 Secondary objectives**

The secondary objectives are the following:

- To determine if the projects can sustain themselves after funding support has been terminated;
- To determine the oversight role played by government on how funding has been utilised;
- To formulate guidelines on how to increase the sustainability of CBT projects in the study area.

- To formulate strategies for implementing CBT projects from the literature review discussed in this study.

## 1.4 Research methodology

Leedy and Ormrod (2009:87) explain research methodology as a systematic way of solving a research problem. It is a map that gives direction to the kinds of data an investigation of a problem requires, and reasonable means of collecting, analysing and interpreting that data. The importance of research methodology is that different research methods are compatible with different situations; therefore, it is important to know which method is best suitable for use with a particular hypothesis or question. In fact, if an unsuitable research method is used, it could render the research useless. It therefore:

- dictates how data is required;
- arranges data in logical relationships;
- sets up the approach for refining and synthesising data;
- suggests how data will be interpreted and
- yields one or more conclusions that lead to expansion of knowledge.

This was a descriptive study designed to collect data in a specific project area. The nature of the research was to establish and investigate the reasons and opinions for the status of the selected CBT projects, with the aim of providing or suggesting solutions to the major problem.

### 1.4.1 Research philosophy

Research philosophy, also known as research paradigms, are described as beliefs about the way in which data about a phenomenon should be gathered, analysed and used. It is further explained as a framework that guides the researcher's methods, beliefs and interpretations in determining the way we do research (Cohen *et al.*, 2007:7). The research paradigms are classified in two ways: the *positivism* and *interpretivism*.

Positivism (sometimes called scientific) has had a successful association with the physical and natural sciences because the positivists believe that reality is stable and can be observed

and described from an objective viewpoint without interfering with the phenomena being studied. Therefore, positivism believes that one cannot make meaningful observations without theories (Mack, 2010:6). Then the interpretivism (anti-positivism) advocates that it is essential for the researcher to appreciate differences between humans in our role as social actors. This emphasises the difference between carrying out research among people rather than objects (Holden & Lynch, 2004:174-187). In this study the positivism paradigm is used as guidance for data gathering, analysis and interpretation of the findings and the qualitative approach of research will be used.

### **1.4.2 Research design**

Research design is “an outline for carrying out a study with maximum control over issues that may impede with the validity of the findings” (Burns & Grove, 2007:270). Kumar (2011:94) further defines research design as a practical plan that is implemented by the researcher to answer questions rationally, without bias, precisely and reasonably. There are five types of research designs, namely: experimental design, cross-sectional design, longitudinal study design and case study.

In this study, the case study design was adopted because it is designed to depict a wide array of different variables, events and responses that would perhaps be disregarded or intentionally controlled in an experiment. Therefore, a case study can be able to identify or propose new variables that might account for a particular result, and thereby generate hypothesis for future research (Gravetter & Forzano, 2012:221). This method is particularly fitting given the fact that the study investigates an existing observable fact within the real-life environment and is set in a community’s background.

### **1.4.3 Research approach**

In order for the research to obtain needed information, an appropriate methodology has to be selected and suitable tools of data collection and analysis have to be chosen (mouton, 2011:50). There are two principal approaches that inform data gathering in any research project, namely the quantitative and qualitative approaches (Mouton, 2011:50).

Based on the definitions above of the research approaches, this study falls predominantly under the qualitative research approach. Data sources are non-random, hence sampling is purposeful, which means that the respondents have been chosen because they have the most information about the topic under investigation. The other reason for classifying it as such is because the data collected is descriptive and requires that the respondents apply their reasoning in a form of words and not formulas and figures.

In this regard self administered questionnaires were chosen as a tool of gathering information with an understanding that it will yield a great deal of information for the research, and graphs, pie charts and tables were used to analyse and interpret the research findings of the study.

#### **1.4.4 Sampling**

Sampling is the process used to decide on a part of the population for the study (Creswell *et al.*, 2007:79). Vijayalakshmi and Sivapragasam (2008:85) agree that sampling entails the gathering of a number of study units from a defined study population. Sampling is therefore a process of choosing a few from a bigger collection to become the foundation for estimating or calculating the prevalence of an unidentified piece of information, situation or outcome concerning the bigger group (Kumar, 2011:193).

##### **1.4.4.1 Target population**

The Thabo Mofutsanyana District municipality was chosen since it includes the majority of CBT projects in the Free State Province. There are 21 CBT projects at different stages of development in this area, 11 of which are currently in progress. These are the projects to which funds were allocated timeously and the owning agencies were identified without any hindrances from government departments. The remaining 10 projects have either failed or declared redundant for different reasons. The CBT projects in this area are categorised into: accommodation establishments (hotels, guest houses, lodges and rondavels), hiking trails, hospitality training centres, craft centres, tourism routes, communication centres, water sports and other water activities. They are as follows:

- Witsieshoek Mountain Resort

- Wetsies'hoek Cave (Community Tourism Crafts)
- Qwa-Qwa Guest Houses
- Metsi Matso Accommodation Facilities
- Maluti Thusa Batho Trail
- Mantsopa Cave Project
- Clarens Arts and Crafts
- Black Water Fly Fishing and Trout Breeding
- Empereni Information Centre
- Harrismith Tourist Centre
- Motouleng Ancestral Cave
- Basotho Cultural Village
- River Ranger Project
- Sterkfontein Resort and Reserve
- Seekoeivlei Nature Reserve
- Maluti Cave Hiking Trail
- Sangoma Caves (Nkokomohi Heritage Site)
- Bochabela Tourism Junction and Information Centre
- Mautsendal Cultural Village
- Pathfinder Club
- Annual Initiation School Festival

All these projects were included in the study and comparisons made between them in order to determine the major reasons and/or causes for success or failure in terms of sustainability. The first component of the study involved the community representatives in the CBT projects. The role of the community representatives in projects is to provide insight into the norms, values, experiences, questions, objections, and appreciation of the community they represent. They expand, correct and ideally validate the approach taken by project professionals in practice and research. Community representatives ideally serve as a bridge between their respective community and the project professionals with whom they work (Atalay, 2012:52-57).

#### 1.4.4.2 Sample and sampling procedure

According to Leedy and Ormrod (2009:146), sampling is a process of selecting research data from many sources – not only from people, but also from objects, audiovisual and electronic records and textual materials. The total number of respondents (N – community representatives) is 252. It comprises of 12 community representatives per project multiplied by 21 community projects. The representation differs according to specific projects, and in most cases they are 12 but they can be less or more than 12 as per specific project.

The following formula of Stoker (1981) was applied to determine an appropriate sample:

$$\sqrt{\frac{n}{20}}x 20$$

It implied the following:  $\sqrt{\frac{252}{20}}x 20 = 80$  questionnaires (sample). It means that 4 community representatives per project (21 projects - population) was included in the study and be scientifically selected. The questionnaires (see Annexure B) were distributed amongst the community representatives (demand side) to determine their sustainable benefits from the various projects. The researcher and trained fieldworkers supported the community representatives with completion of the questionnaires. SPSS analysis was used as statistical tool to prepare the data for analysis (Schmid, 2005:18). 61 questionnaires were satisfactorily completed yielding a response rate of 76 percent.

The second component of the study involved the government officials (supply side) involved in CBT projects in the area in order to get a proper description of the impacts of the financial implications of the projects on the livelihoods of the community members. Government officials' role in this case is to oversee the projects by facilitating in the developments aimed at eradicating poverty and its causes. Questionnaires were used to gather information from the government officials involved in specific projects (see Annexure C). The focus of the questionnaires was on the sustainability of financial investments.

The total number of respondents (N – government officials) for this part of the study is 189. It comprises of an average of 9 government officials per project multiplied by 21 community



projects. The same formula of Stoker (1981), as above was applied to determine an appropriate sample:  $\sqrt{\frac{189}{20}} \times 20$

It implies the following:  $\sqrt{\frac{189}{20}} \times 20 = 62$  questionnaires (sample). This means that 3 officials per community project (21 projects) were interviewed. Only 24 questionnaires were satisfactorily completed yielding a response rate of 39 percent. The low response rate was because of the fact that one government official was assigned a number of projects while others could not be found due to other responsibilities that needed their attention.

A pilot study was done on involved participants from one successful and one failed project to verify if the questionnaire was well designed and easily understood by the respondents. Both respondents (the community representatives and government officials) completed the questionnaires successfully and they approved of the way the questions were presented.

#### **1.4.5 Data collection**

Data collection was done in August to September 2014, and self administered questionnaires were used for both the community representatives and the government officials. Both questionnaires comprise of closed and open-ended questions. The researcher and the research assistant visited each CBT project from the 21 projects chosen and met with respondents. The purpose of the study was explained to the respondents and the respondents were willing to participate in completing the questionnaires.

#### **1.4.6 Data analysis**

Descriptive statistics such as pie charts, bar charts and tables are used to display respondents' demographic information and personal perceptions.

#### **1.5 Ethics**

This study was conducted in the most ethical manner. The respondents were provided with all the information about the study, so as to have the same understanding of what is requested of them. Furthermore, none of the respondents was forced to be part of the exercise. They were

also made aware that all information collected will be treated as confidential with no reference to individuals.

## **1.6 Limitations**

This study had a few challenges since it dealt with investments in CBT projects, which do not have guarantees in terms of the return on investment, because of the nature of specific developments. This gives an implication that the investigations carried out had to be approached with great care. Getting responses from the community about how much they benefit from a particular development was difficult in some cases since some community representatives were uncertain about specific return on investments.

In some cases community representatives were not literate enough to complete the questionnaires on their own.

## **1.7 Outline of the study**

The study is structured into five chapters. Chapter 1 concentrates on the introduction, problem statement, study objectives, methodology, ethics and limitations of the study. Chapter 2 provides a theoretical overview on sustainable development in the context of sustainable tourism and community-based tourism. Chapter 3 focuses on global examples of successful and sustainable community-based tourism projects that any CBT project initiative may learn from for the success of the initiated CBT development. Chapter 4 contains the results and discussions of the study and finally chapter 5, the conclusions and recommendations are made in relation to the results from the previous chapter.

# **A theoretical overview on sustainable development in the context of sustainable tourism and community-based tourism**

## **2.1 Introduction**

This chapter provides an overview of three concepts, namely sustainable development (SD), sustainable tourism (ST) and community-based tourism (CBT). It reviews how the principles of sustainable tourism have special relevance to the development of CBT. Sustainable CBT aims to reconcile the tensions between the three partners in the development triangle, and maintain the equilibrium in the long-term. It highlights the aims of sustainable CBT, namely, to minimise environmental and cultural damage, optimise visitor satisfaction, and maximise long- term economic growth for the region.

The objectives of the chapter are:

- to define sustainable development, sustainable tourism and community-based tourism as concepts;
- to understand the nature of sustainable development, sustainable tourism and community-based tourism;
- to be familiar with the links between community involvement in community-based tourism and sustainable development and
- to give a brief overview of the study area.

## **2.2 Sustainable Development (SD)**

### **2.2.1 Definition**

Sustainable development originated from the modern-day environmental movement whose origin stems in part from 19<sup>th</sup> century Europe where the traditional philosophy that humans have dominion over nature was replaced with a ‘preservation ethic’ (Hall and Lew, 1998:375-376). Influential publications in the 1960s and 70s made the world aware of the detrimental effects that human activities were having on the environment (Mearns, 2012:2).

According to Telfer and Sharpley (2008:121) sustainable development is economic growth and stability brought about by good and reliable jobs and businesses. Choi and Sirakaya (2006:275) further state that sustainable development in the context of community tourism should aim to improve the residents' quality of life by optimising local economic benefits through protecting the natural and built environment and providing a high quality experience for visitors. Another definition of sustainable development states that "humanity must take no more from nature than nature can replenish" and yet another that sustainable development is "achieving economic and social development in ways that do not exhaust a country's natural resources" (Peacock, 2008:1).

Sustainable development was popularised by the Brundtland Report (World Commission on Environment and Development (WCED) (1987:43)) which emphasised that, "sustainable development is one that meets the needs of the present without compromising the ability of future generations to meet their own needs." The report calls for three levels of sustainability, namely, environmental responsibility, social equity and economic sustainability. In other tourism studies, there has been a concern with the sustainability of the resources upon which tourism is based (Saarinen, 2006:2). This is because of the uneven and imbalanced nature of tourism development; in particular the questions of power which inspire the way in which tourism is owned and controlled (Mowforth & Munt, 2003:141).

Ceron and Dubois (2003:59) point out that although there is in reality a general agreement that sustainable development is 'a good thing', there is actually much disagreement as to what it actually means. Within this disagreement are disputes concerning the science of environmental change, the economics of resource management, the environmental impact of different technologies, and the effectiveness of different policy instruments. Matarrita-Cascantea *et al.* (2010:738-739) furthermore states that there are deliberations of a more basic philosophical, ethical and socio-political nature, as indicated by the following quotation:

*"As a social goal ... sustainability is fraught with unresolved questions. Sustainable for how long: a generation, one century, a millennium, ten millennia? Sustainable at what level of human appropriation: individual households, local villages, major cities, entire nations, global economies? Sustainable for whom: all humans alive now, all humans that will ever live, all living beings at this time, all living beings that will*

*ever live? Sustainable under what conditions: for contemporary transnational capitalism, for low-impact Neolithic hunters and gatherers, for some space-faring global empire? Sustainable development for what: personal income, social complexity, gross national product, material frugality, individual consumption, ecological biodiversity?"*

Furthermore, Isla (2005:16) in analysis of land management and ecotourism in Costa Rica, concluded that sustainable development does not necessarily lead to sustainable practices but it suppresses the human rights of local communities and the rights of nature in favour of the rights of corporations. This has led to vulnerable local nature and local people becoming connected to the global markets and the world economy on unfavourable terms. Communities have had to surrender their safe local food system and their role as agriculture producers. Thus, local environments and communities are impoverished. Sustainable development aggravated poverty and environmental destruction for the short term benefit of capital.

The three aspects of sustainability shown in Figure 1.1 below have been launched by the Sustainable Tourism for Eliminating Poverty (STEP) programme which aimed to promote socially, economically and ecologically sustainable tourism as a gateway to development and reduction of poverty among the world's least developed countries, and inspired by the Vision and Innovative work of Pro-poor Tourism Partnership (UNWTO, 2002:6).



**Figure 1.1: Aspects of sustainability**

**Source: Scott, 2011**

### **2.2.2 Aspects of sustainability**

- Environmental responsibility: environmental responsibility forms one part of the broader concept of sustainable development. UNWTO (2011:2) explains that sustainable tourism recognises that the future of the tourism sector depends on protecting life in all its diversity. It integrates economic and ecological concerns by conserving natural areas which, in turn, generate increased revenues from tourism for future conservation.
- Social equity: social equity refers to inter- and intragenerational distribution of costs and benefits of sustainability. This is the mechanism that helps in shaping the destinations living conditions. Equity issues include worker and public health and safety, accessibility, environmental justice and civil rights (Dillard *et al.*, 2009:28).

DEAT (2002:5), through the guiding principles of *Batho Pele* of South Africa, attests to the importance of social equity in development. DEAT shows that tourism is dependent upon the social, cultural and natural environment within which it occurs, and its success is dependent upon the environment that it operates within. Good relationships with neighbours and with the historically disadvantaged make good business sense. These relationships need to be based on trust, empowerment, cooperation and partnerships. Too few of the benefits from tourism currently accrue to local communities whose environment is visited.

As it was pointed out in the DETEA White Paper (1996:11); the majority of South Africans have never been meaningfully exposed to the tourism sector. In the new South Africa, the government's objective is to ensure that all citizens have equal access to tourism services as consumers and providers. Enterprises and communities need to identify ways in which they can provide a range of tourism experiences sufficiently wide to be accessible to the average South African. Programmes are being established to allow South Africans, and particularly front-line tourism employees, to become "tourists at home". To this end, the notion of *Batho Pele* is a guiding principle.

- Economic sustainability: Richie and Crouch (2003:1051-1052) state that as one element of a destination economy, tourism must help to support a viable economic base, which is to deter leakages and/or promotes local profits, encourage self-reliance and also help in distributing justice through overall local distribution of economic benefits. The result of this economic support enables a healthy economy within a country, region or city to pursue initiatives designed to enhance the quality of life of its residents. This is attested by Maslow's hierarchy of needs. The hierarchy therefore, explains why environmental protection is low on the list of priorities of third world countries.

According to Crouch (2003:240) any tourism strategy must be capable of meeting the economic needs and aspirations of residents over the long-term. If it is to do so, the following considerations may be influential in determining economic sustainability:

- Benefits are many, not just a few: costs and benefits should be reasonably evenly spread over the relevant population. Creating an environment in which some individuals benefit handsomely from tourism development while the lives of others deteriorate is untenable.

- Utilisation of local labour: residents are more supportive of tourism development and may be prepared to tolerate minor adverse consequences if tourism is an important source of local employment. Both direct employment and indirect employment arising from demand derived from tourism are important. Depending on the availability of local labour and skills and knowledge resources that are required, the importation of outside labour should not be excessive.
- Job security: tourism demand can be highly seasonal. Any efforts to enhance job security will improve economic sustainability. For example, employers should explore opportunities to establish a multi-skilled, flexible workforce so that employees can be assigned different tasks throughout the year, such as maintenance during the off-season.
- Wage, salary and benefits: tourism is often perceived to be a low-skilled, low income sector. While many of the service jobs in the tourism and hospitality may be described in this way, the reality is a little different from the common perception. Recent research suggests that compensation per employee in travel and tourism is similar to that in other sectors, and is often higher (Scheyvens & Russel, 2009:8). Some low skilled employees are able to make a very good living through tips.

### **2.2.3 Advantages and disadvantages of sustainable development**

Fox and Van Rooyen (2004:87-89) state that the issues that arise within the sustainable development programmes relate in most cases on which institutions should lead and facilitate the process, as well as which instruments are available to governments to attain the development objectives.

According to UNWTO (2011:6-7) sustainable development involves many things. More appropriate technologies, supportive policies, different ethics, and changes in individual behaviour are among the more obvious factors. One contributing factor that deserves more attention is local institutions and their concomitant, local participation. Schubert and Störmer (2007:161-162) further state that those institutions such as local governments, user associations or service organisations are important for sustainable development for a number of reasons, and there are advantages and disadvantages that go along with all those reasons. These advantages and disadvantages are discussed in the next paragraphs.



### **2.2.3.1 Advantages of sustainable development**

According to UNWTO (2011:6–7) the following advantages of sustainable development are evident:

- It involves local people and provide them with rewarding, immediate work, income and education.
- The coordination of programmes within the provinces extends the boundaries within which projects could be developed by involving more than one municipality.
- The ability to supervise the developments in different municipalities and advise on best practices within a province.
- It preserves functionality and diversity of systems while providing a wide range of economic benefits.
- It facilitates the coordination of all programmes country-wide.
- It creates availability of national resources that could be distributed according to the needs and capacities of the different municipalities.
- It provides overall control of programmes.
- It develops pride in councils, officials and local communities who witness their own initiatives succeeding.
- It creates the ability to develop public/private partnerships that accept responsibility for development.
- Communities becoming fully aware of the need to accept responsibility for their own destinies.

### **2.2.3.2 Disadvantages of sustainable development**

According to UNWTO (2011:6 –7) sustainable development may have some disadvantages as well:

- The development of potentially stultifying bureaucratic tendencies such as:
  - A lack of adaptability to meet the needs of the various local communities;
  - Long communication lines resulting in delays in utilising opportunities timeously, and the inhibiting of a municipality's own potential to introduce initiatives.

- Some provinces lack the capacity to identify, introduce and sustain development projects.
- The inability of entrepreneurs to maintain the input and dynamics required to sustain projects.
- The inability of councils and/or officials to create conditions conducive to promoting development within their respective areas.
- Physical and social conditions within some municipalities inhibit the identification or implementation of viable development programmes e.g. skills, organisational ability or infrastructure.

In conclusion it is clear that sustainable development emphasises the importance of improving the host community's livelihoods through the optimisation of local economic benefits and conserving and protecting the natural environment; these are the fundamental principles of sustainable tourism which will be explained below.

## **2.3 Sustainable Tourism (ST)**

### **2.3.1 Definition**

Sustainable tourism is tourism that does not deplete economic, social/cultural and environmental resources. The ultimate goal is to provide high-quality experiences for visitors, strengthen host communities and cultures, and develop tourism-related livelihoods while preserving the surrounding environments (Pongponrat, 2011:57-73). Over the past decades, sustainability has become a focal point for tourism development around the world.

Moreover, Matarrita-Cascantea *et al.* (2010:9) state that ST is not just about controlling and managing the negative impacts of the industry. ST development aims to benefit local communities, economically and socially, and to raise awareness and support for conservation of the environment. Furthermore, Kauppila *et al.* (2009:424-425) pointed out that governments and regional development bodies have always been interested in tourism development linked with the positive economic impacts of the industry, namely: employment, sources of income and the diversification of the economy. However, in addition to economic perspectives, there are several different traditions in sustainable tourism and

planning, for example, ST can be a force for peace, encouraging cultural exchange that supports understanding between people and cultures leading to the reduction of prejudices and tensions between societies (Ritchie & Crouch, 2003:80-90).

As with other industrial sectors and fields of academic study, tourism research has also responded to the popularisation of the concept of sustainable development in the wake of the World Commission on Environment and Development's Report, *Our Common Future*, (WCED, 1987:63). Hence, a growing proportion of the academic and policy orientated tourism literature is now devoted to examining the theory and practice of ST.

According to Lottig (2007:12) ST studies simply ignore other sectors while some studies have a distinctly confrontational tone, where the potential for competition between tourism and other sectors for access to natural resources is highlighted. The consumption of natural resources by one sector reduces the quality of resources. Hence, a need for ST to constantly maintain and extend the tourism resource base and tourism activity in all areas, then it becomes possible to see tourism as under threat from sustainable development policies (Briassoulis, 2006:6).

### **2.3.2 Characteristics of sustainable tourism**

According to Misra and Sadual (2008:200) the characteristics of ST are as follows:

- ST cares to maintain the importance of local culture and traditions;
- it is educational because it encourages cross-cultural understanding;
- it is aimed at conservation of resources of the destinations;
- it seeks active involvement of locals, which provides local people with an opportunity to make their living, and
- above all, it focuses primarily on the integrity of the tourist places (Choi & Sirakaya, 2006:275).

### **2.3.3 Principles behind sustainable tourism**

Many destinations are now pursuing strategies which aim to ensure a sensitive approach when dealing with tourism. Many of these strategies are based on a formal expression of

principles for sustainable tourism. The principles, as outlined by The United Nations (2003:14-15), include:

- Participation: residents of a community must maintain control of tourism development by setting a community tourism vision, identifying the resources to be maintained and enhanced, and developing goals and strategies for tourism development and management. Residents must participate in the implementation of strategies and the operation of the tourism infrastructure, services and facilities.
- Stakeholder involvement: tourism development must provide quality employment for community residents. The provision of fulfilling jobs has to be seen as an integral part of any tourism development at the local level.
- Establishing local business linkages: linkages must be established among local businesses in the tourism industry in order to ensure that tourism expenditures stay within the destination rather than leak out to purchase imported goods and services for tourists.
- Sustainability of the resource base: equitable distribution of costs and benefits of tourism development must take place among present and future generations.
- Community goals: there has to be harmony amongst all stakeholders in order to satisfy the needs of the visitor. This is facilitated by broader community support with a proper balance between economic, social, cultural and human objectives as well as recognition of the importance of cooperation.
- Cooperation: cooperation between all businesses within a destination as the performance of one business affects the other. Models of partnership must be explored in the areas of planning, management, marketing and funding for tourism ventures.
- Carrying capacity: there is a need for the impact assessment of tourism development proposals to distinguish plans which encourage mass versus quality tourism (Giampiccoli & Kalis, 2012:173-188).
- Monitoring and evaluation: protection and monitoring strategies are essential if communities are to protect the very resources that form the basis of their tourism product to protect the environment (the tourism resource base) on which it depends.
- Accountability: the management and use of public goods such as water, air and common lands should ensure accountability on behalf of users to ensure these resources are not abused.

- Training: ST development requires the establishment of education and training programmes to improve public understanding and enhance business, vocational and professional skills, especially for the poor and women.
- Positioning: ST development involves promoting appropriate use and activities to reduce poverty and reinforce landscape character, sense of place, community identity and site opportunities. According to *Ecological Tourism in Europe* (2007:30-40), these activities and uses should aim to provide a quality tourism experience that satisfies visitors while adhering to other principles of ST.

## **2.4 Community-Based Tourism (CBT)**

### **2.4.1 The concept**

The concept of CBT emerged in the mid-1990s. CBT is generally small scale and involves interactions between the visitor and host community and is particularly suited to rural and regional areas. It is commonly understood to be managed and owned by the community, for the community. It is a form of 'local tourism' favouring local service providers and suppliers and focused on interpreting and communicating local culture and the environment. It has been pursued and supported by communities, local government agencies and non-government organisations (NGOs) (Engström & Leffler, 2012:2).

Wehkamp (2007:9) mentioned that there are a number of different models for CBT projects. Some are run and operated by one or more entrepreneurial families who employ other community members and in this way spread economic benefits to the community at large. Others may be managed and operated by a village cooperative or community group, perhaps with the support of a donor agency or NGO. Often, CBT projects develop a system for redistributing tourism income to the community through education or health projects.

According to Ånstrand (2006:26-28) CBT is not simply business that aims at maximising profits for investors. Rather, it is more concerned with the impact on the community and environmental resources. It is far from a perfect, pre-packaged solution to community problems. Nor is it a miracle cure that will come to save the community. CBT needs to be carefully applied to avoid problems and disasters. This means that those communities that are

appropriate for development must be chosen carefully and adequately prepared before implementing CBT.

CBT aims to ensure that communities are empowered to participate meaningfully in tourism development. There is also another proviso, namely, that sustainable tourism is not only about the economic contribution of tourism to local economies but also about addressing the wider community needs, including physical and socio-cultural needs. Therefore, sustainability of tourism is dependent on community empowerment, participation and benefits from tourism (Kauppila *et al.*, 2009:3).

According to Mearns (2011:72) CBT initiatives have several advantages, including the promise of employment and income to local communities, as well as much needed foreign exchange to national governments, while allowing the continued existence of the natural resource base. CBT can empower local communities, giving them a sense of pride in their natural resources and control over their respective community's development. CBT should not be viewed as an end in itself, but as a means towards empowering poor communities to take control over their land and resources, to tap their potential, and to acquire the skills necessary for their own development.

#### **2.4.2 Characteristics of community-based tourism**

CBT is premised on the inclusion of local people in the development of the industry. In fact, its characteristics include local control of development, community involvement in planning, equitable flow of benefits, and incorporation of resident values (Koster, 2010:4):

- Local control of development: there are many interest groups and many individuals who hold their own viewpoints, with the result that there is no easy way of reaching consensus. Communities rarely, if ever, speak with one voice. The mechanisms that are used to elicit the views of the community provide an opportunity for a minority of self-appointed community spokespeople, or people with strong views, to dominate the process; the views of the so-called 'silent minority' may thus often go unheard. Moreover, professionals may undervalue or even ignore local views that run contrary to their own. This is particularly prevalent when 'public participation exercises' are

held to legitimise decisions that have, in all probability, already have been taken (Swarbrooke, 1999:41).

In South Africa, amongst indigenous populations in particular, history has shown that in most cases, local people may have little say in the process, which is clearly at odds with the concept of sustainable tourism (DEAT, 1996). It is especially a problem in the heritage field, where the story of the community is told to tourists by outside professionals rather than local people. This is an extremely contentious issue in South Africa, particularly in the cultural tourism context, where there is a scarcity of site guides. The lack of local control may often lead to developments that are inappropriate for their location because the outside agencies lack the necessary knowledge. Furthermore, it can lead to some or most of the benefits derived from the development being exported away from the local area (DEAT, 1996). The challenge is, therefore, to find ways of making CBT more sustainable in itself, and to be better able to contribute towards the development of sustainable tourism in general.

Beeton (2006:48) shows that CBT presents a way to provide an equitable flow of benefits to all affected by tourism through consensus-based decision making and local control of development. In this theory, real consensus and true local control is not always possible, practical or even desired by some of the communities as illustrated in many of the case studies and examples around the world. One such example is the case of the irritated host of Goathland in the United Kingdom, a village of approximately 300 residents in the middle of a national park with a thriving tourism industry. In 1992 a television series began filming in Goathland. It follows the fortunes of this small village. The film is still being shown until today in some television stations. It was not anticipated that the series would continue to the present, so the long-term filming and tourist interest in the village was not considered. Now the villagers are experiencing feelings of antagonism towards the tourism development in their village because of the notoriety caused by the series (Beeton, 2006:50).

- Community involvement in planning: current thinking in tourism focuses on interventions that are more strategic and based on an open minded assessment of where impact can be created at that scale. This attempt to engage the private sector in expanding opportunities for poor people, take advantage of the growing business case for the tourism sector to demonstrate its commitment to destination development. Moreover, it has to link poor people to opportunities in mainstream tourism, not just

niche tourism. It is also important to assess and tackle the main market blockages that limit participation of the poor. The other issue is for the government to provide a conducive environment for the private sector to work at any point in the tourism value chain, wherever there is greatest potential for pro-poor change and be able to evaluate the potential environmental, cultural, and social impacts of the intervention and the type of enterprise being developed. This should be done during the planning stage and in participation with local stakeholders to ensure the overall impacts will be beneficial (Spenceley *et al.*, 2009:33).

There is a range of ways that pro-poor interventions can be scaled up. These include joint venture partnerships, value chain linkages, community capacity building and skills training (Bricker *et al.*, 2012:104).

- Equitable flow of benefits: according to Höckett (2009:2) rural community-based tourism proceeds rarely as an unplanned intervention of a free market process but more as a planned programme that is part of local or regional development strategies. This makes it possible to plan community-based tourism development carefully. Tourism development is supposed to be led by an organisation of the community and the benefits should be distributed equally inside the community. The starting point is to discuss and identify the local values, needs and the possible impacts of this kind of tourism development. The communities should discuss what they are willing to contribute and what they are not willing to give up (Hashimoto & Telfer, 2006:42–45).
- Incorporation of resident values: an important consideration needs to be raised when discussing the relevance of CBT in the development of rural areas. That consideration is the definition and importance of CBT, in the countryside or in a small rural settlement, and that it is made up of ecological elements of tourism (ecotourism), and cultural and traditional tourism. They may include commercial farms, small settlements, rural areas, and other areas further from the towns and cities (Essex, *et al.*, 2005:128).



### **2.4.3 Benefits of community-based tourism**

Goodwin and Santilli (2009:27-28) as well as the Asian-Pacific Economic Cooperation (APEC) (2010:3), explain that CBT may enhance social sustainability by empowering local communities to manage their own resources, providing meaningful employment and assisting with capacity building and cultural preservation. Environmental benefits include income generation for communities to actively protect their land from degradation and possible enhancement of conservation efforts to attract tourists especially with regard to ecotourism initiatives.

Where it is working effectively, CBT:

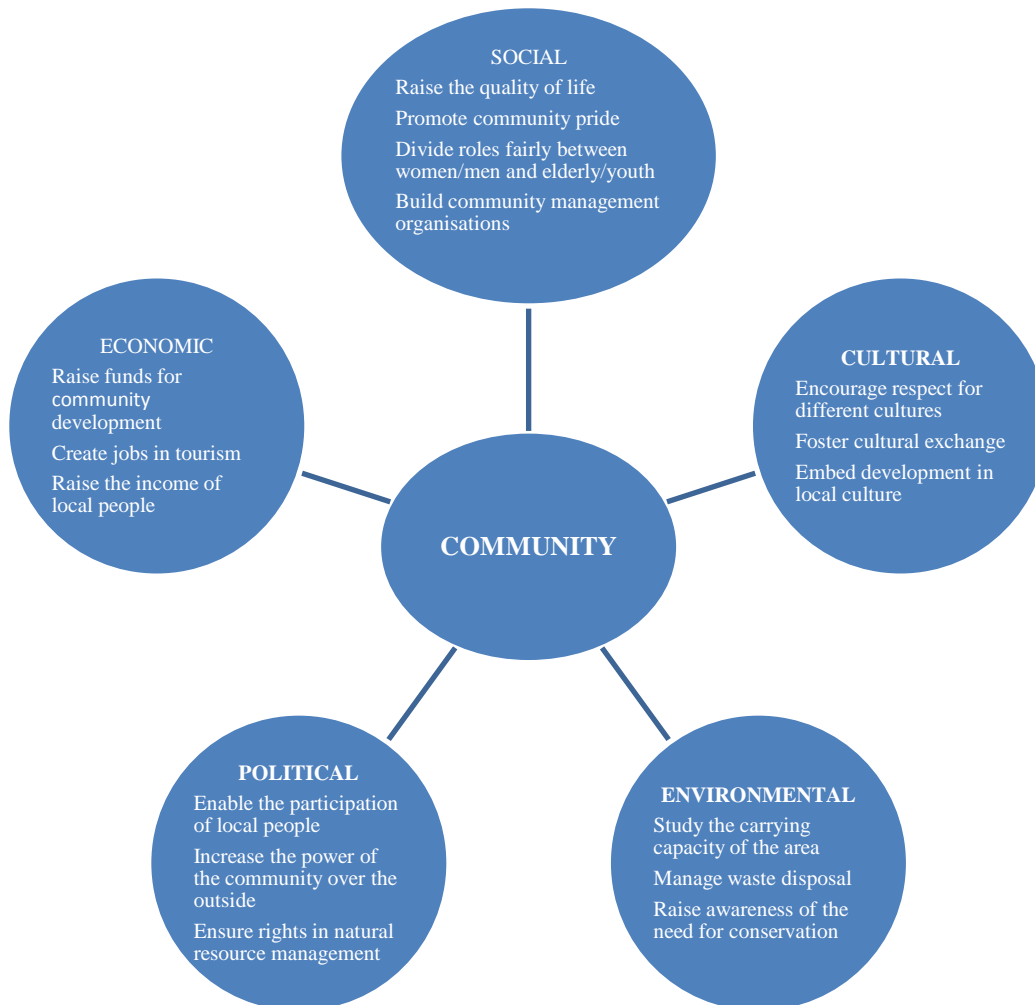
- supports local economic development through diversification of employment;
- is financially viable;
- respects and encourages equitable participation of the local community;
- is ecologically sustainable and minimises the impact on the environment;
- conserves and promotes living cultural heritage and welfare;
- educates visitors about culture and nature;
- demonstrates good management practices and
- ensures a quality and safe experience for all other individuals involved (Goodwin & Santilli, 2009:27).

### **2.4.4 The relationship between sustainable development and community-based tourism**

According to Burns and Novelli (2008:246-247) the definition of CBT is not quite clear. In development cooperation CBT is always considered as a tool that integrates the goals of the general concept of sustainable development. This means that CBT has to fulfil the criteria that make it economically sensible as well as socially, culturally and ecologically compatible with the communities in which it takes place. The active participation of the population in CBT plays an essential role in successful improvement of living conditions.

According to Frunza and Carmen (2005:293) sustainable development and CBT are inherently connected because they share the same natural and cultural resources. Culture and social norms determine not only resource use but also structure internal and external

relationships. Figure 2.1 below shows how CBT can be used as a tool for sustainable development.



**Figure 2.1: How CBT can be used as a tool for sustainable development**

**Source: UNWTO, 2002**

## 2.5 Community-based tourism in South Africa

During the past decades, tourism has begun to find much wider recognition as an economic sector with potential to make a contribution towards development in the destination area (Viljoen & Tlabela, 2007:2).

Community-based tourism has been promoted since the 1970s as a way of raising living standards for the rural poor. Tourism activities have been happening, but the main issue was that host communities have been excluded previously. There are a number of reasons

attributed to this exclusion. For instance, in South Africa, apartheid had an adverse impact in community participation as the system was meant to benefit the white population only. The 1996 Tourism White Paper claims that many communities and previously neglected groups, particularly those in rural areas that have not actively participated in the tourism industry, possessed significant tourism resources. It was foreseen that the communities would play a pivotal role in developing rural tourism (DEAT, 1996:11).

In trying to make Community-based tourism a success in South Africa, The National Department of Tourism (NDT) developed the National Rural Tourism Strategy in 2012. This strategy was meant to ensure a developmental approach to packaging rural tourism products and opportunities in South Africa (DEAT, 2012:59). This approach is also meant to prioritise spatial nodes which have a growth potential in order to stimulate growth of the tourism industry in South Africa. Tourism and agriculture were initially identified as the potential economic pillars for rural development in South Africa. It is in this regard that the NDT, in its endeavour and response to rural development, prepared the Rural Tourism Strategy. Moreover, in response to the policy mandate and alignment with government's broader strategic priorities, the rural tourism strategy aims to:

- create decent employment through economic growth;
- develop vibrant, equitable and sustainable rural communities, and
- relating to regional integration of the strategy, which refers to the fact that, “Government will support initiatives to seek other forms of economic potential of rural areas including tourism.....and cultural work to ensure rural areas utilize their unique assets, basic resources and characteristics” (DEAT, 2012:26).

When the integrated rural development strategy was launched in South Africa in 2000, thirteen nodal points were identified as initial targets of the programme that will eventually be rolled out across the length and breadth of the country. Amongst the thirteen nodal points is Thabo Mofutsanyana District municipality in the eastern part of the Free State province which is the focus area for this study.

## 2.6 Thabo Mofutsanyana District municipality

According to the Thabo Mofutsanyana Integrated Development Plan (IDP) (2011-2012:3), Thabo Mofutsanyana District municipality was established in terms of the Municipal Structures Act (Act 117 of 1998) and proclaimed in the Provincial Gazette, Notice No 184, on 28 September 2000 (Thabo Mofutsanyana IDP, 2011-2012:3). The following local municipalities, established under the same notice, used to fall within the district municipal area (see map 1 below):

FS191 – Setsoto

FS192 – Dihlabeng

FS193 – Nketoana

FS194 – Maluti a Phofung

FS195 – Phumelela

FSDMA19 – Golden Gate

After the Municipal Demarcation Board had declared Mangaung a metropolitan area, the Mantsopa Local Municipality, which previously fell under the Motheo District Municipality, has been de-established and was declared part of the Thabo-Mofutsanyana District Municipality.



**Map 1: Map of Thabo Mofutsanyana geographical area**

**Source: Thabo Mofutsanyana IDP, 2011-2012**

Thabo Mofutsanyana District municipality is situated in the north eastern section of the Free State Province and borders most of Lesotho and KwaZulu Natal. It nestles in the shades of the Maluti between the Orange River in the south and the Vaal River in the north. Its Head Office is situated in Phuthaditjhaba about 48 kilometres south-west of Harrismith and 142 km north-east of Ficksburg.

The area is primarily agricultural in nature and includes the former homelands of Qwaqwa and the municipal area covers 26 035, 4 square kilometres. The main centres in the District are Bethlehem, Ficksburg, Harrismith, Vrede, Memel, Phuthaditjhaba, Senekal, Reitz, Warden, Ladybrand, Tweespruit, Hobhouse, and Excelsior. The most populated municipality is Maluti-a-Phofung which was declared as a node and has 52% of the district population and a density of about 88 people per square kilometre.

Thabo Mofutsanyana is well known for several tourists' attractions and destinations and also features a variety of annual festivals. These annual festivals include, among others, the following:

- **Fouriesburg:** Surrender Hill Marathon in February and the Rose Show in October;
- **Qwaqwa:** Basotho Cultural Village traditional workshop and Family Day celebration in March;
- **Ficksburg:** Easter Festival at Rustlers valley in April and the Cherry Festival in November;
- **Bethlehem:** Air show in May and the Hot Air Balloon competition in June;
- **Harrismith:** Free State Polo championships in May and the Berg Bohaai in October.

Thabo Mofutsanyana tourism mostly focuses on the environment and attractive scenery with the focus of most tourist attractions on ecotourism and adventure tourism.

According to Goodwin and Santilli (2009:4) previously disadvantaged people are not generating income from tourism yet. This can be improved through CBT initiatives. Very little training has been provided to accommodate cultural tourism and promote the informal market; this implies that the disadvantaged peoples' awareness of tourism and how to exploit the market will remain poor.

The District Municipality has very limited capacity in terms of personnel and funds to provide the support for these people to get involved in the tourism sector. People have the skills, but financial investment and training to produce good quality products lack. The overall feeling is that proper guidelines on how to initiate sustainable CBT projects should be formulated.

In 2001, the former state President of South Africa Mr. Thabo Mbeki announced, during the State of Nation Address, an initiative to address underdevelopment in the most severely impoverished areas in South Africa – it was estimated that almost 10 million people live in these areas. The Presidential Poverty Nodes were described by the Department of Cooperative Governance and Traditional Affairs as the “spatial manifestation of the second economy”. These areas were “characterised by underdevelopment, contributing little to the Gross Domestic Product (GDP), absorbing the largest percentage of the country’s population, incorporating the poorest of the rural and urban poor, structurally disconnected from both the First World and the global economy and incapable of self-generated growth (DEAT, 2002:26).

## 2.7 Chapter Summary

In this chapter, the researcher defined sustainable development, sustainable tourism and community-based tourism as concepts. Furthermore, the nature of the three concepts was looked into through elaborating their characteristics, their benefits and their advantages and disadvantages. The relationship between community-based tourism and sustainable development was also explained. It is evident that the discussed concepts intertwine: CBT projects are developed with the aim of being sustainable for the future generations with all the principles and characteristics of sustainable development.

The relationship between the three concepts discussed in this chapter provides the basis for an empirical investigation of the financial sustainability of the CBT projects in the project area.

The important issues that warrant investigation are:

- how economically and socially sensible the project is?
- how culturally and ecologically compatible the projects are with the affected communities?
- how efficient the financial resources were are utilised for the development of CBT projects within the project area?

In concluding this chapter an overview of the study area was provided.

### **Successful and sustainable community-based tourism (CBT) projects**

#### **3.1 Introduction**

According to Suriya (2007:3) CBT is been heavily promoted worldwide, but its viability and sustainability are uncertain due to its nature of generating low income, which means that CBT projects take long before the benefits are delivered to the community. As a result the community loses patience in waiting for the growing stage. Tourism activities in most cases are controlled by community leaders and the richest group of community members dominate the scene and income generation opportunities. The situation then violates the ideology of CBT which aims for the sharing of benefits amongst the community members (Kaosa-ard *et al.*, 2006:1-24).

The main objective of the chapter is to study case studies of successful and sustainable CBT projects from around the world, and discuss lessons learned from them. The lessons learned will be included in a guideline to enhance CBT - not only in the study area but also in a broader context.

#### **3.2 Case studies**

##### **3.2.1 Miso Walai home stay development, Mukim Batu Puteh, Kinabatangan Sabah (Malaysia)**

###### **3.2.1.1 Background**

According to Razzaq *et al.* (2012:14-16) the Lower Kinabatangan, in eastern Sabah, is an area known for its natural treasures and cultural heritage. The high concentrations and broad representation of wildlife populations in the area is recognised as having national and international significance. The concept and implementation of CBT is best depicted through the Miso Walai home stay development at Mukim Batu Puteh, Kinabatangan and Sabah. From a rural community that relies on natural resources such as logging, hunting, fishing and



agriculture for survival, they later transformed into an environmentally-conscious community that eventually attracted enough tourists to become one of their sources of income. Miso Walai home stay is a model of CBT which as a whole is stimulated by the involvement of local communities. One interesting aspect of Miso Walai is that it has more than 35 households made up of about 400 people speaking some 20 indigenous dialects of the local *Orang Sungai* communities living and working at the home stay complex.

In 2002, a number of previously different community tourism groups, launched through the Model Ecologically Sustainable Community Conservation and Tourism (MESCOT), undertook a consultative process and decided to combine forces into a single community tourism cooperative, Koperasi Pelancongan (KOPEL Bhd) Berhad, which was registered in 2003. The cooperative retained the original community groups as distinct administrative units, while the MESCOT retained responsibility for driving the overall programme, maintaining community support, coordinating tourism activities between groups, training villagers as guides, accountants and maintenance staff and providing communications support. KOPEL's role was to bring together communities via the achievement of common goals and operate with the concept of ownership through ownership share (Razzaq *et al*, 2012:9).

KOPEL was appointed by the State Forestry Department as the contractor in the on-going restoration and silviculture treatment (which involves getting rid of dead trees, branches and vegetables that impede forest regeneration) of the Pin Supu Forest Reserve (Yusof, 2012:1). To date the cooperative has 260 members from four villages in Batu Puteh, Kinabatangan: Kampung Batu Puteh, Kampung Mengaris, Kampung Perpaduan and Kampung Singgah Mata. The income from the business is used for the community development programmes as well as to pay the cooperative members involved in these programmes (Zeppel, 2006:259).

In 2008, Sabah Forestry Department (SDF) signed a Memorandum of Understanding with MESCOT which empowered the local community to be the caretaker of the Supu Forest Reserve. This collaboration with SFD in the form of reforestation projects created jobs for the local people and increased their confidence and self-esteem. This responsibility was taken by KOPEL. The collaboration with the SFD was the main source of income for the local community although increasingly, they could also count on tourism to bring in added revenue. Miso Walai provides a village setting not only for visitors to experience amazing

wildlife, forestry and biodiversity in the area but it also provides an avenue for sustainable livelihood for local communities (Hamzah & Mohamad, 2012:30).

### 3.2.1.2 The project

The villagers of Batu Puteh Community initiated the MESCOT project in 1996, in response to the establishment of a protected area - the Lower Kinabatangan Wildlife Sanctuary - which stretches more than 160 km along the lower Kinabatangan. At this early stage, tourism was seen as a potential source of income and employment, particularly for the many unemployed youth within the village. Previously, especially from the 1950's, much of the local income generation within the community had come from seasonal work in nearby timber camps. However, with the conversion of forests to agriculture crops in the late 80's to early 90's, much of this work had already diminished (Corcoran *et al.*, 2012:4).

According to Rosazman (2006:15-17) this village initiative later gained support from a local Non-Governmental Organisation (NGO) and the MESCOT Project was later started in Batu Puteh in March 1997 with funding from the World Wildlife Fund (WWF) in Norway (Aref & Redzuan, 2009:21-25). The project was developed and supported by the then State Ministry of Tourism and Environment Development in close cooperation with the Sabah Forestry Department. The project was given the mandate to assist the local community to plan ecotourism activities and build local human capacity to be able to manage these activities. Role players on the MESCOT project had realised that the crucial issues in the area such as deforestation due to the economic activities, destruction of wildlife, illegal hunting and logging had to be stopped for the purpose of ecotourism development. As a result, in 1999, after three years of planning, MESCOT produced the idea on paper about the Miso Walai home stay programme, which was submitted to the Sabah State Ministry of Tourism, Culture and Environment. Under MESCOT there were five activities, such as boat service (responsible for wildlife observation cruises), guiding service (responsible for training of local guides and local history), culture groups (these are culture groups which comprise of a number of people doing different activities per group like humanitarian activities) and Tulun Tukou handicraft (a group of women who were trained in handicraft production from the four communities of the Miso Walai area).

Eventually, the Miso Walai home stay programme became a core programme or an umbrella to other related activities. In November 2000, the MisoWalai Home stay programme was officially promoted and launched. The main objective of the Miso Walai home stay programme was to involve the local community in community based ecotourism, where the tourists' experiences will be based on *orang sungai* traditional culture and daily activities. There are numerous cultural experiences to experience on day-to-day visits, such as eating communally on traditional home-made mats, bathing from a tub, or washing by the river while staying in the local village home stay. The Miso Walai home stay has its own uniqueness since the location is a part of the Lower Kinabatangan Wildlife Tourism Corridor that is rich with natural biodiversity and culture heritage (MESCOT, 2005:1).

Razzaq *et al.* (2012:14) explains that Miso Walai is a combination of two words of the *orang sungai* language. The word '*miso*' means 'together' and '*walai*' means 'house'. Thus, Miso Walai home stay carries the meaning of 'staying together in one house'. About 208 people of Mukim Batu Puteh were directly or indirectly involved in the programme with 23 families participating in the home stay programme and 48 local people taking part in the Boat Services Association, as mentioned above. Meanwhile 33 youths became volunteers for environmental protectors called '*sukarelawan MESCOT*', and 22 other young people were involved in the MESCOT Cultural Group (MSG) and more than 60 people joined the *Tulon Tokou* Handicraft Association. Tourists' arrivals in Miso Walai home stay increases from year to year since 2000. Statistics indicated that there were 176 tourists who participated in the programme in the year 2000 and this number rose to 2943 tourists in 2009, with the total revenue more than MYR 600,000 (Malaysian Ringgit) equivalent to 1,852,102 ZAR (South African Rand).

Miso Walai home stay offers a unique opportunity to experience the way of life of the local Orang Sungai people, as mentioned above. There are many communal activities carried out on a daily basis, such as, village sports played in the late afternoon and these have become popular activities with visitors. There are also numerous local economic activities such as farming, "oil palm" or "fish and prawn trapping on the river", which makes an interesting backdrop to family life, and plenty of amazing tools, stories and things to learn about.

The most popular activities at the village home stays are:

- Wildlife Observation River cruises;
- Watching or learning about traditional music and dance;
- Cooking or “leaning to cook” traditional local foods;
- Interpretive walks through local farms and orchards;
- Eating tropical fruits - especially during fruiting season;
- Students and volunteers who often get involved in community projects and English language tuition at the home stays or at the local village school.

### 3.2.1.3 Lessons learned

Razzaq *et al.* (2011:88) explains that based on the researcher’s observation and informal interview with informants from the Miso Walai home stay, it was revealed that the key success of community-based tourism in the context of the Miso Walai home stay in Mukim Batu Puteh, Kinabatangan, Sabah was due to community empowerment in tourism development. The community capacity building programme, which became the main focus of the NGO, contributed to community empowerment. The development of the Miso Walai home stay was then considered as a real model of a community driven project in Malaysia or a project that was developed by using a bottom-up approach. The community capacity building programme was then given priority and became a first step in the MESCOT project development. This process was carried out in the following phases: (Mizal *et al.*, 2014:27-28):

- Individual human capital development: to create awareness and build tourism knowledge particularly among the members of the MESCOT pioneer groups;
- Research phase: MESCOT group gathered and documented information about:
  - the surrounding biodiversity, including six different forest types and other places of interest.
  - recording and documenting of “aural history”, traditional beliefs, traditional medicines, traditional uses of forest resources, indigenous culture and the historic significance of the area and the ‘living heritage’.
- Exposure phase: at this stage training, seminars, and study trips to various tourist attractions, facilities and sites were carried out to expose the participants to the real life situations in tourism. Exposure trips were also intended to compile information about

present tourism products offered and identify gaps and potential activities not yet developed.

- Brainstorming phase: all the information gathered about potential activities was identified, short-listed, and decisions were made on the appropriate activities for the area.
- Detailed planning stage: this is the stage where the business plan, marketing plan, budgets, strategies and codes of conduct were drawn.
- Skills development among the MESCOT members: suitable skills to run or manage the tourism activities were offered to the local members of the MESCOT.
- Establish leadership/local champion (from non-business oriented to business oriented): the decision for leadership and organisation of the project was decided looking at the three major stakeholders; government, NGO's and self-appointed representatives of the community (in most cases a local champion).

The abilities and skills of the local people were developed first before the project was implemented. This is the main factor that has contributed to the sustainability of Miso Walai home stay development as mentioned by Simpson *et al.* (2003:277-286): any community project must be started with people development (capacity building) and not with the project.

### **3.2.2 La Yunga in Bolivia (South America): Lodge or Footpath?**

#### **3.2.2.1 Background**

The La Yunga community lies in the southern buffer zone of the Amboró National Park, roughly 150 km from the major city of Santa Cruz. There were 250 people (37 families) who lived in this community, composed of local people and Bolivia migrants. The infrastructure was very basic; the village had just an elementary school and no medical station or telephone. The majority of the people were farmers. The village itself could be reached by car or small bus throughout the year from Santa Cruz, Bolivia's second largest city (three hours by car) or from Samaipata, a well-known domestic tourist spot (Monjeau & Pauquet, 2005:10).

### 3.2.2.2 The project

In 2002, with financial and technical support from national and international NGOs, the community began the construction of a lodge which could provide accommodation for only six people but had a nice restaurant which seated 20 people. However, with 60 visitors per year, the lodge had a very low occupancy rate due to a lack of communication which made organisation and reservation of bookings rather complicated (Goodwin *et al.*, 2009:2).

According to Goodwin and Santilli (2009:12-13), the majority of CBT initiatives in Bolivia were based on the development of community-owned and managed lodges or home stays. La Yunga in Bolivia is one such initiative where NGOs encouraged the community to develop a lodge. The lodge had attracted only 60 visitors per year at a bed occupancy rate of 2.7%. In order to supplement the revenue generation for the community, they subsequently developed a walking trail which in 2005 attracted 1000 people paying a \$1.80 trail fee, grossing \$1800 including guide fees and other purchases from the community. The example demonstrates that the common focus on accommodation was misplaced and the community benefitted far more when it provided an activity. Their initiative required a much smaller investment than the investment in the lodge and provided significantly larger benefits.

According to Robertson and Wunder (2005:82) the community completed the construction of a footpath in 2003 which was surrounded by gigantic ferns and well integrated into the environment because of the natural resources used in its creation. People of all ages can easily walk along the footpath which takes two to three and a half hours. Domestic tourists pay an entrance fee of 10 boliviano (approximately US\$1.20) to the community while international tourists pay 15 boliviano (approx. US\$1.80). It is also possible to book a trained Spanish speaking guide from La Yunga for US\$10.

The hope was that these initiatives would capture more benefits for the local community. Indeed benefits were obtained through increased revenue both from accommodation and foot path fees, guiding fees and food sales. Project funding that came primarily from the NGO's contributed a lot to the successful development of the two initiatives, while the village provided labour as counterpart. So far, a 5 km trail network, an eight-bed hostel for tourists and other infrastructure have been built, supplemented by local training in tourist services and financial management. The local Association for Responsible Tourism (ASYTUR, in its

Spanish acronym) had 12 members, all of whom had received tourism training (eight are official guides). Some women, who were not members, had been trained as cooks (Robertson & Wunder, 2005:93).

### **3.2.2.3 Lessons learned**

While the community generated a direct income from the entrance fees and the guides, the tourists themselves did not spend more money or time in the village. Roberson and Wunder (2005:10) concluded that:

- Instead of trying to find tourists to stay in the lodge, the main target group should be day visitors who come to walk the trail.
- The restaurant should offer a lunch or snacks to the visitors, especially during weekends.
- The two bedrooms in the lodge should be redesigned as an “Interpretation Centre” and “Souvenir Shop” where the tourists would have the possibility to learn more about the region and buy the excellent, locally produced liquor and medical plants.
- If the tourists would like to stay there, several tents, a shower and a bathroom would be available.

So, rather than wasting all their efforts, hopes, and time on the lodge, the villagers would be better advised to invest all their marketing efforts in the footpath and the additional products which can be easily offered to the walk-in tourists, such as local meals, beverages, souvenirs, and medicinal plants.

## **3.2.3 Organig Parc, Carnguwch, Llithfaen, Gwynedd – Wales, United Kingdom**

### **3.2.3.1 Background**

Organig Parc is in a designated area of outstanding natural beauty right in the heart of the Llyn Peninsula, a special and enchanting part of North Wales. The Llyn is blessed with beautiful coves and superb sandy beaches as well as 60 miles of Heritage Coast to explore; the local town has beautiful shopping streets and also boasts a romantic castle overlooking

the sea, whilst other fine castles can be seen at the nearby towns Farm Holiday Guide staff (FHG), 2005:6).

According to Francis *et al.* (2010:2-3) the 300 acre organic farm build of stone walls with trees around the buildings, the two water shuts, the mill stream and the provision of wind powered lights on the road leading to the farm and within are all evidence of the care and attention provided by Richard Ellis who came to this family farm 30 years ago to farm with his 29 year old son. The farm was converted to organic production in 2000 and currently stocked with Limousin cattle and 250 Lleyn sheep, all now inside for the winter.

### **3.2.3.2 Creation of the enterprise**

According to Farm Holiday Guide (FHG) (2005:2-4) this farm was originally planned to be sustainable for future generations and the continuation of employment opportunities for local people and later in 2001 the farm was converted to holiday accommodation. Work was originally interrupted by the foot and mouth epidemic which devastated many farming businesses in North Wales. The creation of environmentally friendly accommodation was uppermost in the minds of the family. However, eco-friendly construction materials and techniques inevitably increased demand for investment and the family was fortunate in obtaining a grant from the Welsh Tourist board (now Visit Wales).

In 2002 the original slate roofs were restored and the exterior stone painted with lime mortar. Floors were laid with locally sourced Welsh slate and oak, old beams salvaged and used as lintels above the fireplaces in the lounges and wood used for the double glazed windows and patio doors. Walls were well insulated throughout with local sheeps' wool, and the use of oil fired rayburn stoves provided background heat in addition to constant hot water and cooking facilities. Ample supply of water is available off the hills and the use of aura organic paints ensures low toxicity interiors with virtually no threat to those visitors prone to allergic reactions. Open for business in 2004, this five star accommodation at Organig Parc won the 2007 CLA Rural Buildings Award for Wales. This award provides public recognition for landowners and farmers who "go the extra mile" in constructing or converting farm buildings (Francis *et al.*, 2010:12).



### **3.2.3.3 Facilities**

According to FHG (2005:9-10), there are five holiday cottages - each with outstanding views of the surrounding countryside and mountains - that can accommodate between three and six visitors. A welcome pack of basic foods is available on arrival and breakfast is provided on request. The houses are furnished and equipped to the highest standards, with colour TV/DVD players in most rooms. Organic principles are continued throughout the houses, with organic cotton bed sheets and pillow-cases, woollen blankets, pillows, bedspreads, together with organic cotton towels. Each cottage has its own washing machine with an indoor clothes drying horse, which is much appreciated by the visitors. Environmentally friendly cleaning products and hand soaps are provided, avoiding the use of potentially damaging bleach or other products which might contaminate the farm's water systems. Recycling is enthusiastically embraced by visitors using containers for the collection of tins, paper and glass. Appropriate food waste is composted with other farm-yard wastes, which go back in the land. Wood from fallen trees is cut into logs for the wood-burning stoves (Francis *et al.*, 2010:13).

### **3.2.3.4 Activities**

Maps in the houses identify walks around the farm but access is restricted to guests staying in the provided accommodation. The metal detecting around the farm is an enthusiasm of many visitors. The trout fishing in the lake is very popular and visits to the farm animals are encouraged by offering tractor and trailer rides around the farm (Francis *et al.*, 2010:3).

Organig Parc is now a popular holiday destination with a large number of return visitors on a regular basis. This successful enterprise now offers a secure future for the farm and employment possibilities for future generations on the land.

### **3.2.3.5 Lessons learned**

According to Francis *et al.* (2013:12) the Ellis family have learned that combining their traditional culture with every possible aspect of organic and sustainable production, and consequently offering a very high standard of tourist accommodation was a sustainable way of making the project successful. They used these powerful tools to convey a message to their

visitors about food production, caring for the environment and maintenance of culture for the future generation. In the Thabo Mofutsanyana municipality in the Free State province of South Africa, there is the Basotho Cultural Village that bears testimony to some of the characteristics of Organig Parc. This project has preserved the culture of Basotho through its offering of Basotho cuisine, Basotho traditional songs and dance, Basotho folklore stories and above all this it is situated within the Golden Gate Nature Reserve, hence it is bound to care for the environment and conserve the biodiversity within the nature reserve. The Basotho Cultural Village is a community managed project in partnership with SANParks where the community is benefiting from this project in a number of ways. The people employed in this project are from neighbouring communities and they get a certain percentage of sales from the facilities and other activities offered.

### **3.2.4 Adapting private partnerships over time –Manyallaluk in Australia**

#### **3.2.4.1 Background**

Manyallaluk is a 3000 square km property near Katherine in Australia's Northern Territory. The community of around 150 people runs a small community-based tourism enterprise. The community of Jawoyn fully owns and manages the tourism enterprise. They offer a series of tours that emphasise learning about their traditions and culture as well as the opportunity to travel to waterfalls, rock pools and ancient rock art sites (Aboriginal Australia, 2011:4).

Tourism in Manyallaluk is promoted by a community-owned-and-operated Aboriginal cultural tour organisation that runs one to three day tours throughout the year. The enterprise also manages an onsite camping ground and a 16-unit powered caravan-park. In addition, there is a community-owned shop that sells artefacts made by the local people, as well as basic goods to the tourists (Aboriginal Australia, 2011:2). Today the Manyallaluk is at the forefront of Aboriginal tourism and is the only indigenous operator to have won a place in the Tourism Hall of Fame for winning three consecutive national tourism awards.

#### **3.2.4.2 The project**

During the early years of operation, the Jawoyn people worked with a commercial tour operator (Terra Safari Tours) to bring visitors to the community. This partnership helped the

community to establish the CBT venture and freed the community to focus on developing and delivering a quality visitor experience within Manyallaluk. While this partnership had many benefits during the early stages of CBT, having booking fees go to a private tour operator meant that revenues for the community were small. Having established the CBT, the community sought to promote its own tours and increase the number of visitors booking directly with Manyallaluk. The community printed brochures and commissioned a Darwin based marketing company to distribute flyers on an annual basis. The manager and one guide also undertook to attend tourism trade shows in Darwin and Sydney (Aboriginal Australia, 2011:12).

### **3.2.4.3 Benefits to the community**

The tourism venture offers employment to members of the community and provides income. The employment opportunities spread beyond the direct tourism jobs, for example, to artists whose art is sold to tourists. Manyallaluk residents are generally multilingual, speaking a number of indigenous languages. However, English is not always spoken fluently, especially by children. The tourism venture also helps to improve English language skills by expanding the opportunities to use English and interact with English speaking visitors. Being fluent in English also widens the opportunities for Manyallaluk residents when they spend time away from the community. The tourism enterprise has also provided greater opportunities for the local women by liaising with the Uganda Community Tourism Association (UCOTA) which assisted with the provision of valuable training in product development, the use of natural dyes, quality control and provided marketing support (Buckley, 2009:32).

Before the growth of tourism, there was no local store at Manyallaluk. Consequently local people spent all money outside the community. Now residents shop at the community-owned store and profits have been used to build a cool room and purchase other equipment for the community. Income from the sale of artefacts produced by residents has also increased dramatically since tourists started coming to Manyallaluk. Only permanent residents are eligible for membership in the Manyallaluk Aboriginal Corporation and are allowed to participate in community decision-making. This means that all benefits from the tourism business accrue directly to the local community. Also, no individuals - inside or outside the community - are paid dividends from the profits of the tourism enterprise (Aboriginal Australia, 2011:5).

### **3.2.4.4 Lessons learned**

This project illustrates that partnerships can be useful to accomplish a discrete task especially during the set-up of a venture. The Manyallaluk enterprise is an example of how successful a predominantly cultural based tourist product can be when those who belong to that culture present it. Some problems were encountered due to ambiguity about the differing roles of tourists and residents and more clarity is needed to ensure that the local population is allowed to control which parts of their lives are on show and when privacy is needed (Nitmiluk Tours, 2011:1).

### **3.2.5 Kibale Association for Rural and Environmental Development (KAFRED) – Uganda**

#### **3.2.5.1 Background**

KAFRED is a community based membership organisation formed by six founder members and recently the membership has grown to more than 40. The organisation operates in the Magombe swamp, which is a government wetland, situated on the edge of Bigodi trading centre, at the western edge of Kibale Forest National Park in Kamwenge district, western Uganda. Through the works of KAFRED, the community benefitted substantially from this ecotourism trade by establishing guided tours along a boardwalk through the wetlands, supplemented by the sale of handicrafts by the village women's group (Paul *et al.*, 2004:245-251).

According to Amooti (2012:1-10) sustainable management of the area was backed by the enactment of bylaws in 1995, developed in a participatory fashion with local government authorities. This process provided the legal foundation for the group's work in wildlife conservation and income generation that has benefitted the national park and local stakeholders in equal measure.

Corcoran *et al.* (2012:3) explain that the wetlands form an important wildlife corridor and are home to rich biological diversity: the swamp, dominated by papyrus grasses measures just eight kilometres in length and yet supports over 200 species of birds and eight species of primates. With participation from the local farming community, the original members of

KAFRED were able to halt encroachment on the wetlands area and create guided wildlife trails for tourists. The revenues from tourism have been used in building a secondary school and promoting environmental education in the area, instituting a loan scheme for farming families and supporting a local women's group producing artisanal handicrafts.

### **3.2.5.2 The objectives of KAFRED**

The objectives of KAFRED according to Owoyesigire (2011:1-2) are as follows:

- To initiate, encourage and promote authentic tourism activities that benefit communities by encouraging the establishment of low service level accommodation and restaurants, supply and sale of goods for the tourists, improved transport and development of alternative attractions by individuals, groups or associations.
- Promote sustainable biodiversity conservation and community development in the Bigodi Wetlands Sanctuary and other natural areas through the proper utilisation of natural resources for the benefit of both the present and future generations.
- Development of the rural communities adjacent to these natural areas by establishing support services like the health centres, schools, colleges, roads and bridges.
- Educate and create awareness among local people about the importance of the natural environment, their interconnection and interdependence with it and the expected attitude and methods in order to live in harmony with the environment.
- Seek formal, informal and non-formal technical training for guides and other employees for running the tourism industry and protection of the environment.
- Assist local farmers in the development of improved farming methods, new crops and general improvement of agricultural practices that seek to work in harmony with nature.
- Carry out research on problems that affect the local community (Corcoran *et al.*, 2011:11).

### **3.2.5.3 Benefits of tourism to KAFRED**

According to the Safari Resources & News from East Africa Community Tourism in Kibale-Bigodi Village (2013:4) the benefits that accrued from this initiative are:

- **Employment:** the creation of employment for the local community such as guiding around swamps, builders, managers, cooks, trail cutters, compound cleaners, guards, and other forms of employment. Tour guides are recruited and trained from the nearby Kibale Forest National Park or at residential workshops organised by the Uganda Community Tourism Association.
- **Supply of goods and services:** food stuffs and drinks are sold to accommodation establishments and canteens and the handicrafts made by the Bigodi Women's group (an affiliate of KAFRED) are sold at the Kanyanchu tourist centre of Kibale Forest National Park. As a result of tourism in the area, a market was established to sell locally produced vegetables and other dairy products.
- **Direct sales of goods and services:** the Bigodi peanut butter group comprising of a few women and men involved in making peanut butter and pineapple wine which are sold to tourists. Also, there are tour guides providing guiding around the swamps.
- **Establishment and running of tourism enterprises:** the Bigodi Women's group runs a canteen at the Kanyanchu Tourist Centre in Kibale Forest National Park. There are several accommodation and food facilities that have been established and are run by the community.
- **Tax and levy on tourism income of profits:** revenues from tourism are ploughed back into the community projects such as schools, health centres and sanitation. The association has built a secondary school and pays salaries for teachers and constructors. There is also a library and a visitor centre that was build, which are also used by the community and tourists.
- **Voluntary giving by tourism enterprises and tourists:** small grants from the American Ambassador's Special Self-Help fund in 1994 were offered as contribution to the development of the project. Friends and well-wishers like Tulsa and North Carolina Zoos, visiting tourists and government officials also made their donations.
- **Investment in infrastructure:** KAFRED used part of the revenue to construct a board walk for tourists to cross the swamp, which is also used by the local people to transport their farm produce from the village to the trading centre. KAFRED went on to construct other bridges in the village in a bid to ease transportation.

Private entrepreneurial activities such as tourist lodges, restaurants and bakeries have developed in the Bigodi area and do employ local labour. The construction of tourist facilities

including visitor's centres, receptions and kiosks employed a number of local community members.

The Bigodi Women's group has set up a nursery school with income from the sale of crafts. As a result of tourism development in the area, both the local and central governments have given special attention to the maintenance of the Fort Portal Kamwenge road (Amooti, 2012:2-4).

- Other benefits: sustainable harvesting of papyrus, grass, medicinal plants and sand mining are being done in the area to alleviate poverty. Materials for building are also purchased locally. KAFRED is entirely managed, owned and run by the community and there are also other activities including fish farming, bee keeping and tree planting.

#### **3.2.5.4 Lessons learned**

According to Thomas *et al.* (2011:47-49) KAFRED has learned that it is important that community projects must involve communities from the initial planning of the projects. It is also vital that all stakeholders participate for the success and sustainability of such projects. There is also a need for the communities to put in place the bylaws relevant to their sojourning natural resources. There is also a need to develop a monitoring and evaluation strategy for any project. Key individuals in the community like the elders, lay-leaders and local chiefs (resource persons) need to be consulted for the success of community projects.

#### **3.2.6 Amboseli Porini Camp Selenkay Conservancy - Kenya**

##### **3.2.6.1 Background**

According to Brigs and Roberts (2010:79) Porini Camp is located in the Selenkay Conservation Area, a 15,000-acre private game reserve within a vast tract of land owned by the Kisonko clan of the Maasai people and located near the northern boundary of the Amboseli National Park. The Conservation Area is an important dispersal area for wildlife moving in and out of Amboseli and holds a wide diversity of species.

According to the recording on the Amboseli National Park video OI Tukai lodge in Amboseli Kenya, (2009) explains that in addition to the better-known big game like elephant, lion,

leopard, cheetah, giraffe and zebra, there are several less common species such as caracal, African wildcat, civet, gerenuk, lesser kudu and striped hyena. The private four-wheel-drive track links the Selenkay Conservation Area to the Amboseli National Park to provide the advantage of game drives in the park as well as in own exclusive reserves. The Selenkay Conservation Area is 100 miles from Nairobi and a three-hour drive, mostly on tarmac down the Mombasa road. The camp operates a daily transfer by minibus from Nairobi which arrives at the camp around 1 pm. The Amboseli airstrip can also be used, with daily flights from Nairobi.

### **3.2.6.2 The project**

According to Lagat (2004:11) the Porini conservation project is a joint private investor-community conservation project. Its key component consists of the local Maasai community, private investors and the tourists. It is divided into two, namely: Porini Ecotourism Conservancy - which is a non-profit making organisation - and Gamewatchers Company Limited - a profit making organisation. The project started in 1996 with meetings between the Kenyan proprietor, Mr Jake Grieves-Cook of Porini Ecotourism, and elected leaders of the Eselenkei community to consider how to generate an income for the community land.

### **3.2.6.3 Project objectives**

According to Ogutu (2002:12-13) the objectives of Amboseli Porini Camp are as follows:

- Conservation of the wildlife dispersal areas adjacent to Amboseli national park;
- Provision of employment opportunities for the host community from ecotourism and to generate an alternative income to livestock rearing;
- Management of the project as a private sector tourism enterprise so that it is financially viable and sustainable.

The project was initiated by the proprietor, Mr Grieves-Cook, who had been working in the tourism industry, especially the Maasai Mara Reserve, for many years. The area had no other tourist attraction and the community depended on livestock rearing for a living. No other investor seemed interested in working with this community. The researcher realised that a mistake was made in the beginning when they only dealt with the officials neglecting the



community, then he started dealing with the community directly through open public meetings. The lease agreement was done with the assistance of the Kenya wildlife service legal department (Lagat, 2004:12).

The project was founded with the aim of conserving and developing tourism products from the natural environment with minimal interference. The camp started with a limited number of tents - six in total - and could only accommodate twelve guests at a time. The camp used solar energy for lighting and activated electronic equipment for visitors and charcoal briquettes, which are environmentally friendly for cooking thus minimising ozone depletion emissions into the environment. Plans were made to assist the Maasai homesteads to produce cow dung briquettes as another alternative “green” source of energy. They also improvised a charcoal walled cold room, which neither uses power nor emit ozone depleting substances. They operated on the principle of latent heat energy. The tents had flush toilets, whose wastewater went into a septic tank (Briggs & Roberts, 2010:3).

#### **3.2.6.4 The current situation**

- **Ecotourism**

The local Maasai community set aside the Selenkay Conservation Area as a reserve for wildlife and in return is receiving an income from tourism activities. This is used to fund community projects such as schools and water supplies. Employment opportunities have also been provided for the local Maasai people as game rangers, trackers, and camp staff. Apart from the management and Head Chef, all other staff in the camp and conservation area are members of the local Maasai community. The 70 kilometres of roads in the conservation area were constructed using local labour so that members of the community gained employment. As a result of the establishment of the conservation area, wildlife numbers have recovered significantly in recent years and elephants are now seen frequently after an absence of nearly 20 years. The Selenkay Conservation Area lies in the heart of Maasai land, well off the beaten track, and has not been visited by tourists until very recently. The animals are truly wild and tend to behave more naturally than those in the parks, which are often habituated to the presence of vehicles (Holding *et al.*, 2004:246-260).

- **Accommodation**

Porini Camp consists of nine spacious tents, sited among shady Acacia Tortilis trees, in a spot once favoured by big game hunters. The camp is small and exclusive, accommodating a maximum of 18 guests. It is set up along the lines of the traditional hunting safari bush camp, so there are no permanent structures such as a bar, restaurant or swimming pool - this is real camping in the bush, but with much more comfortable bathroom arrangements than were available to the hunters of earlier years. The tents are large and comfortably furnished each with a double and a single bed, solar-powered electric lights, and an en-suite bathroom with shower, wash basin and flush toilet. Meals are taken under the shade of an Acacia tree and after dinner they could sit around the campfire and listen to the sounds of the African night. The camp is staffed entirely by members of the local Maasai community apart from the manager and Head Chef (Honey, 2009:46-57).

### **3.2.6.5 Benefits from tourism**

According to Lagat (2004:12-14) the community has benefitted a lot from this initiative in the following way:

- The community receives rent for the land and collects visitor's fees for all guests visiting the area or staying at Porini Tented Camp. All roads in the conservation area have been constructed and are maintained using local labour in support of the local economy. In addition to the roads maintenance team, ten game scouts have been employed to carry out patrols to see that the wildlife is protected while 90% of the camp staff are local community members.
- Since establishment of the conservation site, the area has witnessed an increase and re-appearance of wildlife.
- The conservancy helped to build classrooms in two local schools as well as the nursery school. Furthermore, the project assisted several youngsters who were members of the local Eselengei group ranch through tertiary training.

### 3.2.6.6 Lessons learned

The following lessons were learned through this project:

- **Management:** Porini has had to use a lot of resources to ensure that the conservation area is protected and maintained. This includes paying the salaries of the game scouts.
- **Marketing:** game watchers market Porini Camp by operating two safaris from Nairobi every Monday and Thursday. Income from these safaris helps Porini meet its obligations under the partnership agreement.
- **Community involvement:** involving the majority of a local community in decision making is part of Porini's strategy. This is important to ensure benefits trickle to the most vulnerable members of the community and to retain support for conservation.
- **Benefit sharing:** Porini assisted the community to design a benefit sharing scheme that would be beneficial to all members. Social provisions like water, health and education would be given priority in expenditure, after costs of managing the conservation area have been met.
- **Provision of water:** this is as crucial for the community as it is for the camp and wildlife. Water is one of the main sources of conflict between wildlife and local people. Porini has assisted the community to put up a bore hole to provide water for local use and for their herds.
- **Staff:** most of the employees at Porini Camp are local Maasai people from the area. This provides direct benefits to households while building the capacity of the local people in camp management.
- **Contribution:** Porini contributes to social development in the area. The contributions include building of a classroom, transport for the local community when practicable, overseas exposure, etc.

### 3.2.7 Ahi Zamani Chemucane – Mozambique, Southern Africa

#### 3.2.7.1 Background

According to the Mozambique Tourism Anchor Investment Programme (2010:2) Ahi Zamani Chemucane, '*Let's go for it Chemucane*', is the association representing the three

communities of the Maputo Elephant Reserve. The project was created in January 2009 and is the product of the progressive organisation of these communities and their will to participate in the reserve`s development, particularly in the establishment of an ecotourism lodge.

### **3.2.7.2 The project**

The association took part in a Public Private Community Partnership that implemented the Council of Ministers Award (a government programme where local community projects are awarded rights for the development of a tourism project) of the Chemucane concession of the Maputo Elephant Reserve to Ahi Zameni Chemucane. The association was supported by the Peace Parks Foundation, as the Community Brokers, and by the International Finance Corporation (IFC) on some of the technical and legal issues. In 2005, the Mozambican government requested the Peace Parks Foundation to assist with its community development strategy in the Matutuine District, with the technical and professional training of the community members as one of the goals. The Peace Parks Foundation appointed a community development technical adviser to implement the strategy, which aims to bring about the sustainable economic development of and benefit-sharing by communities living in and around the Maputo Special Reserve through a consultative and participatory process that will also develop nature-based tourism and conservation enterprises (Mozambique Tourism Anchor Investment Programme Newsletter, 2010:2).

As part of this strategy, the Peace Parks Foundation assisted the communities with the creation of a community legal entity and with the tender process for the ecotourism lodge development. *Companhia de Turismo de Chemucane*, a joint venture company encompassing the community and the Bell Foundation, was established on 20 December 2011 to make funding available for the development of the lodge. The community received \$500 000 from the World Bank and a \$500 000 interest-free loan from the Ford Foundation (via the African Safari Lodge Foundation), all of which enabled the Ahi Zameni Chemucane to obtain a 40% share in the joint venture. An environmental and social impact assessment for the Chemucane ecotourism lodge was subsequently approved and construction got under way. The construction phase lasted for eight months and was completed in December 2013 as expected. Two store rooms, a staff kitchen, staff accommodation, a staff room, an office laundry and a

linen room will be ready in the final stages of completion. Aside from the construction, two boreholes have also been sunk to produce potable water (Peace Parks Foundation, 2013:3).

### **3.2.7.3 Project highlights**

According to the Peace Parks Foundation (2011:1) the Ahi Zameni Chemucane project highlights are as follows:

- In December 2010 a concession agreement between the Government of Mozambique and a local community association, Ahi Zameni Chemucane, for the development of an ecotourism project in the Maputo Special Reserve Anchor Site was signed. This was a landmark agreement for an 810 hectare tourism concession that gives local communities the opportunity to participate in the development of tourism in the Maputo Elephant Reserve (MER) Anchor Side.
- The signing of a Memorandum of Understanding that marks the start of the negotiations for the establishment of a partnership between Ahi Zameni Chemucane and a private investor for the development of an eco-lodge in the Maputo Special Reserve. The MER procurement process entered the final phase of negotiations with a selection of a private operator for the development of the Chemucane eco-lodge in partnership with a local community association. Ahi Zameni Chemucane and the preferred bidder entered into a Memorandum of Association that covers the negotiation period. The lodge had an estimated value of \$3 million, and will create 60 jobs, and bring other tangible benefits to local communities and to the conservation management of this prime protected area.

### **3.2.7.4 Benefits to the community**

In their research, Spenceley and Casimiro (2012:41-43) discovered that in anticipation of hosting guests, two women from Chemucane have undergone training in hospitality and tourism at the South African College for Tourism in Graaff Reinet in 2012 and another 12 are presently undergoing training.

The community will benefit from the lodge, as it is expected to create at least 60 full time jobs and the tourists staying there will help spur local growth in an area that has few opportunities for formal employment.

### **3.2.7.5 Lessons learned**

Ahi Zameni Chemucane Association has taught all stakeholders involved in this project that it is vital to work in partnership with the communities in order for the CBT to be successful. It is also important that at all stages of the development roles and responsibilities must be clearly outlined and communication lines open. Community liaison forums are the best structure in playing a positive role by ensuring good communication between reserve management and the communities (Spenceley & Casimiro, 2012:88).

### **3.2.8 Bulungula Lodge - Eastern Cape South Africa**

#### **3.2.8.1 Background**

Bulungula Lodge, which is located on the Wild Coast of South Africa, is geared for the backpacker market. It is located in the remote rural community of Nqileni village whose members have low levels of literacy and skills. It is owned by a private individual; with an agreement allocating 40 percent ownership to the local community. The lodge has been a big success and has created direct and indirect jobs for over 35 people in the village. As the Bulungula Lodge started more and more community development projects, it was realised that it was necessary to start a dedicated organisation which would focus solely on community development work and be separate from the lodge business. The Bulungula Incubator (BI) was then initiated with the aim of guiding the community members on starting new businesses (Woodroffe & Martin, 2012: 3-12).

#### **3.2.8.2 The project**

According to Rogerson (2009:51-69) the Bulungula Lodge was planned to reduce environmental impacts and make use of local construction techniques, where possible. Key features of the construction are:

- The lodge renovated existing infrastructure to create the communal area of the lodge, the store rooms and office.

- An additional 12 huts were constructed using local construction techniques and largely local materials (i.e. mud bricks):
  - 10 huts for accommodation;
  - 1 toilet block for compost toilets and
  - 1 shower block for paraffin heated rocket showers.
- A portion of the décor and furniture was constructed locally.

### **3.2.8.3 Benefits to the community**

The Bulungula Lodge supported the community to start a number of 100% community-owned and run businesses including horse-riding, canoeing, fishing, guiding, baking, sewing, cooking, wood-carving and environmental protection projects. Some women in the village started the now legendary iLanga Fire Restaurant. Two women from the village have been professionally trained as masseuses and offer luxurious full body and Indian head massages. All these community-owned businesses have created jobs and income for 33 families over and above those employed directly at the lodge. Over the years the lodge has launched a large number of educations, health and infrastructural projects to assist members of the community to escape the poverty trap. In 2007 the lodge decided to formalise these projects within a separate non-profit NGO called the Bulungula Incubator (BI). The BI has since rehabilitated the local primary school, built and run the world class Jujurha Early Learning Centre, embarked on a number of ambitious agricultural projects and implemented various clean drinking water initiatives (Armstrong, 2012:15).

### **3.2.8.4 Lessons learned**

Rogerson (2009:51-69) explains the lessons learned from the Bulungula project as follows:

- Backpacking market is a good match with local tourism enterprises: the backpacking market has a high interest in “authentic experiences” but requires a low service level because of the desire for cheap accommodation. Backpackers’ are therefore an ideal market for an enterprise that want to promote local capacity and local businesses in rural, traditional communities that have no previous exposure to tourism.

- Private sector investors need to be committed to communities in which the enterprise is located: these qualities are critical for the business to maintain a close and productive relationship with the local community, ensure that there is transfer of wealth to the local community from the business, and also ensuring that the business promotes skills development in the local community and that the business is patient with the various local community businesses that service it as they are run by people who have no experience of tourism beforehand.
- Government is an obstacle to community benefit tourism enterprises: in the case of Bulungula Lodge, government systems and bureaucracy has acted as an impediment to the development of the lodge and the lodge has effectively been built despite the obstacles created by Government Systems (for instance the Lodge still lacks secure tenure). If government wants to promote tourism ventures in remote rural areas with a communal title it needs to seriously review its current systems, which act against tourism development and explain why so little tourism development has happened in the Wild Coast of South Africa.
- Small community business can easily be established if expectations are low: Bulungula Lodge has encouraged the establishment of many community businesses to service tourists and the lodge. Many of these businesses are operated very simply with little or no capital items and with limited business training for the business owners. Since these businesses are servicing a backpackers market, the Bulungula Lodge highlighted these as emerging businesses, which forced tourist expectations to become low and mistakes were tolerated and turned into learning opportunities.
- “Learning by Doing” is effective: the local community has received no formal training on tourism and business management, yet members of the community are successfully working in the lodge or offering tourism services to tourists. Learning has taken place on the job and through the experience of running the businesses. The on-going opportunity to work in the tourism sector and to offer services to tourists provides important opportunities to increase skills and to learn from mistakes.



### 3.3 Chapter Summary

In summary, a study of successful international examples of CBT projects revealed that the following issues must be considered when a model for CBT in South Africa is developed:

- community empowerment must be applied at all phases of the project;
- capacity building in the community should be of prime importance;
- there should be sufficient communication amongst role players;
- projections on investment in marketing need to be clearly defined;
- maintenance of high standards that will position the project well in the market is important;
- it is important to place big emphasis on a solid set-up plan for any project to prosper;
- regular monitoring of the project activities must take place at all phases of the project;
- resources must be available to support CBT projects;
- benefit sharing (partnerships) between all role players is vital;
- involvement of local people in activities so that they feel a sense of ownership of the project;
- roles and responsibilities of all role players should be clearly defined;
- a sense of commitment is needed amongst the local people and other role players.

The case studies discussed has shared more light on how diverse CBT development and management can be. This experience has highlighted the fact that as diverse as CBT projects may be, it is not impossible to make it a success even in South Africa because the guidelines on sustainable CBT project development are practiced and acknowledged globally. This means that from each and everyone of the the discussed case studies, all the lessons leaned can be applied in CBT project development in South Africa.

### Results and Discussion

#### 4.1 Introduction

As indicated in chapter 1, the purpose of the study was to determine the sustainability of financial investment in Community-based tourism (CBT) projects in the Thabo Mofutsanyana district of the Free State province. This chapter presents and discusses the findings of the study.

It is vital to clarify the roles and responsibilities of both the community representatives and the government officials in CBT project development. It is also important that the roles and responsibilities of all role players in development should complement each other rather than contradict each other. According to Muganda *et al.* (2013:55) the roles of the community representatives in CBT projects are:

- to liaise between the community and the tourism development professionals;
- to provide information about the norms and values of the community;
- to participate in deciding what kind of future living they want and
- to identify and promote tourist resources and attractions that forms the basis of community tourism development.

The government officials also play a vital role and have responsibilities towards the development of the CBT projects. In the development of CBT projects the roles of government is to improve infrastructure and establish a policy for tourism activities and controls on land use. The government officials are therefore entrusted with the facilitation and execution of the roles and responsibilities of the government in the development of tourism projects.

A total of 61 community representatives and 24 government officials participated in the study and the results for each group will first be discussed separately. Then a comparison between the two groups will be made.

Much effort was invested into ensuring a high response rate. For example, the researcher and the fieldworker visited the 21 projects and each had a discussion with the respondents per project to assist in completing the questionnaires. In the end, out of 80 questionnaires presented to the community representatives 61 questionnaires were satisfactorily completed yielding a response rate of 76 percent. Unfortunately, the same response rate could not be attained from the government officials. Out of 62 questionnaires distributed to the government officials, only 24 were completed for a response rate of 39 percent. The low response rate from the government officials was because of the fact that one government official was assigned a number of projects. The other reason is that some of the government officials could not be found due to other responsibilities that needed their attention, they were either at a workshop somewhere or attending a meeting that they could not be excused from.

## **4.2 Community representatives' results**

In this section, the research findings on community representatives are reported and discussed. It is organised in the following sections:

*Section A:* Demographic information of the community representatives;

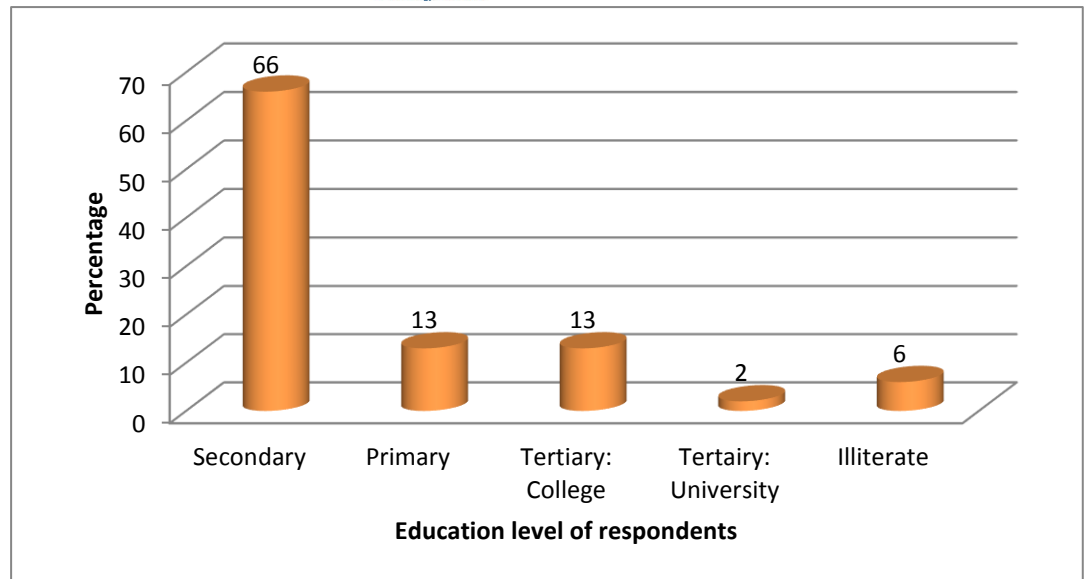
*Section B:* Project information.

### **4.2.1 Section A: Demographic information of the community representatives**

The aim of section A is to determine the gender, age, educational background, employment status and how long the respondents have worked as community representatives in a particular CBT project.

59% of the respondents are male and the median age of the group is 37 years (inter-quartile range (IQR): 30 to 45 years).

Figure 4.1 below shows the education levels of the respondents.



**Figure 4.2: Education levels of the respondents**

The level of education of respondents gives an indication of the extent to which the community representatives are able to understand their responsibilities and to what level they will be able to assist in the success of the project on behalf of the whole community. In this case, one may conclude that the majority (two-thirds) attended secondary school and are in a position to contribute to the success of projects. It is an alarming fact, however, that 19% of the community representatives have either no formal education or a primary education only.

Almost half (46%) of the respondents are employed, with 25% of them working as trained tourist guides. Other significant employment industries are farming, hospitality and security service.

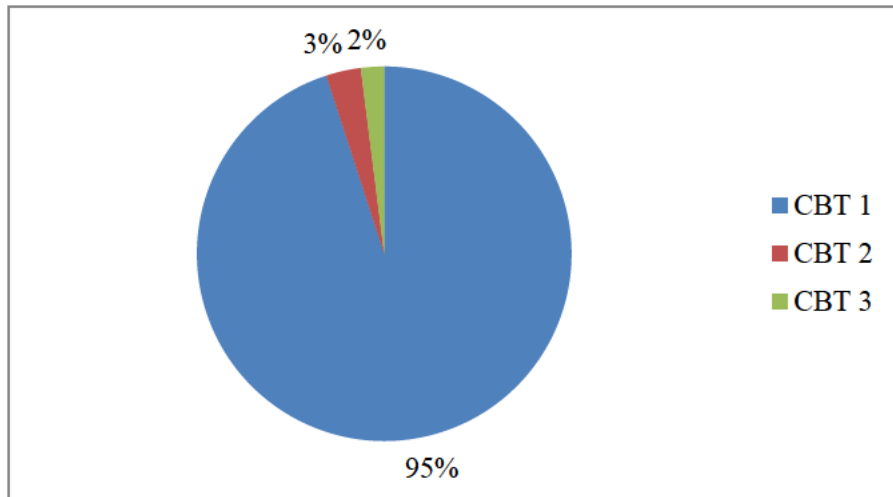
The median years that the respondents resided in a particular district is 33 (inter-quartile range (IQR): 25 – 40 years) and the median years the respondents served as community representatives is 6 (IQR: 4 – 9 years).

## **4.2.2 Section B: Project information of the community representatives**

### **4.2.2.1 Project participation**

This section will outline the involvement of the respondents from the initial planning stage of the project, their involvement in monitoring and evaluation of the project, the benefit sharing

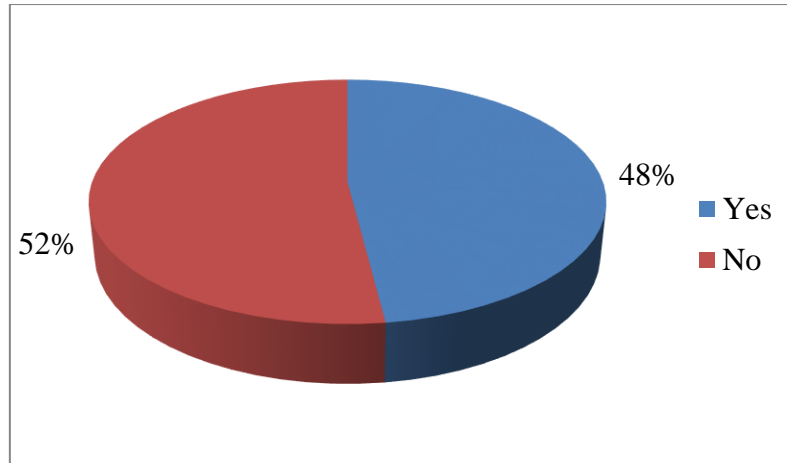
mechanisms, as well as the progress and current status of the project. Figure 4.2 below indicates the number of CBT projects that community representatives were involved in.



**Figure 4.2: Percentage of CBT projects that community representatives were involved in.**

According to figure 4.2, 95% of the community representatives were involved in one project only; followed by 3% in two projects and 2% in four projects and none were involved in three projects. It poses a risk in the sense that by far the majority of them were only exposed to one project and they therefore lack a broad experience basis.

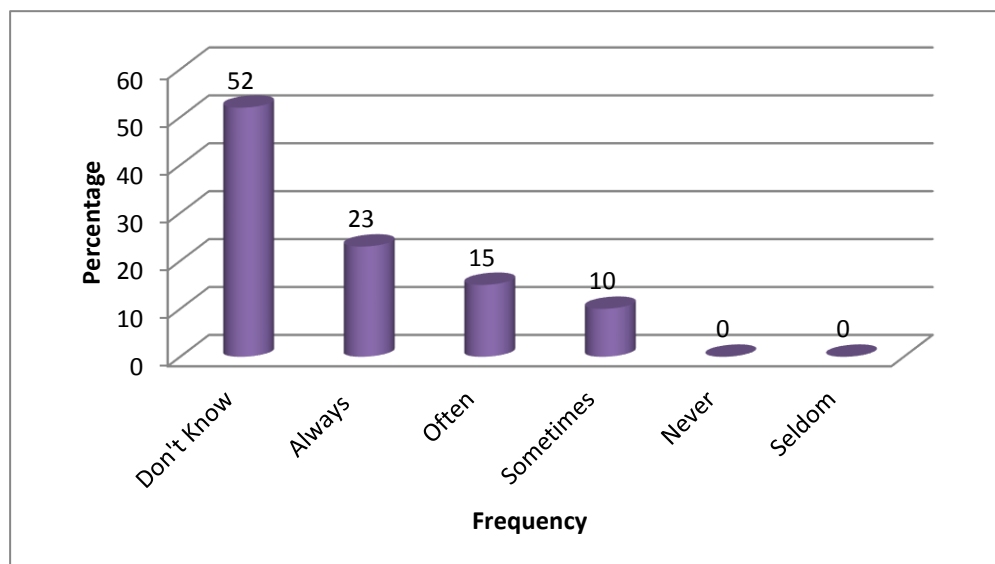
Figure 4.3 below gives an indication of the involvement of the community representatives in the initial planning stages of the CBT projects.



**Figure 4.3: Involvement of community representatives in the initial planning stage of the CBT projects**

Only 52% of the community representatives were involved in the initial planning of the projects. Therefore, this implies that 48% of them did not have information on why the project was initiated and they were never part of the planning and decision making process. It poses a risk when it comes to decisions that shape the project’s destiny.

Figure 4.4 below shows the frequency of involvement of the community representatives during the initiation of the CBT projects.

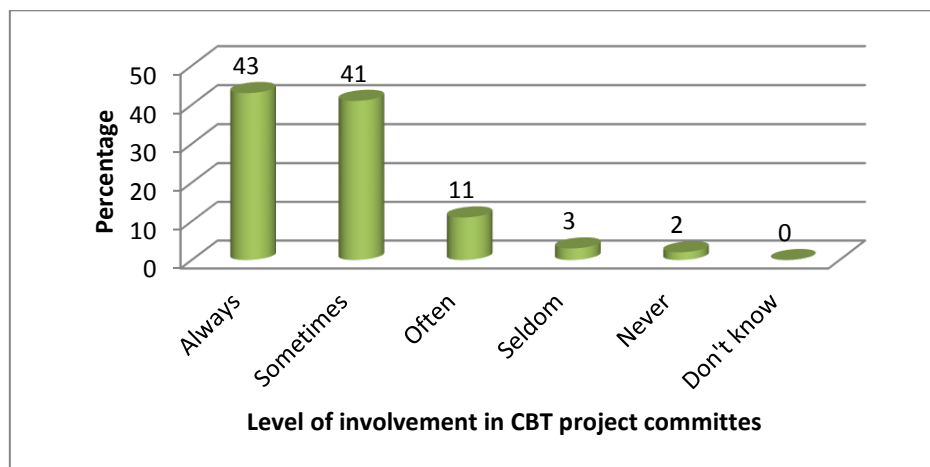


**Figure 4.4: The frequency of community involvement during the initiation of CBT projects**

From the figure above, 52% of the respondents indicated that they were not aware of how often the community was involved during initiation since they were not involved themselves. Only 23% and 15% of the respondents respectively indicated that the community was always or often involved during the initiation of the CBT projects.

For successful results in community development, it is always vital to involve communities at the initial planning stages because it assists in creating a sense of belonging and empowerment amongst the communities. According to Giampiccoli and Kalis (2012:174) the original concept of CBT must be seen as linking the concepts of sustainability, empowerment and self-reliance. This implies that the planning process was not as inclusive as possible. This caused people to lose interest in the project success and its sustainability.

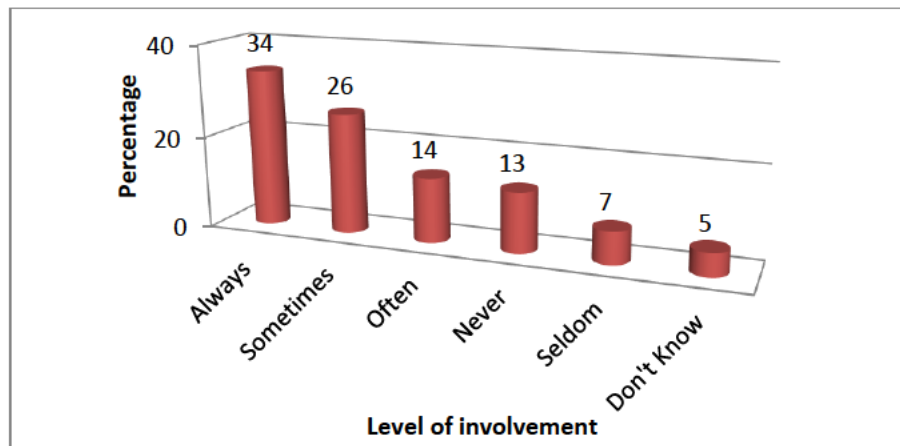
Figure 4.5 and 4.6 below shows the respondents' level of involvement in CBT project committees and in monitoring the progress of the CBT projects respectively.



**Figure 4.5: The level of involvement in CBT project committees**

The respondents stated reasons for their specific level of involvement in CBT project committees. For the 43% that were always involved, the reasons were that they were members of the Board of Trustees. For the 41% that were sometimes involved, the main reason was that they were only involved when their inputs or expertise were needed. Just more than 10% reported that they were involved only when there was a need to clarify certain issues in the project.

Figure 4.6 gives an indication of the involvement of community representatives in project monitoring.



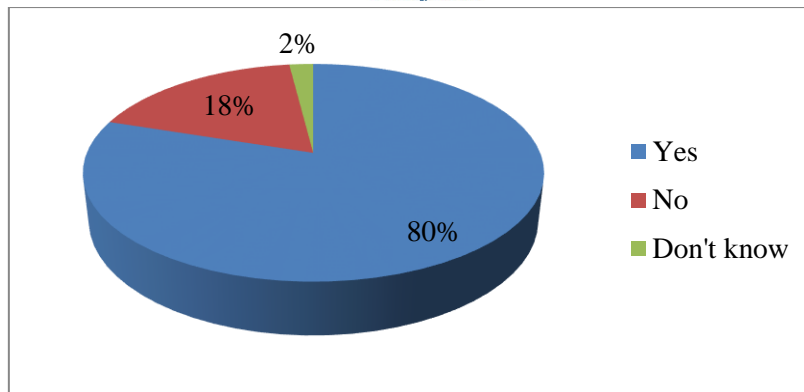
**Figure 4.6: The level of involvement in monitoring the progress of the CBT project**

According to Figure 4.6, only a third of the community representatives (34%) indicated that they were always involved in the monitoring of progress of the CBT projects and actively monitored it with the government officials. For the same reason (monitoring with government officials) 26% were sometimes involved and 14% often involved. Lastly, 13% of respondents were never involved in monitoring since the project was imposed on them and they had little interest in it. It is a positive gesture that the greater percentage of the respondents were involved in the monitoring process because they were provided with information on interventions, development and efficiency that assisted in improving the project management, while it improved accountability to stakeholders and provided data to be used in the planning of future resources and policy making. For those that were not involved in the monitoring process they do not know the direction the projects are supposed to be taking and this may lead to possible failure of the project.

#### 4.2.2.2 CBT projects' benefits to the community

In Figure 4.7 the socio-economic benefits or impacts of the projects on the community are outlined.





**Figure 4.7 CBT project(s) provision for the needs of the community**

The majority (80%) of the respondents agreed that CBT projects provided for the needs of the community. The 20% that did not agree or did not know stated that since the CBT initiatives are generally small-scale it is not possible for all members of larger communities to be involved and thus derive benefits; if communities are not able to participate fully, the benefits they derive may be limited; and communities are hierarchical and often elites garner the benefits of CBT development. In such cases the projects are not able to deliver on their basic premise of community participation and the equitable share of benefits to all community members.

Table 4.1 below provides a list of needs that were positively impacted by the CBT projects.

**Table 4.1: Community needs that were positively impacted by the CBT projects (n = 49)**

Needs positively impacted	Percentage
Employment/self employment and improved livelihoods	67
Skills transfer, training and development	22
Social responsibility and cohesion	12
Socio-economic sustainability	12
Other service provision	10
Socio-cultural pride	2
Religious responsibility	2

Table 4.1 illustrates that with the development of the CBT projects, the needs of the respondents have been satisfied through direct employment and/or self-employment (67%),

followed by 22 % who reported that they have been equipped with skills transfer, training and development. Therefore, this explains that some of the projects have the potential of being sustainable if the people affected are continually empowered so that their socio-economic status becomes sustained and a sense of belonging and ownership of the projects are ensured.

87% of the respondents indicated that the community benefited from the projects and 13% did not agree. According to the 87% of the respondents that agreed that the community has benefited from the projects, they motivated their responses with the reasons tabulated below in Table 4.2.

**Table 4.2: The community’s positive benefits from the CBT projects**

<b>Reasoning</b>	<b>Percentage</b>
Capacity building through skills transfer, training and development	32
Employment and job security	25
Improved livelihoods	23
As service providers (craft production), Small Medium and Micro Enterprises (SMMEs) and other service provision activities	15
Socio-economic fulfilment/satisfaction	8
Cultural pride and socio-cultural identity	6
For healing and religious satisfaction	6
Empowerment	4
Benefit through the trust fund	4
Only those that were involved in projects benefit	4
Social responsibility and cohesion	4
Alleviation of poverty and social independence	2

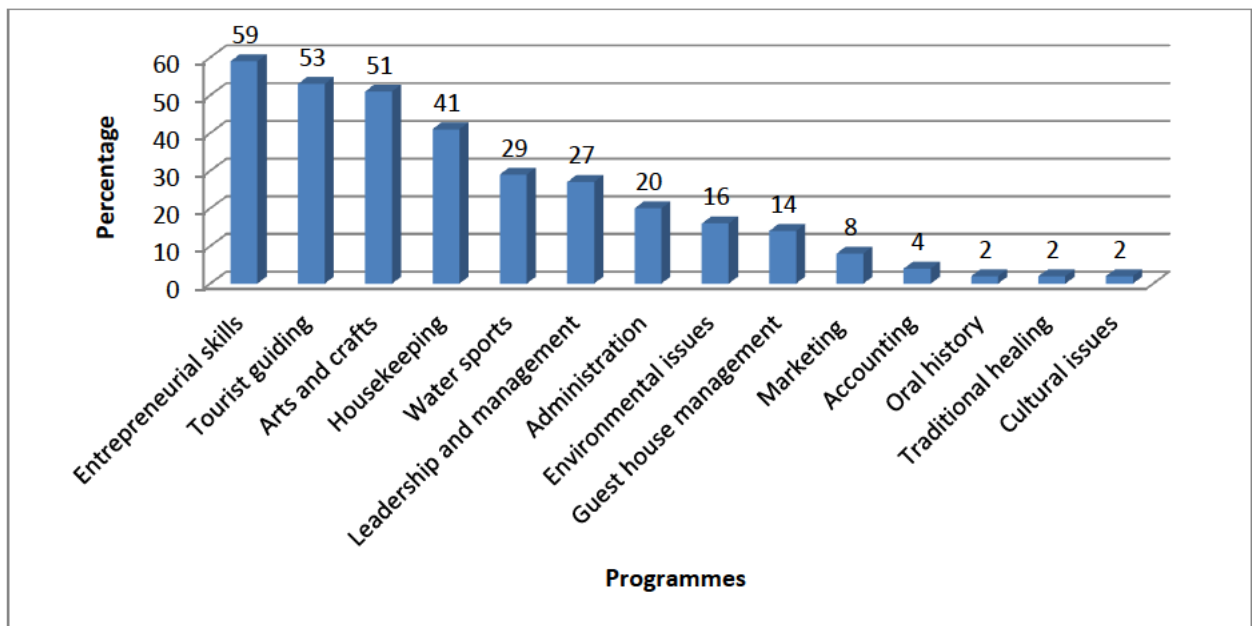
According to Table 4.2 the CBT projects have positively benefited the local community since the respondents have been capacitated with relevant skills (32%), they have secure jobs

(25%) and have also experienced an improvement in their quality of life (23%). The respondents also indicated that they have generally benefitted socially and culturally which fulfils the guiding principles of CBT development of securing the social, cultural, environmental and economic status of the population affected by the development.

The next part of this section reports on the government’s contribution to the human development of those involved in the CBT projects and how the community benefit sharing schemes were addressed. It also tested the community’s satisfaction with what they have been promised as benefits.

#### 4.2.2.3 Government’s contribution to the CBT projects development

This part of the questionnaire investigated the role the local government played in the development of these projects, especially in capacity building and benefit sharing mechanisms. Training and skills transfer is vital for CBT projects to be successful. Community representatives need to be equipped with relevant skills in order to perform their duties at an acceptable standard. From the study, 84% of the respondents agreed that the government equipped them with relevant skills to perform their duties while 16% disagreed. Figure 4.8 below illustrates the training programmes that were offered by government to the community representatives.



**Figure 4.8: Training programmes offered to the community representatives**

It is clear from the figure that 59% of the community representatives were trained in entrepreneurial skills, followed by tourist guiding at 53%, arts and crafts at 51%, housekeeping at 41%, water sports at 29%, leadership and management at 27%, administration at 20%, environmental issues at 16%, guest house management at 14%, marketing at 8%, accounting at 4%, and oral history, traditional healing and cultural issues at 2% each. The training programmes that achieved a score above 50% indicate that there have been proper empowerment and sustainability for the developments. Therefore, this suggests that there will be an increased commitment and capability in the projects' development and systematic on-the-job learning will be provided for those community members that did not get training. As for those programmes lower than 50%, they indicate that there might be lack of ability to manage and operate the projects, which suggests a need for intensified provision of systematic on-the-job learning.

Other than offering training and development to the community members, which is supported by the Tourism White Paper of South Africa, the government introduced four benefit sharing mechanisms to the community. The principal idea of the concept is to share the benefits resulting from the development of the natural resources in order to satisfy the needs of the concerned population. According to Oula (2006:57-58) benefit sharing with the affected local population refers to a commitment to channel some of the returns generated by the operation of a project back to the community where natural resources are exploited and infrastructure projects are developed. The relevance of this concept is that it has been recognized that modern compensation policies for project affected people should involve not only basic in-kind and cash compensation for lost assets and lost access to resources, but also measures that aim to restore and improve the livelihoods of the affected populations in the long-term (Prachvuthy, 2006:26-40).

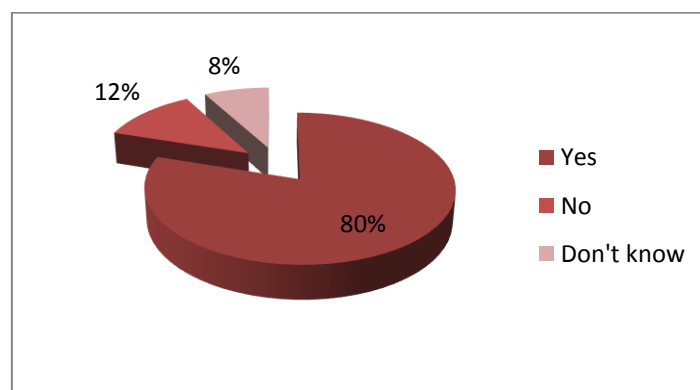
Below are some examples of benefit sharing schemes:

- Community Trust Fund: a fund acquired from inheritances or income from which is to be used for the general betterment of the inhabitants of a community (Duruigbo, 2004:121).
- Share of profits: refers to various incentive plans introduced by businesses that provide direct or indirect payments to employees that depend on the company's

profitability in addition to employees' regular salaries and bonuses. In publicly traded companies these plans typically amount to allocation of shares to employees. The profit sharing plans are based on predetermined economic sharing rules that define the split of gains between the company as a principal and the employee as an agent (Kate & Laird, 2002:4-5).

- **Member of Board of Trustees:** an appointed or elective board that supervises the affairs of a public or private organisation. They are responsible for guiding and assessing the effective implementation of the project's mission from the initial planning of the projects; that is, they are responsible for defining and monitoring the short and long-term goals of the projects, setting policies in accordance with the projects mission, supports the management in the day-to-day operation but are not involved in management and administration, and they are also responsible for approving the yearly budget (McKinnon, 1973:7).
- **Revenue sharing:** revenue sharing with the local or regional authorities can be arranged through royalties tied to the output of the project or through entrance fee charges. The amounts are either settled through negotiations between the local or regional authorities and the promoter or operator, or defined in the legislation (Cachon & Lariviere, 2005:30-35).

The respondents were asked whether the government has addressed community benefit sharing mechanisms. The majority (80%) agreed, while 12% did not agree and 8% did not know about the mechanisms. This is illustrated in Figure 4.9.



**Figure 4.9: Benefit sharing mechanisms discussed by government**

The respondents motivated their responses differently in the sense that 56% of respondents who indicated that community trust funds have been set up explained that the government and private investors have assured them that employment opportunities will be provided and direct revenue to the community trust fund will be guaranteed. This implies that if successful, there will always be income for the community over the long-term in case they want to venture into other businesses as a community, which means that the fund will be their investment or capital needed for such ventures.

According to the study 21% of the respondents' indicated that there has been a collaborative agreement with the private sector, local government and the community that there will be a certain percentage of profits that will be shared amongst the community members involved in the development. This suggests that all stakeholders will receive dividends which will motivate and compensate employees who are community members. The community will be entitled to profits and other payments, which assists in positively influencing work effectiveness, productivity, good quality work and service, and lowering high costs.

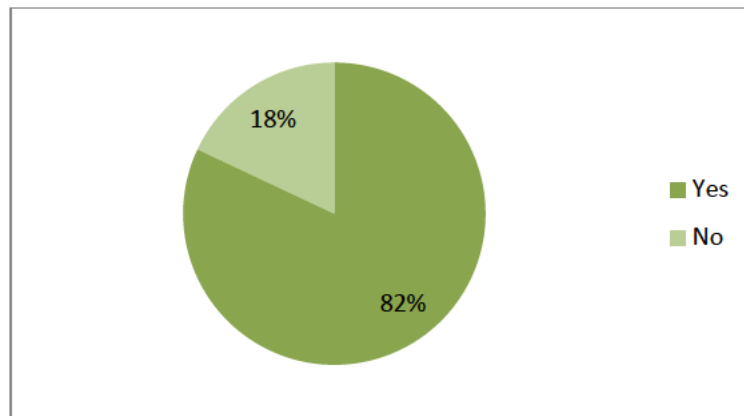
Another benefit sharing mechanism that some respondents agreed to be discussed with them is the establishment of a Board of Trustees. Only 4% of the respondents mentioned that there is a certain percentage of profits that is allocated to the community under the guardianship of the elected Board of Trustees on behalf of the community. The low percentage indicates that the introduction of this mechanism was inadequately executed or the respondents did not understand the mechanism.

Lastly, the majority of respondents (80%) confirmed that revenue sharing mechanisms were discussed which means that a certain percentage of the daily takings (entrance fees and sales) will go directly to the service providers and affected communities.

These responses indicate that all stakeholders agreed in ensuring that communities enjoy the benefits of the projects to encourage a sense of ownership to the projects, hence dedicate themselves to the projects' success and sustainability.

#### 4.2.2.4 Community satisfaction with what was promised as benefits

Figure 4.10 below indicates that the majority (82%) of the respondents were satisfied with what they were promised in terms of benefits and 18% were not satisfied.



**Figure 4.10: Community representatives' responses on what was promised to them as benefits**

The reasons for the respondents' satisfaction levels were that 44% of the respondents were satisfied because the projects created employment for the community, 26% because they have been capacitated through skills transfer, training and development, and 24% indicated that their lives have improved as a result of the projects developments, 12% were satisfied because there is social cohesion, social responsibility and religious fulfilment amongst the communities. Another 12% were satisfied because of direct job creation, 8% because of the creation of Trust Funds and lastly another 8% were satisfied because they now have a cultural identity. This is very encouraging because when implementing CBT projects the aim is to empower a larger percentage of the community. In implementing CBT projects, understanding the community situation helps in maximising the capacity of CBT to act as an effective and sustainable community development strategy. Thus, the response confirms this ideology because the cornerstones (employment, capacity building and job creation) of developing the CBT projects were fully attained. This suggests that the projects have achieved the sole purpose of CBT projects which is to improve the livelihoods of the community members which are the sole beneficiaries of CBT developments.

There are 72% of respondents that were not satisfied because the projects were not operational or failed even before they started, the developer delayed handing over of the



project to the responsible stakeholders, while 18% was not satisfied because employment was generated only during the construction phase and there were empty promises made to the communities. This implies that there was no proper planning as to what the project intended to achieve and not all stakeholders were involved because there should have been smooth transition of the project from the developer to the community or whoever was to run the project. The involvement of all stakeholders is important to avoid issues such as giving people ‘empty promises or false hopes’. This could have been avoided if all stakeholders were involved during inception.

#### **4.2.2.5 Progress reports and evaluation**

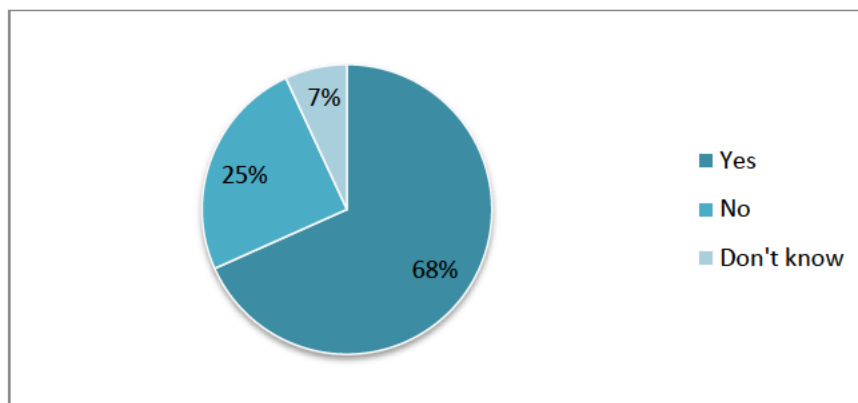
The data in this section will assist to determine if the community received progress reports and were involved in evaluation processes. Of the 61 respondents, 59% indicated that they did receive progress reports, 33% indicated that they did not receive progress reports and 8% said they do not know anything about progress reports. The respondents cited their motivations by agreeing that they received progress reports after every meeting (40%), on monthly basis (28%), on a quarterly basis (25%), and only 6% received progress reports and discussed it as members of the Board of Trustees. It is a pity that only 6% of respondents received and discussed the reports with the community members who elected them. The risk here is that the majority of the community members are left in the dark about the projects’ progress. The projects’ progress reports assist all concerned to act positively on the challenges that may arise or even to determine if the project is a success or not, but if there is no feedback it may be an indication that the projects are stagnant or have failed. The community can only assume accountability when they are aware of the progress of the project.

Nevertheless, there are respondents who did not receive progress reports. Almost a third (30%) of respondents claimed that progress reports were neglected and 10% indicated that there was no use in receiving progress reports because they managed their own books, hence they were always informed of what was going on with the project; in other words the communities are fully responsible for the project. The risk of the community representatives not being aware of what is happening with a project is that they will lose interest in the project.



Well informed progress reports are a result of proper monitoring and evaluation processes. All stakeholders have to be involved in monitoring and evaluation so that they can collectively agree on how to counteract any challenges encountered during the implementation of the project or agree on the way forward regardless of whether things are running smoothly or not.

Figure 4.11 below gives an indication of government's involvement in monitoring and evaluation of CBT projects.

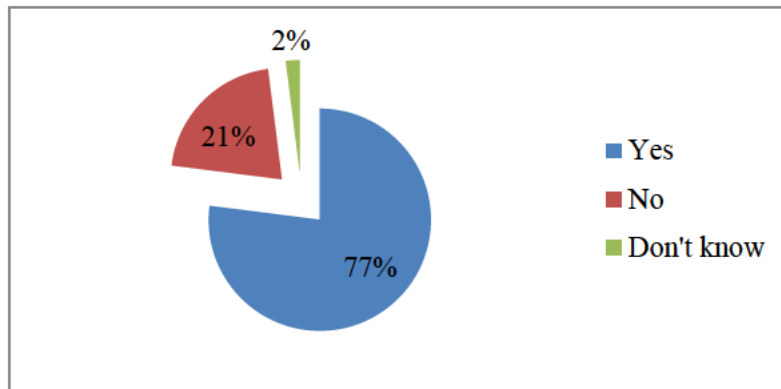


**Figure 4.11: Government monitoring and evaluation on the progress of the projects**

According to Figure 4.11, 68% of the respondents agreed that the government did monitor the projects while 25% indicated that the government was not involved in any monitoring and evaluation. It is imperative that the government monitors the projects because it provides information on intervention, development and efficiency. This serves to improve project management, permits accountability to stakeholders and provides data to be used in the planning for future resources and policy making. This is needed both for government to justify the effectiveness of funds and for communities to fuel discussions between the beneficiaries and other stakeholders. This means that it is the responsibility of the government to monitor and evaluate the projects' progress in order to assess if tourism's contribution is equally distributed among local people with the emphasis on the poor and to also assess the level of participation of the local people in the decision-making process for tourism planning and management.

#### 4.2.2.6 CBT projects financial management sustainability

This section of the questionnaire investigated the financial management, expertise and the sustainability of the projects. Figure 4.12 presents the feedback from respondents on project finance management.



**Figure 4.12: Management of project finances**

According to Figure 4.12, the majority (77%) of the respondents indicated that the project finances were well managed, while 21% did not agree. In order to ascertain sustainability of the projects the study had to investigate the reasoning behind the respondents' decisions. These reasons are indicated in Table 4.3.

**Table 4.3: Reasons why respondents agreed that the projects finances were well managed**

Reasons	Percentage
All elements of the project were completed	60
Financial reports were satisfactory	28
The community is in charge of the project and tourists' needs were satisfied	8
Projects were well managed by the private operator in partnership with the community	4

It is evident from Table 4.3 that 60% of the respondents were satisfied with management of the finances because the projects were successful while 28% justified their choice with the fact that the financial reports were satisfactory. Only 8% were of the opinion that the

community was in charge of the projects and the tourists’ needs were satisfied. Another 4% reported that the projects were well managed by communities in partnership with the private sector. These reasons justify that the planning of the projects was appropriate to a certain extent and that the community may receive the benefits that were promised to them.

Table 4.4 provides the reasons for respondents’ dissatisfaction with management of finances.

**Table 4.4: Reasons for respondents’ dissatisfaction with management of finances**

<b>Reasons</b>	<b>Percentage</b>
Project failed	54
Mismanagement of funds	31
Developer is delaying handing over because he wants to own the project	8
Financial constraints	8

From the table above it is clear that 54% of respondents who were not satisfied with finance management complained of project failure, followed by 31% who complained of mismanagement of funds. A low 8% were dissatisfied because of financial constraints and another 8% complained that the developer did not want to hand over the project to the community. All these reasons indicate that there has been a lack of full commitment and participatory efforts from the private sector or NGO’s. Therefore, in order to rectify the situation all stakeholders need to go back to the drawing board, in order to get all stakeholders on board and thus execute the projects properly.

The next question concentrated on the community managing the projects without government and private sector assistance. The majority (70%) agreed that the community will be able to manage the projects without the assistance of government and private sector while 30% did not agree. The respondents justified their decisions in that, 54% of them believed that the community can successfully manage the projects because they were already hands-on in the respective projects and they were also managing their own small businesses, followed by 44% who agreed that they have been equipped with enough expertise to manage the projects.

However, of those that did not agree, 69% indicated that the community cannot manage the projects without the government and private sectors assistance because of a lack of adequate skills, empowerment and training, followed by 17% that reported they lack experience, while 6% believed that the project would fail even before it began, and another 6% reported that the community was not given a chance to prove themselves because of the long-term lease agreement with Maluti Drakensburg Transfrontier Project (MDTP). This implies that some stakeholders did not play their part in satisfying the principles of CBT projects, for example, government and the private sector did not equip the community with sufficient and relevant skills to be able to manage the projects without their assistance. Moreover, the government failed to negotiate a reasonable timeframe for MDTP to handover the project to the community so that the community could be able to prove their capability to manage the project on their own. The respondents explained that there was never a good synergy between all stakeholders which made it difficult for the communities to be fully involved in the development of CBT projects without collaborative understanding and guidance by the public and private sectors.

After the researcher has investigated the opinions of the respondents about their confidence in managing the projects without the government and private sector, the next question focused on their opinions on the failure of CBT projects in the Thabo Mofutsanyana District municipality. The major reasons are outlined in Table 4.5.

**Table 4.5: Reasons for failure of CBT projects in the Thabo Mofutsanyana District**

<b>Reasons for failure of CBT projects</b>	<b>Percentages</b>
Mismanagement of funds	69
Excluding other stakeholders from the projects	33
Lack of employment, knowledge, skills and training	25
Lack of planning, research and consultation	12
Imposing projects on communities and lack of communication amongst stakeholders	10

Conflicts amongst communities and rejection of projects by communities	10
Corruption, laziness and red-tape by government officials	5
Bad marketing	3
Neglecting the importance of culture and environment	3

According to the table, the majority of respondents indicated the reasons for failure of CBT are mainly in the area of mismanagement of funds (69%), followed by the exclusion of other stakeholders (33%), lack of empowerment, knowledge, skills and training (25%), lack of planning, research and consultation (12%), imposing projects on communities and lack of communication amongst stakeholders (10%), conflict amongst communities and rejection of projects by communities (10%), corruption, laziness and red-tape by government officials (5%), bad marketing (3%) and finally neglecting the importance of culture and environment (3%). All these reasons are crucial for the development and sustainability of any community project. In this regard it is obvious that project planning processes were not carried out well or details on the characteristics and principles of CBT projects were neglected by stakeholders or the guidelines for the development of CBT projects were ignored. Stakeholders must at all times follow the correct procedures in developing and implementing CBT projects.

One of the elements that should be taken into consideration in any community development, in order for it to be sustainable, is ascertaining the type of expertise available within the community, as depicted in table 4.6.

**Table 4.6: The type of expertise available in the community to support the CBT project(s)**

Type of expertise	Percentage
Customer care	69
Tourism	52
Maintenance	44
Marketing	16

Hospitality	15
Finance	15
Business Management	13
Management	10
Other	10
Project management	8
Fly fishing	5
None	5
Administration	2
Traditional healing	2

Table 4.6 presents the expertise within the community but the question is if it is sufficient to support the CBT projects. The majority (69%) had training in customer care, 52% in tourism, 44% in maintenance, 16% in marketing, 15% in finance, 15% in hospitality, 13% in business management, and 10% in general management. It is important to know the type of expertise available within the community in order for the project to be sustainable and also know what type of expertise needs to be outsourced or improved on. The findings indicate that the community representatives or those community members who are equipped with the necessary skills will have a voice in the development process and be able to make informed decisions about the project's development. Moreover, community members believe that they can always rely on the skilled members for the proper management of the projects when the time arrives for the community to manage projects on their own without the government or private sector's involvement. Again, those people who have already acquired skills and training will be able to transfer their skills to other employees, hence enforcing the principle of in-service training within the CBT projects and in the tourism and hospitality industry in general.

With the community members apparently well equipped with skills and expertise, it was befitting to investigate how the community representatives recommend the financial sustainability of the CBT projects can be increased. The recommendations are tabulated in Table 4.7.

**Table 4.7: Recommendations on how financial sustainability of CBT projects can be Increased**

<b>Recommendations on how the financial sustainability of CBT projects can be increased</b>	<b>Frequency</b>	<b>Percentage</b>
Capacity building and empowerment	40	82
All development stakeholders should be involved at the initial planning stage	15	26
Use of Public Private Participation (PPP) strategy	12	20
Proper research about the viability of CBT projects	3	5
Monitoring of the project finances	2	4
Productive use of available funds	1	2
Employment of proper marketing strategy	1	2

The recommendations above are all important to the development and success of any CBT project. According to this table 82% of the respondents’ recommendations focus on capacity building and empowerment, 26% recommended that all stakeholders be included from the initial planning of CBT projects, while 20% suggested that PPP strategies be employed in the development of CBTs, followed by 5% that pointed out that proper research about the viability of CBT projects is important, then 4% recommended that on-going monitoring and evaluation of project finances should be carried throughout developmental stages, 2% recommended productive use of available funds and lastly 2% recommended the implementation of proper marketing strategies. All these recommendations suggest that the respondents understand what is required for the successful development of CBT projects in the study area and they will assist in the development of a framework that should be followed for the development of CBT projects.

### 4.3 Government officials results

As in the first section of this chapter, the results of the government officials’ findings are also reported and discussed. It is also organised into two sections:

*Section A:* Demographic information of the government officials;

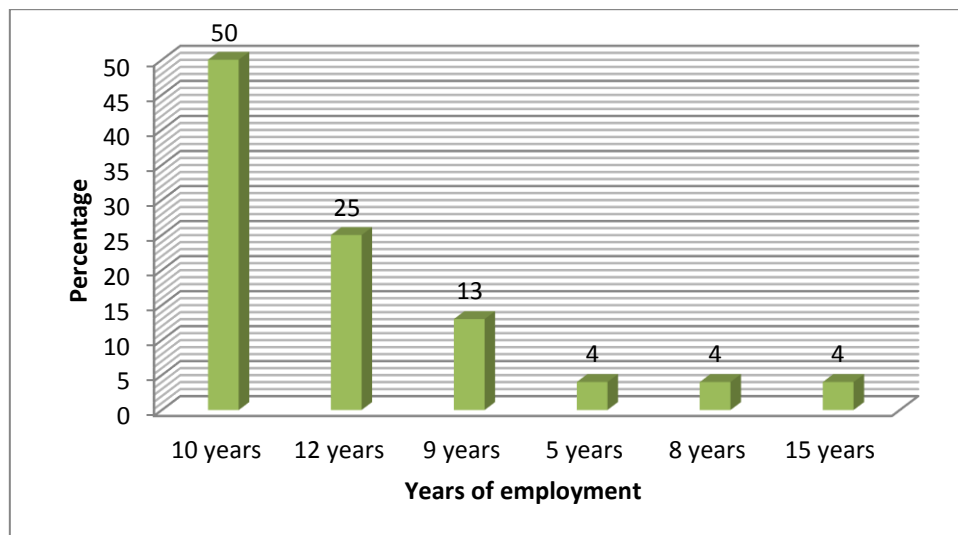
*Section B:* Project information.

#### 4.3.1 Section A: Demographic information of the government officials

The aim of section A is to determine the gender, age, educational background and how long the respondents have worked as employees of the Thabo Mofutsanyana District municipality.

Of the 24 respondents, 71% were male and 29% were female. The majority (90%) of them had at least college education (54%) or university education (36%). They have all been working for Thabo Mofutsanyana municipality for more than 5 years.

Figure 4.13 gives an indication of the years of employment of government officials in the Thabo Mofutsanyana District municipality.



**Figure 4.13: Years that respondents have been working for Thabo Mofutsanyana municipality**

Figure 4.13 indicates that 50% of the respondents have worked for the municipality for ten years, 25% for twelve years, 13% for nine years, 4% for five, eight and fifteen years each



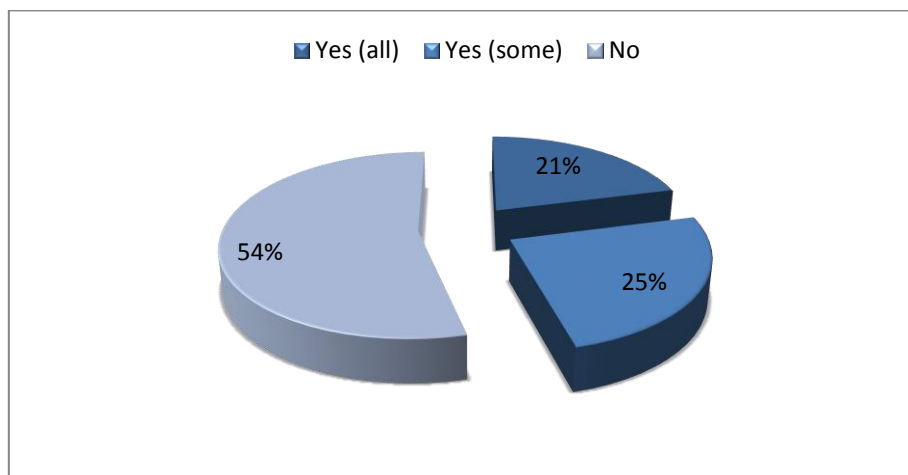
respectively. This implies that they know the needs of the communities and what they have to do in the development of CBT projects.

### 4.3.2 Section B: Project management

#### 4.3.2.1 Participation of government officials during the establishment of the CBT projects

The respondents were asked how many CBT projects they have been involved in and whether they had each been involved in more than one project. Feedback were received on sixteen projects which started between 1996 and 2009. Just more than a third (34%) of respondents were involved in two projects, 23% were involved in four projects, 17% in one project, 17% in six projects and 9% in three projects. From this information it is clear that the respondents have experience from different CBT projects, hence they will be able to facilitate project development properly and make sure that they impart their knowledge on the development of CBT projects in this area to other stakeholders.

The next part of the research was intended to establish whether the respondents were involved during the initiation of the project. The results are shown in Figure 4.14.



**Figure 4.14: The respondents' involvement in the CBT projects during their establishment**

According to Figure 4.14, the 21% of respondents that were involved in all of the CBT projects during their establishment motivated their responses by noting that they were responsible for the facilitation of the whole development process, including mobilising the communities. The 25% that were involved in some of the CBT projects practically carried the same duties as the 21% including research on viability of the specific CBT projects. Lastly, 54% indicated that they did not participate in the establishment of the CBT projects because they were not part of the project then. Since the majority of the respondents were not involved at the initiation of the projects, it poses a bigger risk in facilitating the projects, because they may misdirect the projects against the direction the projects were initially meant to take.

#### **4.3.2.2 Role of government officials and other stakeholders in the development of CBT projects**

This part of the questionnaire was composed of open-ended questions which were designed to establish the responsibilities of the government officials and all role players and the municipality's expertise. It is important to identify those roles and responsibilities for accountability and smooth running of the project development processes.

The government employees' role in the development of CBTs is three fold: 71% reported that they assume the role of facilitating the development process, for example research, mobilisation, and other managerial duties; 41% reported that they advised on the development process, for example, land allocation; lastly, 8% reported they assumed the role of coordinating all activities during the development process. These roles fulfil the mandate of the department responsible for tourism which is to improve infrastructure and establish a policy for tourism activities and controls on land use.

There are always three levels of government which are entrusted with different mandates for them to carry through. Everything needs to filter through either from top to bottom or vice versa and their roles and responsibilities have to communicate with each other. Table 4.8 tabulates the departments' roles in CBT projects and it is according to the respondents viewpoint.

**Table 4.8: Roles of relevant government departments in CBT projects**

<b>Government Department(s)</b>	<b>Role</b>	<b>Percentage</b>
National Department of Tourism	Funding	100
Local Government	Facilitation	96
	Management	4
	Land Allocation	21
	Bulk Services	4
	Research	4
Local Municipality	Advisory	88
	Marketing	8

The National Department of Tourism's major responsibility is funding (100%), and the local government is mainly entrusted with facilitation (96%) of development projects within the district and lastly, the local municipality's major role is to advise (88%) on the development of the CBT projects. The local government has to ensure that the funding from the national government is utilised appropriately and accounted for by ensuring that the roles they perform are executed as per the initial budget plan.

The private sector also plays a vital role in the development of CBT projects. The private sector and/or NGO's should contribute to sustained economic growth, decent job creation, more sustainable production processes and technologies and enhance accountability, in particular regarding social responsibility amongst the communities. Different private sector bodies and government entities were involved in the projects researched in this study and they differ according to the nature of the project. Their role in the projects is categorised into five categories in Table 4.9.

**Table 4.9: Private sector and government entities' role in the CBT projects**

<b>Category</b>	<b>Private Sector</b>	<b>Percentage</b>
Investment	Qwantani Resort	58
	Local Farmers	
Research	Birdlife Association of South Africa	

	National heritage council of South Africa	47
	Nzumbululo Heritage Solutions	
Implementation and management	Cherry Festival	25
	Clarens Tourism Forum	
	Local accommodation establishments	
	Maluti Drakensburg Transfrontier Project	
	SANParks	
	SMMEs	
Promotion and marketing	SA Tourism	25
	Free State Tourism Authority	
Training/Expertise	Clarens Village Conservancy - Clarensconservation area	17
	Hiking Trails South Africa	
	Makumba Resources and Project Management	

According to Table 4.9, there were different private institutions involved in CBT projects performing different functions. More than half (58%) were investors, followed by 47% who assisted in research and consultation, 25% assisted in implementing and management, while another 25% assisted in promotion and marketing and 17% indicated that the private organisations offered training. The role of the private sector was fairly executed in this regard because they offered the elements that supported the development and success of the CBT projects and promoted empowerment and self-sufficiency.

The study also focused on determining if the municipality has relevant expertise to assist in the establishment of CBT projects for the communities. 67% of the respondents agreed that the municipality has relevant expertise and 33% did not agree. The details are documented in Table 4.10.

**Table 4.10: Municipality expertise**

<b>Expertise</b>	<b>Frequency</b>	<b>Percentage</b>
Tourism Development	9	57
Tourism Co-ordinators	4	25
Advisory	3	19
Community Development	3	18

According to the table above the municipality employees have the following expertise; tourism development skills (57%), coordination of tourism development (25%), advisory skills on the type of tourism development to be implemented (19%), and community development (18%). From the researcher’s encounter with the respondents, the municipality’s expertise appear to not be used to their potential since all the CBT projects are planned and implemented by the local government officials, which implies that the municipality employees are just advisors to the projects whereas the respondents’ opinions are that the local municipality should be the one driving the development of the projects as they are the closest government authority to the communities.

**4.3.2.3 Management and establishment of CBT project committees in the study area**

According to the respondents some projects are well managed by communities in partnership with the private sector (70%). On the other hand, the respondents’ views are that some of the projects are not well managed (20%) because the communities were never involved in the initial planning of the project and were not equipped with relevant skills. A small percentage of respondents (4%) are of the opinion that projects failed because the projects are not exactly CBT projects. The understanding in this respect is that if the communities were initially involved they would have had an interest and a sense of belonging in the development and thus worked hard to ensure its sustainability. In the case of those projects that failed because they were not exactly CBT projects, proper planning that embraces the CBT principles and considers the guidelines and characteristics of CBT projects was required.

The role of government officials in the establishment of the CBT project committees is important to ensure that the selected candidates understand what is expected of them in the development of CBT projects and confirm their suitability to represent the communities. According to the respondents, the major role that the area municipality plays in the

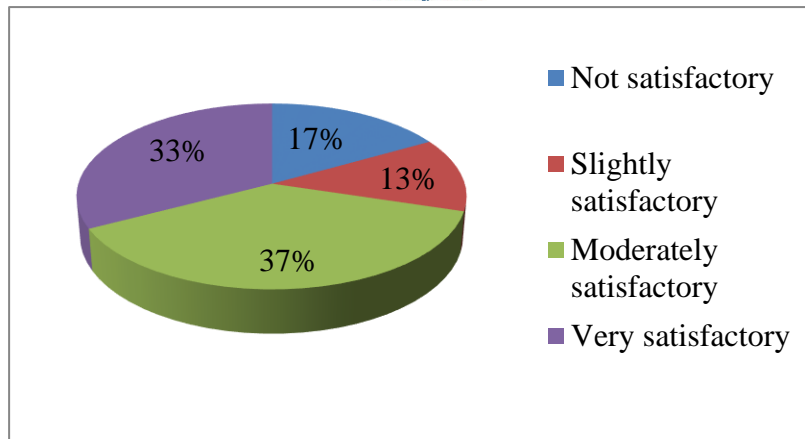
establishment and selection of CBT project committees is to facilitate the whole process of selection (87%) as well as advising on how the process should be carried out (29%) and what type of people should be entrusted with representation of the community in CBT project development.

#### **4.3.2.4 Financial and other types of support for CBT projects**

In review of the respondents' responses, 100% reported that the financial support for the development of CBT projects comes from the National Department of Economic Development, Small Business Enterprise, and Tourism and Environmental Affairs (DETEA). Other support comes in the form of exchange of skills, research and consultation, investment and management and marketing from different governmental and non-governmental entities. The respondents further indicated that the municipality assists in coordinating (100%) all activities with relevant bodies responsible for the CBT project development.

#### **4.3.2.5 Stakeholders management of CBT project finances**

All stakeholders have the responsibility to account for the project's finances. Figure 4.15 illustrates the respondents' view on the management of CBT project finances by other stakeholders such as the community and the private sector.



**Figure 4.15: Management of CBT project finances by other stakeholders**

Figure 4.15 indicates that 37% of respondents view the management of CBT project finances by other stakeholders as moderately satisfactory, 33% as very satisfactory, 17% as not satisfactory and 13% as slightly satisfactory. The responses illustrate that only a third of the respondents view the management of project finances by stakeholders as very satisfactory.

The respondents that were not satisfied mostly complaint about the fact that the government allocated funds but did not follow up on its utilisation (50%), they said that the initial development plan failed (25%) and lastly, that the private sector was excluded from the initial planning of the project (25%). This suggests that planning was incorrectly carried out.

Nonetheless, the respondents that were very satisfied motivated their decisions in the following way: 63% indicated that the projects were successful, followed by 25% who reported that the government successfully secured funding. The other 13% pointed out that they are very satisfied because there has been a smooth working environment between the communities and the private sector and lastly 13% were very satisfied because government monitored the utilisation of funding.

From the results above, it is obvious that other respondents are satisfied with management of the project finances whilst others are not satisfied. In order to have 100 percent satisfaction from all respondents there has to be a well coordinated and collaborative working team from all stakeholders from the initial planning of the project. This team will assist in the monitoring and evaluation of the day-to-day operations of the projects and monitoring and evaluation processes of the projects. This therefore, will assist in accountability of the

projects activities and utilisation and management of the finances leading to the success and sustainability of projects.

#### **4.3.2.6 CBT projects contribution to the livelihoods of the community members**

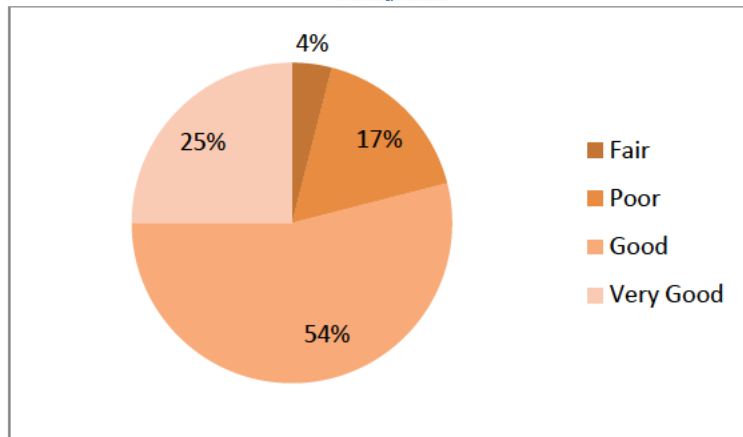
By far the majority of government officials (92%) reported that the communities' livelihoods have improved due to the development of CBT projects. Their major reasons are that the community is employed by the CBT projects (68%), they have been capacitated (54%), their lives have improved (24%) through service provision and creation of SMMEs, trust benefits were set up for the communities (9%), and the communities have regained their cultural pride (6%). Those that did not agree reported that projects did not resemble CBT characteristics (50%) and that the projects are white elephants (50%). It is good that the communities have been empowered with skills and the projects are successful since it may encourage the communities to work hard and realise the importance of CBT projects with regard to changing people's lives. Nevertheless, for those projects that have turned into white elephants and those that did not resemble CBT characteristics, it is clear that during planning some of those elements that make up a successful CBT project were overlooked. It is therefore important to study and follow the characteristics and guidelines of CBT projects in order to develop successful CBT projects.

#### **4.3.2.7 Current state of CBT projects, reasons for failure of CBT projects and the main challenges facing funding of CBT projects in the area**

There are a number of CBT projects in this area that have been established for varied reasons. Some of the projects have been initiated by the communities while some have been initiated by the government or private sector. The initiation issue may be regarded as the major factor in the sustainability or failure of the project. So, this part of the questionnaire focused on the current state of the CBT projects, reasons for the failure of the projects and the challenges facing funding of the CBT projects in the area according to the government officials involved in the study.

Figure 4.16 below presents the current state of the CBT projects in the study area.





**Figure 4.16: Current state of the CBT projects**

According to Figure 4.16, 54% of respondents agreed that the state of the CBT projects is very good, 25% regarded it as good, 17% as poor and 4% as fair. They motivated their decisions as follows; those who indicated the state as very good explained that there is a satisfactory influx of tourists (50%), the projects are successful (33%) and there is a successful marketing strategy in place (17%). Respondents who regarded the state of projects as poor motivated their decisions by indicating that the projects turned into white elephants (50%), projects failed due to corruption (25%) and that the projects were imposed on them (25%).

The study also focused on the resources that caused the CBT projects in the study area to fail. Table 4.11 below tabulates the failures of CBT projects in the project area from a government official’s perspective.

**Table 4.11: Failures of CBT projects in the project area**

Failures of CBT projects	Percent
Mismanagement of funds	54
Poor planning and lack of research	33
Excluding the communities	17
Corruption	13
Imposing projects on communities	13
Communication breakdown amongst the	12

stakeholders	
Government bureaucracy	4
Delays to pay constructors/developers	4
Lack of training and empowerment	4
Not enough Local Economic Development (LED) staff to facilitate implementation	4

According to the table the major reason for failure is mismanagement of funds (54%), followed by poor planning and lack of research (33%), exclusion of communities from the initial planning of the project (17%), corruption (13%), imposing projects on communities (13%), communication breakdown amongst the stakeholders (12%), government bureaucracy (4%), delays to pay developers (4%), lack of training and empowerment (4%), and not enough staff to facilitate implementation of projects (4%).

The next part of the study focused on the respondents’ opinion about the main challenges facing the CBT projects in the area. Funding that comes from one source (58%) is a major challenge, mismanagement of funds and corruption (21%), government bureaucracy (17%) and the fact that the private sector is reluctant to invest (4%) in these projects are regarded as other reasons.

#### **4.3.2.8 The sustainability of CBT projects in the Thabo Mofutsanyana municipality**

This section focused on ways to ensure sustainability of CBT projects in the Thabo Mofutsanyana District municipality

The respondents’ suggested that to ensure the CBT projects sustainability, communities need to be empowered (53%), all stakeholders must work together for the success of the projects (29%), there is a need to practice proper ways of developing a CBT project (8%), employment of a Public Private Partnership strategy (PPP) has to be engaged in (4%), and open communication lines amongst the stakeholders created (4%). All these suggestions are encompassed in the principles and guidelines of a successful and sustainable CBT project.

The last question addressed by the questionnaire requested suggestions to improve the establishment and management of CBT projects. The respondents' suggestions are as follows; there is a need for proper planning, research and consultation (42%), involve all stakeholders from initial planning stages (42%), employ a PPP strategy (21%), empower local communities (17%), create a good marketing strategy (4%) and encourage private partnerships with local communities (4%).

As indicated earlier in this chapter there are reasons that the respondents regard as reasons for failure of the CBT projects, which is in line with their experiences on the CBT projects they are involved in. Out of the twenty-one projects studied in this research ten of the projects have completely failed after funding dried up, and the reasons for failure are tabulated in Table 4.11. The projects that have survived are only eleven and most of them are those that have had a partnership agreement with the communities, which means that private sector has not completely left the projects in the hands of the communities. They are still available to assist in the management of the projects. It is therefore befitting to make a comparison between those successful and failed projects. Table 4.12 below tabulates the comparison between successful and failed projects.

**Table 4.12: Comparison between successful and failed projects in the study area**

<b>Reasons for failure of the CBT projects in the study area</b>	<b>Reasons for success of the CBT projects in the study area</b>
Mismanagement of funds	Communities were given a chance to initiate their projects
Poor planning and lack of research	Communities were involved from the initial planning of the project
Excluding the communities from the initial planning of the project	Communities were well capacitated with relevant skills to prepare them to manage the projects
Corruption amongst all stakeholders but mostly on the government side	There were partnerships forged between the communities and private sector that guaranteed that the private sector will always be there to support the communities
Imposing projects on communities	Clearly defined terms and conditions about the

	benefit sharing mechanisms were put in place and the communities understood and approved them
Communication breakdown amongst the stakeholders	Well researched projects
Government bureaucracy	
Delays to pay constructors/developers	
Lack of training and empowerment	
Not enough Local Economic Development (LED) staff to facilitate implementation	

#### 4.4 Chapter Summary

The aim of this chapter was to report and discuss the research findings relating to the opinions of both the community representatives and the government officials on the sustainability of financial investment on CBT projects in the Thabo Mofutsanyana municipality. From all the responses to both questionnaires, there is a correlation regarding the most important aspects of CBT project development namely; community mobilisation, strategic alliance, collective planning from the onset, community empowerment, private sector involvement, and proper management of finance for the CBT projects.

There is a collective understanding from the majority of respondents that for as long as funding is generated by one source, there is always going to be a risk in terms of sustainability. Hence, there is a need for exploring other funding or donor agencies, be it local, regional or international agencies. Respondents are of the opinion that it is important that local communities be capacitated and empowered in order to be able to manage the CBT projects long after funding has dried up. The respondents have the same opinions on the involvement of all stakeholders from the initial planning of the CBT project as well as the need to carry out proper research and consultation in order for everyone to be well informed about the project.

The opinions of the community representatives and the government officials regarding Community-based tourism development and sustainability in the study area is that planning

should be a concerted effort for the sole purpose of having one message and collective understanding of the project's mission and goal. Moreover, the respondents believe that research and consultation is vital in order to develop projects that are well informed and beneficial to the affected population.

Nonetheless, what the study has revealed in comparison with lessons learnt from the case studies in chapter three is that as much as the respondents understand what needs to be done in the development of the sustainable CBT projects, there has been a number of oversights from the government and private sector regarding the processes of developing and managing the CBT projects from the initial planning stage, that lead to some projects failing completely. It is also important to note that for those projects that are a success, there is still a lot to be done to promote understanding of sustainable CBT development processes and procedures by all stakeholders.

### Conclusions and recommendations

#### 5.1 Introduction

The aim of this chapter is to conclude and make recommendations with regard to the sustainability of financial investment in CBT projects in the Thabo Mofutsanyana district of the Free State province. The conclusion will be based on the findings of the study and the recommendations will be made on the basis of an overview on sustainable development and Community-based tourism as discussed in chapter two, the examples of successful and sustainable Community-based tourism projects as discussed in chapter three, as well as the findings in chapter four.

Throughout the first three chapters of this study the importance of Community-based tourism has been emphasised as having the potential to support communities to reach their goals for income, equity and poverty alleviation. It also has the potential to not only increase local incomes and jobs, but to also develop skills, institutions, and bring about empowerment of local people. This should be achieved through the facilitation of greater growth, equity, and poverty alleviation in communal areas.

Moreover, it has been shown that Community-based tourism projects have been promoted as a means of development whereby the social, cultural, environmental and economic needs of local communities are met through the offering of a tourism product. It is also evident that their funding has not been widely monitored; therefore, the actual benefits to local communities remain largely undetermined.

#### 5.2 The objectives of the study, conclusions and recommendations

The main objective of the study was:

- To determine the sustainability of financial investment in CBT projects in the Thabo Mofutsanyana district of the Free State province.

To achieve the above-mentioned objective the following secondary objectives were set:

- to determine if the projects can sustain themselves after funding support has been terminated;
- to determine the oversight role played by government on how funding has been utilised;
- to formulate guidelines on how to increase the sustainability of CBT projects.
- to formulate strategies for implementing CBT projects from the literature review discussed in this study.

### **5.2.1 Objective 1: to determine if the projects can sustain themselves after funding support has been terminated**

The success and sustainability of CBT projects is measured in terms of their ability to involve communities, improve their livelihoods, create jobs, generate income or revenue, establish SMMEs, revitalise culture, preserve the environment, raise community and tourist awareness and inspire a sense of pride or belonging amongst the affected community. Failure to take all these factors into consideration will compromise the success and sustainability of CBT projects.

There are a number of successful CBT projects around the world including those discussed in Chapter three and the best practice for the development of CBT projects requires informed and willing contributions from all relevant stakeholders as well as commitment from political leadership to ensure broader involvement and agreed structures in development. Achieving sustainable CBT is a continuous process which requires constant monitoring and evaluation of impacts and introduction of the necessary pre-emptive and/or counteractive measures.

Implementation of CBT initiatives plays an important role in the success or failure of the initiative, starting from initial planning to monitoring and evaluation processes. Therefore, there are factors in the development of CBT initiatives that have to be taken into cognisance, and they are:

- Commercial viability: it is important for CBT initiatives to know their market, their product, understand their pricing strategy, their distribution channels and links with the private sector, which is very crucial for evaluation.
- Development of a clear planning strategy that is agreed on and understood by all stakeholders, in particular the local community, and works within existing social structures within the communities. This will require that expectations be managed as uneven expectations will result in failure of the initiative. During the planning stage a clear and sound SMME business plan should be incorporated together with a monitoring and evaluation model. CBT development appears to meet the majority of the targets established in the definition of sustainable tourism due to it comprising of both a tool for social empowerment as well as long-term economic development of the local communities. Therefore, there is a need for the development of a logical framework which will differentiate between positive effects generated by the development, the reduced negative effects during the project implementation and contested concerns, including scale and mainstreaming. This process will assist in outlining a series of future research and development priorities.
- An establishment of partnerships to augment community benefits should be one of the core factors. Partnerships in CBT projects assist in bringing in professional competence, the partner's standpoint and results-oriented implementation. The support, dedication and cooperation of all partners' in community involvement are critical factors for the industry's long-term sustainability.
- A need for community capacity building as a priority is a vital factor in the successful and sustainable development of CBT projects. People development has to begin before the implementation of the project in order to create awareness and to build tourism knowledge particularly amongst the community members.
- Creation of benefit sharing mechanisms and contributions to the community: in economic terms, CBT has a potential to generate long-term benefits that can be distributed justifiably within the host communities and used for the constant augmentation of the community's infrastructure. CBT projects can also contribute to the psychological empowerment of the local people by enhancing their sense of self-esteem and by cultivating pride for their cultural and natural heritage. This happens because CBT developments divulge to the public the worth of the host community in terms of natural beauty or cultural uniqueness. In addition, CBT development



strengthens social relationships within the community by promoting cooperation among its members. It also brings about political empowerment by creating a medium for the expression of peoples' voices regarding issues concerning local development.

The findings discussed in Chapter four revealed that some of the characteristics of a successful CBT project development, as discussed in Chapter two, were incorporated in the planning and execution of the CBT projects in the study area. It is therefore important to draw the conclusions of the findings on the basis of those characteristics with respect to both the community representatives and government officials' responses.

### **5.2.1.1 Community representatives' perspective**

Below is a summary of feedback from community representatives on the CBT projects in the study area:

- Local control of development and community participation: this was partly achieved because the community was involved in the project mobilisation stage where community representatives were elected on behalf of the entire community. The respondents also attested to the fact that they participated in project committee meetings and monitoring and evaluation processes. This provided the communities with an opportunity to share their views about CBT developments so that nothing was imposed on them, which assisted them to acquire a sense of ownership of the projects; thus rendering sustainable CBT projects.

Another issue that was handled efficiently was the private sector's involvement with the communities; the respondents indicated that they had good working relations with the private sector and the government. However, the issue of whether the private sector understands that there will be a time when they will have to hand over the projects to the communities was not clear. There was no indication that the private sector understood that they are expected to expand opportunities for poor people or forge ways for pro-poor interventions.

- Equitable flow of benefits: the majority of respondents agreed that benefit sharing mechanisms were discussed with the communities. It is not only monetary benefits that

the community received from the projects; they were also equipped with relevant skills, employment opportunities, and socio-cultural pride.

- Incorporation of residents' values: the respondents indicated that through the development of CBT projects they have socio-cultural pride; this means that their culture and environment has been preserved for the future generation. This encourages sustainable tourism in the area.
- The community representatives also indicated that they have been capacitated with relevant skills throughout the planning and implementation of respective CBT projects. Hence, they are fully confident that they will be able to manage the projects without government or private sector funding. They further confirmed that during the implementation process of the CBT projects most of them were 'hands on' in meetings, employed within the projects and involved in the monitoring and evaluation processes. This involvement renders them ready to manage the projects without assistance from the government, private sector or an NGO.
- Moreover, there is a negative side to all this, some of the respondents are disappointed with the way things have been handled by the government. They have claimed that government have not utilised funding effectively. There was no follow up on the utilisation of the allocated funding, hence, this encouraged a lot of corruption on the side of government officials and other stakeholders that were involved in the development of the projects.
- Other burning issues from the respondents were poor planning of the CBT projects and exclusion of the communities from the initial planning of the projects. This means that the community members were never mobilised about the development, hence they did not feel any sense of ownership for the development and that lead to some of the community members vandalising the infrastructure on the development sites. Due to improper planning, the community members were never empowered with any skill and understanding of the vision and goal of the projects. Therefore, the projects are just white elephants. This is very dangerous because the communities' trust to government is none existent as it stands.

### 5.2.1.2 Government officials' perspective

Government officials' opinions on whether the communities will be able to sustain themselves after funding support has been terminated are based on the following issues:

- There was full participation from some government officials from the initial planning of the CBT project development. Government officials worked closely with the community members in assisting with the understanding of CBT development.
- Sufficient funding was allocated to the development of CBT projects and communities were equipped with relevant expertise and skills to ensure full participation and execution of the CBT projects. The respondents, however, still believed that the government should facilitate the engagement of tourism donor agencies to support the government funding on CBT projects.
- All government institutions involved in the development of CBT projects facilitated the inclusion of the private sector in order to encourage skills transfer which will further prepare communities to be able to manage the projects after funding support has been terminated.
- The government facilitated the establishment of communities who will work together with the private sector in the development and be involved in planning, decision making, and monitoring and evaluation processes on behalf of the community.
- The government facilitated the community benefit sharing mechanisms and other social benefits to the affected communities. It is clear that some community members did not understand how the relevant mechanisms worked. Therefore it is the responsibility of all stakeholders to revisit the orientation of what and how the mechanisms work for the benefit of the host community.

There seems to be a collective view between the community representatives and government officials about some negative issues that have constantly affected the development and sustainability of CBT projects in the project area. The government officials believe that proper research and consultation has been a lacking element in the development of CBT projects, which leads to projects being imposed on communities and then failing in the process. Mismanagement of funds and corruption has been a common issue amongst the

government officials and no one seems to be accountable for the funding allocated to the CBT projects, that has not benefited the community in any way.

Another issue is not involving all stakeholders from the initial planning of the development. Government officials' respondents believe that it is important to involve every relevant stakeholder from the initial planning of the development, but most importantly the community because they are the sole beneficiaries of the projects. If the community is not involved, everyone runs a risk of antagonism from the community members.

### **5.2.2 Objective 2: to determine the oversight role played by government on how funding has been utilised**

According to the Rural Tourism Strategy (2012:8), rural tourism has been insufficiently funded and resourced. The reason for this is that funding comes only from the National Department of Tourism (NDT). It is imperative that the government involve other donor agencies in funding CBT projects because it is the nature of CBT projects to be fully dependent on donor funding. This will assist in increasing community benefits from conservation and sustainable management of natural resources within the project areas.

Involving the donor agencies also assists in extensive marketing and increases investment opportunities, but it is always a challenge for donors to support CBT projects because of their nature of creating low profit margins and taking a long time to generate profits. This does not mean that government should not forge investment opportunities from local, regional and international donors interested in or accustomed to working with rural development or even CBT projects.

There are successful CBT projects around the world which were assisted by different donors at different stages of developing CBT projects in partnership with public institutions. This can be seen from the case studies in Chapter three. Donor agencies assisting in environmental issues, heritage, SMME development, social issues, human development, tourism marketing and development are always available whenever they are needed.

The findings of the study discovered that the National Department of Economic, Small Business Development and Department of Tourism and Environmental Affairs (DETEA) are

the only bodies that provide funding for CBT project developments in the study area. As such, this poses a risk of limited funding for CBT project developments. Moreover, CBT projects are becoming an element of government bureaucracy rather than a ground-breaking and participatory community approach. Lastly, government interference in the decision making process most of the time undermines community empowerment.

Furthermore, the findings of the study also discovered that local government is mandated with overseeing the utilisation of government funding, of which according to the respondents, the local government officials negatively manipulate the utilisation of funding. Therefore, based on this view some respondents declare that there has been mismanagement of funds and corruption which led to elements of some projects not being completed, while other projects failed even before they could commence as they lacked a marketing strategy.

### **5.2.3 Objective 3: to formulate guidelines on how to increase the sustainability of CBT projects.**

CBT has received prevalent attention in recent years pertaining to local people. It is used mainly to refer to all tourism products controlled by local people and offering opportunities for direct contact with local people while other forms of tourism are “unreceptive” exhibition-based displays. There are specific ways of managing and facilitating the development and productivity of CBT projects.

Increasing the sustainability of CBT development implies that the development itself should be ecologically sustainable, economically practical, as well as ethically and socially impartial. Sustainable CBT should incorporate the natural, cultural and human environment; it must respect the delicate environmental balance that characterise many tourism destinations, particularly in environmentally sensitive areas. This means that it must have a long-term standpoint.

The respondents in this study elucidated that it is vital that community members are capacitated with relevant skills to enable them to perform their duties within the projects. This will assist in increasing productivity and retaining existing employees. Another aspect that the respondents suggested should be taken into cognisance is improving the quality of life for all those affected, including future generations, without escalating the use of natural

resources beyond the capacity of the environment to supply them for the foreseeable future. These respondents' views embrace the principles of sustainable and responsible tourism development.

#### **5.2.4 Objective 4: to formulate strategies for implementing CBT projects from the literature review discussed in this study.**

According to the White Paper on Development and Promotion of Tourism (1996:7) compiled by DEAT, local government tourism embodies the third sphere of public sector tourism, while national and provincial tourism organisations are predominantly responsible for the design and implementation of tourism strategies and national and international marketing campaigns. It is the lesser-known local government authorities that often shoulder the responsibility for promoting and supporting the local tourism products. Therefore, local government has a crucial role to play in providing leadership and the necessary planning to make sure that their communities and local businesses get the most out of tourism and to minimise any negative effects rural tourism might have.

The Rural Tourism Strategy (2012:1-72) has already provided the strategies in planning for rural tourism (which includes CBT) which are in line with the way rural tourism is practiced through-out the world. From what we have learnt in chapter two and three, the most important factor in the implementation of CBT projects is the extent of involvement of local community and the extent of control it has over CBT projects. Above all this, there is one primary factor that must be critically pointed out: the decision to take advantage of natural and cultural resources in order to draw up development policies should come from local communities themselves.

It is evident from the study that sustainable tourism developed in certain geographical areas may become a primary tool in the economic development of and the reduction of poverty in certain areas. It is therefore possible to create tourism products selling goods and services by means of the area's own cultural and environmental resources, offering low scale opportunities for job creation, particularly for women and young people. This would always be a balancing activity and never a replacement for primary sector activities. In this respect, the literature maintains that encouraging tourist exploitation of underdeveloped rural areas in

developing countries is not, *a priori*, good or bad, but depends on dissimilar political, cultural, social, economic and environmental factors.

To summarise all these, the case studies in chapter three attested to the fact that the destination community should be incorporated in the tourism planning and management decision-making process, owed to three main reasons:

- It considers them to be part of the tourist product;
- Local communities acclimatize to changes easily, and
- It helps to open their minds to new ideas regarding the implementation of the CBT projects.

On the other hand, it was necessary to study how the community as a whole participates in the development of the area as a tourist destination, mainly due to the following reasons:

- Perception of tourism is based on the evaluation of the local community's attitude (including the environment, infrastructure and events).
- The participation model of people in the local community exerts a powerful influence on the tourist's experience.
- Tourism planning effects the community as a whole.

From what has been discussed and studied in this research, there are issues that can serve as guidelines on how to increase the sustainability of CBT projects in the project area.

### **5.2.5 Guideliness on how to increase the sustainability of CBT projects**

The following guidelines are applicable:

- Explore funding mechanisms: to avoid limitations brought about by funding that comes from one source, other donors must be exploited to encourage local and international investment opportunities. There are institutions like World Bank, African Bank, World Tourism Organisation and many others who are always grateful to assist in the development of tourism around the globe. It is therefore the responsibility of the government to submit their CBT development proposals to them for financial backing or any other way they can assist.

- Marketing of the CBT projects should be integrated in project development: when planning CBT projects it is vital to incorporate marketing and promotion activities, in order to develop a marketing plan that accommodates a marketing budget.
- An appropriate marketing strategy should be employed: all stakeholders should ensure that the project will find adequate markets to ensure economic sustainability before committing their resources in order to promote project sustainability and strong market linkages. Joint ventures and private sector investments can also be employed to ensure project sustainability and deliver significant employment and broader conservation and community benefits.
- The existing system should be enhanced to ensure impartial sharing of benefits and opportunities of CBT with local communities. While it is obvious from the study that the respondents were not well oriented with the benefit sharing mechanisms, it is important to note that the level of benefit distribution depends on a number of factors. Such factors include the nature and degree of community involvement, whether the earnings become private income or are partly or wholly channeled into community projects or other benefit-spreading mechanisms, and the type of operation and other factors not mentioned here. The important point is whether the systems employed in the project area are impartial to the community or whether they were just lured into believing that they will benefit out of the project just to obtain their buy-in.
- Advocate responsible tourism income to the local poor and the marginalized. CBT advocates that the development must be community owned and operated, specifically by rural, poor, or economically marginalized populations. It brings the tourist into close contact with people in the host destination. This interaction and exchange needs to be based on sound and responsible environmental and social practices in order to preserve and augment local culture and ensure that tourism revenue contributes to poverty alleviation. CBT puts the prominence on shared leadership emphasizing community well-being over individual profit, balancing power within communities, fostering heritage, local culture, conservation and responsible stewardship of the land.
- Empower the communities through governance, rights and economic responsibility of CBT project development. The involvement of communities in the development of CBTs gives them power to make decisions on issues that involve their assets including their communal resources, living standards and their future. CBT projects in



the study area have empowered the community through the elected community representatives.

- Curb overdependence of communities on the government: communities should be able to initiate their own projects and not wait for the government to impose developments on them; this means that the government must be able to encourage a bottom-up approach to rural developments.
- It is advisable that the donor community be involved in funding the CBT project developments in order to encourage and enable expansion of investment, marketing opportunities and counter balance government bureaucracy when it comes to decision making and implementation of projects.
- Provision of community capacity building before the commencement of the CBT projects: this addresses the challenge faced by community practitioners on the level of illiteracy amongst the community members. Capacitating the community members at an early stage of development assists to repair and construct the community's collective ability to concentrate on their existing problems and capitalise on future opportunities within their respective areas.
- There has to be economic benefits allocated to the affected communities. Over and above, there has to be an underlying concept of psychological, social and political empowerment of the affected local population. CBT development helps to improve the living standards of the communities through increased disposable income of the individual members of the community, and generating long-term economic benefits that are disseminated equally to the communities and used for the long-term enhancement of the community's infrastructure. CBT also contributes in psychological empowerment of the local community by enhancing their sense of confidence and cultivating cultural pride and natural heritage. This happens because CBT development exposes to the public the worth of the host community in terms of natural beauty or cultural uniqueness. In addition, CBT strengthens the social bonds within the community by endorsing cooperation among its members. Finally, CBT brings about political empowerment by creating an opportunity for the expression of peoples' voices concerning issues with local development.
- Involvement of the local community from the initial planning stage of the projects. This is very crucial to the sustainability of CBT development as it involves people. The social, cultural and environmental integrity of the host community needs to be

respected by visitors/tourists. It also involves the mainstream tourism activities, services and ethnic knowledge that have to be provided by the communities.

- Involvement of all stakeholders from the initial planning of the projects or employment of Public Private Partnership (PPP) strategy. This helps in bringing together professional competence in the development, stakeholder viewpoint and results oriented implementation. The involvement of all relevant stakeholders ensures support, commitment and cooperation which guarantees sustainable longevity of the CBT development and partnership relations.
- Research and consultation: research and consultation in the development of CBT projects is vital in the sense that it assists the developer to avoid negative effects that may degrade habitats and landscapes, deplete natural resources, and generate waste and pollution. If proper research and consultation is practiced it will help to generate awareness of the development and support for preservation of the environment and local culture as well as create economic opportunities for countries and affected communities. This will help in encouraging responsible tourism that enhances not only the quality of life, but also natural and cultural resources in destinations, hence encouraging acceptance by the communities.
- Involving communities in monitoring and evaluation of the CBT projects: to measure progress in development, the goals must be specified. In the development of CBTs a variety of social, economic and environmental aims are proposed. The effects of such developments have to be measured based on the proposed aims. Therefore, it is imperative to involve local community representatives in monitoring and evaluation processes because this will strengthen the adaptive management cycle by linking management more closely with its evaluation. This will cause management actions to become more responsive along with the project implementation process. Involving community representatives also encourages cooperation among stakeholders and prompts a quick management response because the monitoring process will be done on a daily basis. This means that less time and financing will be required because it will be unnecessary to bring in a professional or government official to monitor the progress at their own convenience. Therefore, the professionals need only carry out the evaluation process to ensure that monitoring has been carried out properly.
- Employment of proper CBT project finance management: the funding bodies should expect project managers and community representatives to report on the outcomes of

the projects and in particular on employment, local economic linkages, community economic benefits and economic sustainability. Comprehensive reports of the community's commitment in the management should be required for all CBT initiatives.

### 5.3 Recommendations

The following recommendations will not only be applicable to the CBT projects in the study area but can also be adopted by all envisaged CBT projects in rural areas:

- Sufficient seed funding must be provided to establish CBT projects in order for it to be sustainable over the long-term. If such funding is not provided by government, the support of the private sector or other donor agencies should be required.
- If applicable, good partnerships should be established during the set-up of a venture.
- Sound financial principles must be applied at all times by government, donor agencies and community.
- Communities should be trained in all aspects of project management before CBT projects commence. In addition, emphasis must be placed on leadership development, service excellence, product standards, decision making skills, etc. Local people should be given preference as staff members in CBT projects.
- The community must be involved from the initial planning stages of CBT projects.
- Communities must form an integral part of the monitoring of CBT projects. Monitoring and evaluation strategies must be developed for all projects.
- Effective communication between project managers and the community is imperative for communities to be successful. One way of achieving this is through the creation of community liaison forums.
- Communities must share in monetary benefits of CBT projects since its initial stages in order to create a sense of belonging and co-ownership.
- No CBT projects should be imposed on communities; instead their buy-in from the initial are imperative. Key individuals in communities must be identified and consulted in this process.
- The importance of issues such as cultural heritage and environmental conservation should be emphasised from the initial stages of the project.

- All stakeholders must actively participate if success must be achieved in CBT projects.
- Communities must be educated in the marketing concept. No CBT project can survive without proper marketing, market segmentation and market development.
- As in the case of private sector initiatives, all CBT projects must be guided by proper viability studies to determine its long term sustainability prospects.

#### **5.4 Chapter Summary**

The major concern of the study was to ascertain the sustainability of financial investment in CBT projects in the Thabo Mofutsanyana district of the Free State Province which has been addressed by achieving the objectives of this study.

The findings clearly stated that the involvement of local communities not only seeks to achieve socio-economic development but to also evoke a responsibility within them to control and protect the CBT projects and all its aspects. The failure to practise responsible CBT development will place the sustainability of the projects in question.

The CBT aspects referred to include the management of funds injected into the projects. With the government controlling the funding, challenges were encountered in maintaining financial sustainability. Hence, the respondents' recommendations that there should be employment of proper monitoring and evaluation processes and appropriate procedures for CBT project finance management.



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## ANNEXURE A

### COVER LETTER

**DATE: 29 August 2015**

Dear Respondent

I am conducting a survey on the sustainability of financial investment on community-based tourism (CBT) projects in the Thabo Mofutsanyana District of the Free State. The purpose of the survey is to determine to which extent is financial investment in CBT projects in the Thabo Mofutsanyana district of the Free State province sustainable. It forms part of my research for the M Tech: Tourism and Hospitality Management.

The results of this research may be beneficial to the communities involved in these projects, the public sector and other stakeholders involved in policy making. I will appreciate it if you can complete the following questionnaire to the best of your ability. The information gathered in connection with this study will remain confidential in the sense that no individual will be identified.

If there are any questions or concerns about this research, the researcher will be happy to answer and explain.

Thank you very much for your cooperation

Dinah Mangope (Researcher)

Prof AJ Strydom (Supervisor)

## Annexure B: Community Representative Questionnaire

### SECTION A: DEMOGRAPHIC INFORMATION

		For office use:
		1- 2
1. What is your gender?	<input type="checkbox"/> Male <input type="checkbox"/> Female	3
2. What is your age? _____ years		4- 5
3. What is your highest level of education?	<input type="checkbox"/> Illiterate <input type="checkbox"/> Primary <input type="checkbox"/> Secondary <input type="checkbox"/> Tertiary: College <input type="checkbox"/> Tertiary: University	6
4. What is your current employment status?	<input type="checkbox"/> Employed <input type="checkbox"/> Unemployed <input type="checkbox"/> Pensioner <input type="checkbox"/> Other	7
4.1 If <b>EMPLOYED</b> , please specify your job title (e.g. community worker):	_____	8- 9
5. For how many years have you resided in the Thabo Mofutsanyane area?	_____ Years	10- 11
6. For how many months/years have you served as a community representative in the Thabo Mofutsanyane area?	_____ months or _____ Years	12- 13 14-

**SECTION B: PROJECT INFORMATION**

**7. How many community-based tourism (CBT) projects are you involved with?**

\_\_\_\_\_

		16-
		17

**8. Please specify the CBT project(s) you are/were involved with:**

\_\_\_\_\_

\_\_\_\_\_

		18-
		19
		20-
		21

**9. Were you involved during the initiation of the CBT project(s)?**

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

	22
--	----

**10. How often was the community involved during the initiation of CBT project(s)?**

<input type="checkbox"/>	Never	
<input type="checkbox"/>	Seldom	
<input type="checkbox"/>	Sometimes	
<input type="checkbox"/>	Often	
<input type="checkbox"/>	Always	<input type="checkbox"/> Don't know

	23
--	----

**10.1 Please motivate your choice in question 10:**

\_\_\_\_\_

\_\_\_\_\_

		24-
		25
		26-
		27

**11. Are community representatives involved in CBT project committees?**

<input type="checkbox"/>	Never	
<input type="checkbox"/>	Seldom	
<input type="checkbox"/>	Sometimes	
<input type="checkbox"/>	Often	
<input type="checkbox"/>	Always	<input type="checkbox"/> Don't know

	28
--	----

**11.1 Please motivate your choice in question 11:**

\_\_\_\_\_

		29-
		30

\_\_\_\_\_

**12. Are the community representatives involved in monitoring the progress of the CBT project(s)?**

- |                          |           |
|--------------------------|-----------|
| <input type="checkbox"/> | Never     |
| <input type="checkbox"/> | Seldom    |
| <input type="checkbox"/> | Sometimes |
| <input type="checkbox"/> | Often     |
| <input type="checkbox"/> | Always    |
- |                          |            |
|--------------------------|------------|
| <input type="checkbox"/> | Don't know |
|--------------------------|------------|

**12.1 Please motivate your choice in question 12:**

\_\_\_\_\_

\_\_\_\_\_

31-  
32

33

34-  
35  
 36-  
37

**13. Does the CBT project(s) provide for the needs of the community?**

- |                          |            |
|--------------------------|------------|
| <input type="checkbox"/> | Yes        |
| <input type="checkbox"/> | No         |
| <input type="checkbox"/> | Don't know |

**13.1 If YES or NO, please motivate on your answer in question 13:**

\_\_\_\_\_

\_\_\_\_\_

38

39-  
40  
 41-  
42

**14. Does the CBT project(s) benefit the community?**

- |                          |            |
|--------------------------|------------|
| <input type="checkbox"/> | Yes        |
| <input type="checkbox"/> | No         |
| <input type="checkbox"/> | Don't know |

**14.1 If YES or NO, please motivate on your answer in question 14:**

\_\_\_\_\_

\_\_\_\_\_

43

44-  
45  
 46-  
47

**15. Did the government provide training for the community members involved in the CBT project(s)?**

48

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Don't know

**15.1 If YES, what kind of training was provided? (please mark all options)**

<input type="checkbox"/>	Accounting	<input type="checkbox"/>	Arts and Crafts	<input type="checkbox"/>	<input type="checkbox"/>	49-
<input type="checkbox"/>	Tourist guiding	<input type="checkbox"/>	Water sport	<input type="checkbox"/>	<input type="checkbox"/>	50
<input type="checkbox"/>	Administration	<input type="checkbox"/>	Guest house management	<input type="checkbox"/>	<input type="checkbox"/>	51-
<input type="checkbox"/>	Housekeeping	<input type="checkbox"/>	Environmental Issues	<input type="checkbox"/>	<input type="checkbox"/>	52
<input type="checkbox"/>	Leadership and Management	<input type="checkbox"/>	Entrepreneurial Skills	<input type="checkbox"/>	<input type="checkbox"/>	53-
<input type="checkbox"/>	Other, please specify:			<input type="checkbox"/>	<input type="checkbox"/>	54
				<input type="checkbox"/>	<input type="checkbox"/>	55-
				<input type="checkbox"/>	<input type="checkbox"/>	56
				<input type="checkbox"/>	<input type="checkbox"/>	57-
				<input type="checkbox"/>	<input type="checkbox"/>	58
				<input type="checkbox"/>	<input type="checkbox"/>	59-
				<input type="checkbox"/>	<input type="checkbox"/>	61

**16. Does the government address community benefit sharing mechanisms?**

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Don't know

<input type="checkbox"/>	62
--------------------------	----

**16.1 Please motivate your answer in question 16:**

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<input type="checkbox"/>	<input type="checkbox"/>	63-
<input type="checkbox"/>	<input type="checkbox"/>	64
<input type="checkbox"/>	<input type="checkbox"/>	65-
<input type="checkbox"/>	<input type="checkbox"/>	66

**16.2 If YES, please explain the mechanism:**

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<input type="checkbox"/>	<input type="checkbox"/>	67-
<input type="checkbox"/>	<input type="checkbox"/>	68
<input type="checkbox"/>	<input type="checkbox"/>	69-
<input type="checkbox"/>	<input type="checkbox"/>	70

**17. Is the community satisfied with what they have been promised as benefits?**

<input type="checkbox"/>	71
--------------------------	----

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Don't know

**17.1 If YES or NO, please motivate your answer in question 17:**

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<input type="checkbox"/>	<input type="checkbox"/>	72-
<input type="checkbox"/>	<input type="checkbox"/>	73
<input type="checkbox"/>	<input type="checkbox"/>	74-
<input type="checkbox"/>	<input type="checkbox"/>	75
<input type="checkbox"/>	<input type="checkbox"/>	76-
<input type="checkbox"/>	<input type="checkbox"/>	77

**18. Does the community receive progress reports on the project(s)?**

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Don't know

**18.1 If YES or NO, please motivate your answer in question 18:**

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<input type="checkbox"/>	78
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<input type="checkbox"/>	<input type="checkbox"/>	79-
<input type="checkbox"/>	<input type="checkbox"/>	80
<input type="checkbox"/>	<input type="checkbox"/>	1-
<input type="checkbox"/>	<input type="checkbox"/>	2
<input type="checkbox"/>	<input type="checkbox"/>	3-
<input type="checkbox"/>	<input type="checkbox"/>	4

**19. Does the government monitor and evaluate the progress of the project(s)?**

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Don't know

**19.1 If YES or NO, please motivate your answer in question 19:**

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<input type="checkbox"/>	5
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<input type="checkbox"/>	<input type="checkbox"/>	6-
<input type="checkbox"/>	<input type="checkbox"/>	7
<input type="checkbox"/>	<input type="checkbox"/>	8-
<input type="checkbox"/>	<input type="checkbox"/>	9
<input type="checkbox"/>	<input type="checkbox"/>	10-
<input type="checkbox"/>	<input type="checkbox"/>	11



**20. Are you of the opinion that project finances are well managed?**

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Don't know

12

**20.1 If YES or NO, please motivate your answer in question 20:**

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<input type="checkbox"/>	<input type="checkbox"/>	13-
		14
<input type="checkbox"/>	<input type="checkbox"/>	15-
		16
<input type="checkbox"/>	<input type="checkbox"/>	17-
		18

**21. Are you of the opinion that the community will manage to run the project(s) without government and private sector's assistance?**

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

19

**21.1 If YES or NO, please motivate your answer in question 21:**

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<input type="checkbox"/>	<input type="checkbox"/>	20-
		21
<input type="checkbox"/>	<input type="checkbox"/>	22-
		23
<input type="checkbox"/>	<input type="checkbox"/>	24-
		25

**22. In your opinion what are the reasons for the failure of CBT projects in this area?**

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<input type="checkbox"/>	<input type="checkbox"/>	26-
		27
<input type="checkbox"/>	<input type="checkbox"/>	28-
		29
<input type="checkbox"/>	<input type="checkbox"/>	30-
		31

**23. What types of expertise are available in the community to support the CBT project(s)?**

<input type="checkbox"/>	Marketing	<input type="checkbox"/>	Maintenance
<input type="checkbox"/>	Management	<input type="checkbox"/>	Project Management

<input type="checkbox"/>	<input type="checkbox"/>	32-
		33
<input type="checkbox"/>	<input type="checkbox"/>	34-

	Finance	
	Tourism	
	Hospitality	
	Other, please specify:	

---

	Business Management
	Customer Care

			35
			36-
			37
			38-
			39
		40	
			41-
			43

**24. How can financial sustainability of the CBT projects be increased?**

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		44-
		45
		46-
		47
		48-
		49

**Thank you for your participation.**

## Annexure C: Government Official Structured Interview

### SECTION A: DEMOGRAPHIC INFORMATION

		<b>For office use:</b>
	<input type="text"/> <input type="text"/>	1-2
1. What is your gender?	<input type="checkbox"/> Male <input type="checkbox"/> Female	<input type="text"/> 3
2. What is your age? _____ years		<input type="text"/> <input type="text"/> 4-5
3. What is your highest level of education?	<input type="checkbox"/> Primary <input type="checkbox"/> Secondary <input type="checkbox"/> Tertiary: College <input type="checkbox"/> Tertiary: University	<input type="text"/> 6
4. For how many years have you been an employee of the Thabo Mofutsanyane municipality?  _____ years		<input type="text"/> <input type="text"/> 7-8

### SECTION B: PROJECT INFORMATION

	5. Please specify the CBT project(s) have you been involved in:	6. In what year did this project start in?			
1			<input type="text"/>	<input type="text"/>	9-
2			<input type="text"/>	<input type="text"/>	12
3			<input type="text"/>	<input type="text"/>	13- 16
4			<input type="text"/>	<input type="text"/>	17- 20
5			<input type="text"/>	<input type="text"/>	21- 24
6			<input type="text"/>	<input type="text"/>	25- 28
7			<input type="text"/>	<input type="text"/>	29- 32

**7. Were you involved during the establishment of the CBT project(s)?**

- Yes, all of them  
 Yes, some of the projects  
 No

33

**7.1 Please explain your answer in question 7:**

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34-35

36-37

**8. What is your role (as a government employee) in the CBT project(s)?**

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38-39

40-41

42-43

**9. What is the role of the relevant government department(s) in CBT project(s)?**

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44-45

46-47

48-49

**10.1 Which private sector or non-governmental organisations are involved in the CBT project(s)?**

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50-51

52-53

54-55

**10.2 What is the private sector or non-governmental organisations role in the development of the CBT project(s)?**

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56-57

58-59

60-61

**11. In your opinion, do you think the municipality has relevant expertise to assist in the**

**establishment of CBT projects for the communities?**

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Don't know

<input type="checkbox"/>	62
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**11.1 Please explain:**

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<input type="checkbox"/>	<input type="checkbox"/>	63-64
<input type="checkbox"/>	<input type="checkbox"/>	65-66
<input type="checkbox"/>	<input type="checkbox"/>	67-68

**12. How do you view the management of CBT projects in this area?**

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<input type="checkbox"/>	<input type="checkbox"/>	69-70
<input type="checkbox"/>	<input type="checkbox"/>	71-72
<input type="checkbox"/>	<input type="checkbox"/>	73-74

**13. What is your role in the establishment and selection of CBT project committees?**

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<input type="checkbox"/>	<input type="checkbox"/>	75-76
<input type="checkbox"/>	<input type="checkbox"/>	77-78
<input type="checkbox"/>	<input type="checkbox"/>	79-80

**14.1 Where does the CBT project get financial support from?**

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<input type="checkbox"/>	<input type="checkbox"/>	1-2
<input type="checkbox"/>	<input type="checkbox"/>	3-4
<input type="checkbox"/>	<input type="checkbox"/>	5-6

**14.2 What other types of support are applicable?**

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<input type="checkbox"/>	<input type="checkbox"/>	7-8
<input type="checkbox"/>	<input type="checkbox"/>	9-10
<input type="checkbox"/>	<input type="checkbox"/>	11-12

**15. What kind of assistance does the municipality offer communities involved in the CBT projects in mobilising funds?**

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<input type="checkbox"/>	<input type="checkbox"/>	13-14
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		15-16
		17-18

**16. What is your view on the management of CBT project finances by other stakeholders such as the public sector (relevant government departments) and private sector?**

<input type="checkbox"/>	Not satisfactory		19
<input type="checkbox"/>	Slightly satisfactory		
<input type="checkbox"/>	Moderately satisfactory		
<input type="checkbox"/>	Very satisfactory		
<input type="checkbox"/>	Extremely satisfactory		

**16.1 Please motivate your choice in question 16.**

		20-21
		22-23

**17. Do you think the CBT projects contribute in improving the livelihoods of the community members in this area?**

<input type="checkbox"/>	Yes		24
<input type="checkbox"/>	No		
<input type="checkbox"/>	Don't know		

**17.1 Please elaborate on your answer in question 17.**

		25-26
		27-28

**18. What is the current state of the CBT project(s)?**

<input type="checkbox"/>	Fair		29
<input type="checkbox"/>	Poor		
<input type="checkbox"/>	Good		
<input type="checkbox"/>	Very Good		
<input type="checkbox"/>	Excellent		

**18.1 Please elaborate on your answer in question 18.**

		30-31
		32-33

			34-35
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**19. In your opinion, what are the reasons for the failure of CBT projects in this area?**

			36-37
			38-39
			40-41

**20. In your opinion, what are the main challenges facing funding of CBT projects in the area?**

			42-43
			44-45
			46-47

**21. How can project stakeholders ensure sustainability in CBT projects after the funding period?**

			48-49
			50-51
			52-53

**22. How can the sustainability of the CBT projects in this area be increased?**

			54-55
			56-57
			58-59

**23. What are your suggestion on the establishment and management of CBT projects in future?**

			60-61
			62-63
			64-65

**Thank you for your participation.**