EVALUATING COMMUNITY-BASED TOURISM MODELS: THE CASE OF ZULU- MPOPHOMENI TOURISM EXPERIENCE

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DECLARATION

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I, undersigned, hereby declare, except where indicated that the work contained in this thesis is my own, and that the references, to the best of my knowledge are accurately reported.

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THULILE PROMISE NDLOVU

DEDICATION

I dedicate this work to every individual that has played a significant role in making me the woman that I am today through ceaseless support and belief in me throughout the years.

I would not have had the will and strength to complete this dissertation without God. I thank Him for being the wind beneath my wings. A special and heartfelt dedication goes to the greatest gift the Lord has ever blessed me with, my mom, Mrs Ndlovu, the most phenomenal women in my life, Mrs Zandile Tshalata and Mrs Nondumiso Ngema, whose faith in me surpassed all challenges and my brother Mr Mthokozisi Ndlovu. My sincere gratitude also goes to my uncle Mr Dumisani L. Zulu as well as Mr and Mrs Cebekhulu. Last but definitely not least, my inspiration, Mr Nyane Mofokeng.

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ABSTRACT

The primary aim of the study is to evaluate the community-based tourism model adopted by the Zulu-Mpophomeni Tourism Experience (ZMTE). ZMTE is a community-based tourism initiative that aims to provide visitors with a combined experience encompassing the elements of culture, history and nature. It is fully owned and managed by the Mpophomeni local residents. ZMTE is made up of different service providers including cultural and township tours, accommodation, restaurants as well as arts and crafts, which are all locally owned and managed. The inception of ZMTE was influenced by the growth in demand for authentic cultural and township experience by international markets as well as the immediate need to improve the livelihood of the local community. However, increased tourism activity results in a number of positive and negative implications to the area of Mpophomeni and its residents, primarily because the local community forms part of the tourism product. ZMTE is selected as a significant area of study due to its great potential for growth and has generated increased interest from different stakeholders within the tourism industry as well as the Mpophomeni local community. Its inception has largely improved tourism in the area of Mpophomeni and the province of KwaZulu-Natal in particular (KwaZulu-Natal Tourism Authority: 2012). The study findings are based on a sample of 280 Mpophomeni local community members, one managing director of the ZMTE and six establishments that are service providers of the ZMTE. The study adopted both quantitative and qualitative methods for data collection. Semi-structured questionnaires were used to obtain data from the Mpophomeni local community. Face-to-face interviews were conducted to obtain data from ZMTE service providers and one managing director of this project. The results suggest the ZMTE is not beneficial to the majority of the local people and a lot still needs to be done in order to improve its viability. The major factor contributing to the lack of positive contribution of the ZMTE to the local community is due to the lack of knowledge about approaches that the local people can adopt in order to be part of the ZMTE and benefit from it. Findings derived from this study will unveil the CBT model adopted by the ZMTE. This will enable to revelation of areas that require improvement within the ZMTE so that benefits and opportunities are exploited.

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CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION

The primary aim of the study is to evaluate the community-based tourism (CBT) model adopted by the Zulu-Mpophomeni Tourism Experience (ZMTE). ZMTE is a CBT initiative that aims to provide visitors with a combined experience encompassing the elements of culture, history and nature. It is fully owned and managed by the Mpophomeni local residents. ZMTE is made up of different service providers including cultural and township tours, accommodation, restaurants as well as arts and crafts of which are all locally owned and managed. The inception of ZMTE was influenced by the growth in demand for authentic cultural and township experience by international markets as well as the immediate need to improve the livelihood of the local community. The typology of CBT within ZMTE will be identified and will be used to assess the actual participation level of the Mpophomeni community in the ZMTE. It is hoped that the model concludes by suggesting further actions required to enhance community-based tourism in Mpophomeni. Increased tourism activity results in a number of positive and negative implications to the area of Mpophomeni and its residents, primarily because the local community forms part of the tourism product. ZMTE is selected as a significant area of study due to its great potential for growth and has generated increased interest from different stakeholders within the tourism industry as well as the Mpophomeni local community. Its inception has largely improved tourism in the area of Mpophomeni and the province of KwaZulu-Natal in particular (KwaZulu-Natal Tourism Authority: 2012). It is hoped that the study will contribute to further encourage community based tourism within Mpophomeni to ensure sustainable development and wellbeing of the local community. The study will adopt a combined research methodology approach compromising both qualitative and quantitative methods.

1.2 HISTORY AND PROFILE OF MPOPHOMENI TOWNSHIP

Mpophomeni is a predominantly black township situated 12 kilometres from Howick in the KwaZulu-Natal Midlands region. It was originally established in 1968 as part of the segregationist policy of Apartheid (uMngeni Municipality Council 2012:21). Mpophomeni was built by the South African Government to relocate the Black people residing in Howick and surrounding areas. Mpophomeni means the place of the waterfall in isiZulu which originates from the popular Howick waterfall. (Zulu Mpophomeni Tourism Experience, 2012). In 1985, the management of SARMCOL (South African Rubber Manufacturing Company Limited) laid off a thousand workers, the majority of them Mpophomeni residents, after massive protests. This sunk a lot of families in poverty (Sinomlando, 2013).

In the late 1980s to early 1990s, conflict opposing the liberation movement intensified killing at least 120 people. Peace was restored in 1993. The older residents see the need for this rich history to be restored and passed on to generations to come. A local CBT organisation known as the Zulu-Mpophomeni Tourim Experience aims to establish an Eco-Museum in the Montrose farm exhibiting all events of historical significance to Mpophomeni Township (Denis, 2013:34).

Figure 1.1: The map of Africa and South Africa showing context of KwaZulu-Natal province. Source (TripInfo, 2015).
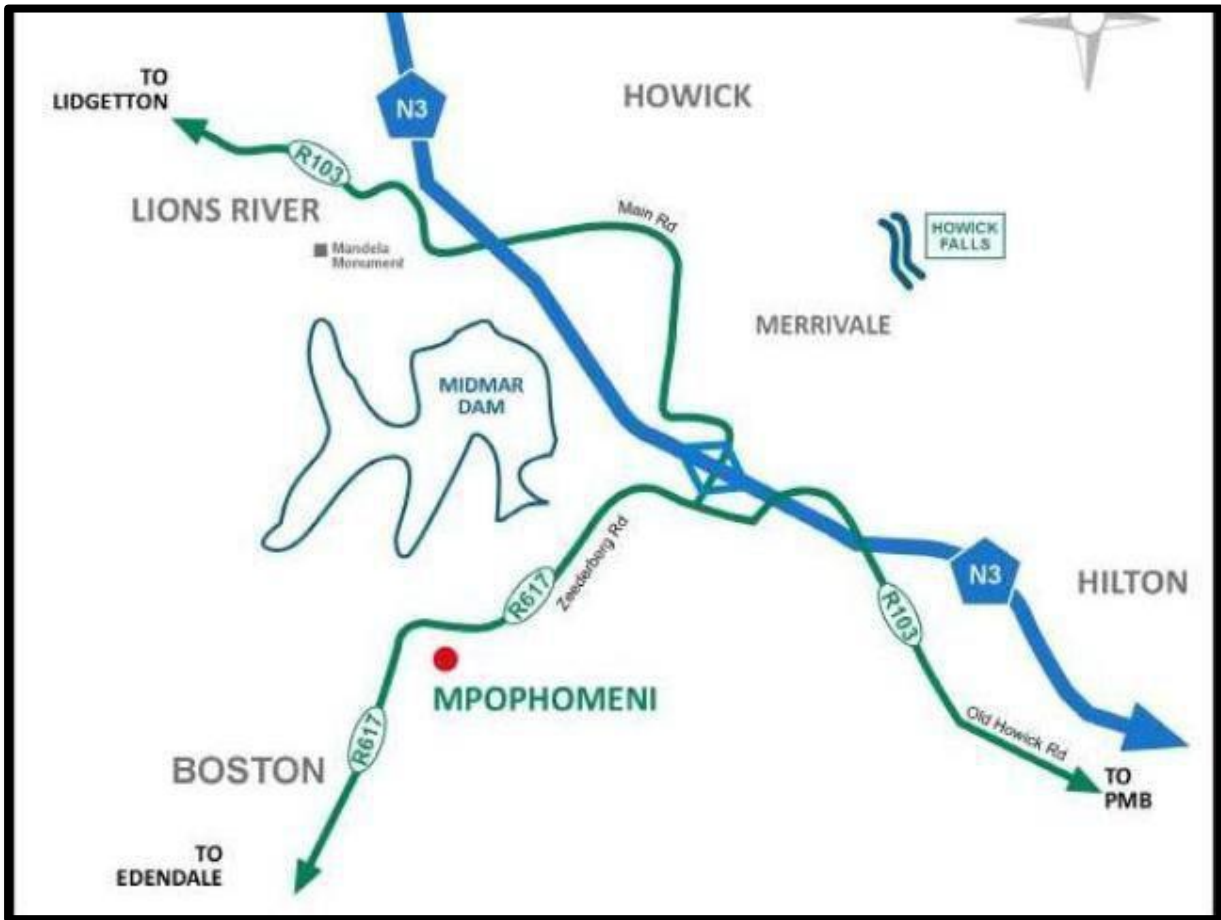
Figure 1.2: The map of Mpophomeni and surrounding areas. Source (ZMTE, 2013)

1.3 AN OVERVIEW OF THE ZULU-MPOPHOMENI TOURIM EXPERIENCE

The inception of the ZMTE was influenced by the immediate need for economic development, which would benefit the entire community. ZMTE is a community-owned and managed tourism organization comprising of township tours, cultural experience, traditional meals and entertainment. It is surrounded by waterfalls and is close to Midmar Dam and Nelson Mandela Monument (Zulu-Mpophomeni Tourism Experience: 2012).

The concept of CBT has been synonymous with tourism development measures that were developed during the 1970s (Telfer and Sharpley, 2008:124). However, the actual concept of CBT emerged in the mid-1990s (Asker, et al. 2010:02).

Telfer and Sharpley (2008:124) further state that development began to incorporate community-based initiatives that focus on local participation. Singh (2008:155) asserts that CBT fosters the preservation of natural and cultural resources, and provides sufficient opportunities for community development through the provision of alternative sources of income. According to Equations (2008:62), CBT is commonly located in rural areas in many developing countries. On the contrary, Rogerson (2004:26) asserts that CBT can be both rural and urban. In South Africa, for instance, CBT initiatives and projects incorporate township tourism development in areas such as Soweto, Inanda (Durban) and Khayelitsha (Cape Town) (Rogerson, 2004:26). CBT has been vastly recognised as having the potential to contribute profusely to the livelihoods of local residents. As Sebele (2009:140) indicates, rural areas in many developing countries are often populated by the most disadvantaged individuals in society and have limited industries where people can seek employment. Consequently, income from CBT serves an alternative means for the survival of locals.

ZMTE has a largely growing number of both external and local visitors. It offers visitors a wonderful opportunity to experience the authentic Zulu culture and explore unspoiled township life. The vision of the ZMTE is to be the best locally and internationally recognized, sustainable and growing, independent cultural tourism organization providing top class branded Township and Zulu Cultural experiences from value based partnerships with all our stakeholders; including current members, prospective members as well as other tourism organizations and government structures (Zulu-Mpophomeni Tourism Experience: 2012).

The global growth of special interest tourism had been reflected in the experience of the community when hosting guests from Germany, Norway and Belgium who stayed with the township families in preference to hotels (Open Africa, 2015). Such was the satisfaction of these guests that the community realised that at there was considerable further development potential in Bed and Breakfasts and cultural township tours.

ZMTE is also engaged in environmental initiatives aimed at capacitating the community to manage their biodiversity resources (Zulu-Mpophomeni Tourism Experience: 2012). Ultimately, the success of the ZMTE is evident in the community it serves and various industry accolades. ZMTE's achievements include the following:

- Star of Africa tourism Award by Engen Petroleum Ltd (2001);

- Two prestigious awards: Best Community Based Tourism Project 2004 and Most Innovative Tourism Project 2008;

- Runner up Community Builder of the Year 2008; and

- Imvelo Awards (Best Practice - Economic Impact in 2009. (Open Africa, 2013).

Members of ZMTE stem from a variety of women owned and managed Crafts Co-operatives, privately owned B&B operators as well as involving youth, traditional leadership structures, story tellers, traditional healers, crafters, artists and tour guides.

1.3.1 ownship Bed & Breakfast Homestays

This began with just one family house that started hosting visitors from as early as the 1990's. There are currently 6 fully operational bed and breakfast establishments that are privately owned by different families. They are spread at various section of the Mpophomeni Township to ensure inclusivity. The rooms offered range from one to four per family. Since the beginning these families have been very welcoming and open to take the risk of hosting different people from different countries (Open Africa, 2013).

1.3.2 Township and rural tours

Township tours have been successfully introduced to complement the B&B's project to lengthen the duration of stay by the visitors. The tours offer to visitors a glimpse of the rich history of Mpophomeni Township and its community. To ensure a safe and enlightening experience, tours are conducted by trained and qualified tour guides and include visits to Sangomas where visitors can consult with the ancestors.

1.3.3 al crafts

Talented local community members, regardless of their age or gender, are encouraged to engage in the making and selling of their craft work. This is done through capacity building programmes to improve their skills and be more creative in terms of producing unique craftwork for the area of Mpophomeni.

1.3.4 been vibe

A shebeen is an informal licensed drinking place in a township. Visitors have an opportunity to relax at local popular shebeens and share a drink and exchange news and laughter with the locals while enjoying the lively township music and playing a game of pool (South African Tourism, 2015).

1.3.5 aditional African Church

Tours to the Shembe Nazareth Baptist Church are available. This is where visitors learn about Shembe practices and rituals. The Church was established in 1910 by Prophet Isaiah Shembe.

1.3.6 -tourism initiatives

ZMTE is also engaged in environmental issues aimed at capacitating the community to manage their biodiversity resources. ZMTE is currently piloting a community-driven wetland conservation project (known as the Employment Creation and Biodiversity Management Project sponsored directly by National Development Agency, Department of Water Affairs, DANIDA, EKZN Wildlife and Destination Travel, and indirectly by uMngeni Municipality and others) with significant potential for eco-tourism development in the Mpophomeni Township of KwaZulu-Natal.

At present, ZMTE is developing community environmental programmes such as a greening programme that is aimed at encouraging community to adopt sections of the township to plant trees, have small vegetable gardens and keep their yards clean. In addition, they are arranging clean-up campaigns along the wetland in partnership with Midlands Meander Eco-schools.

1.4 RESEARCH PROBLEM

ZMTE is a community-based tourism initiative that was initiated to eradicate social barriers such as crime, economic inequalities and poverty resulting from a high unemployment rate (Zulu-Mpophomeni Tourism Experience: 2012).

Despite the anticipated positive outcomes of ZMTE, the local community members had little to no experience in tourism management and project implementation (uMngeni Municipality Annual Report, 2011). Literature identifies that mismanagement and lack of active participation hinders the potential for community-based tourism to improve the livelihood of the local community (Keyser, 2011:56).

The lack of support and training from the local municipality had been identified as one of the contributing factors to limited experience in community-based tourism projects management by the local community of Mpophomeni (uMngeni Municipality Council,2012:21). Tourism development in all destinations requires appropriate participation of all stakeholders, particularly local residents' involvement in decision-making of tourism development process (Theobald, 2009:144). As a result of community participation, people make informed commitments to a particular tourism project (Havel 2009:175). According to Manyara and Jones (2009:487), local communities are rarely involved in tourism development and seldom have a voice in the development process. This matter hinders securing local residents' benefit and support towards tourism development (Moscardo, 2008:95). This may be attributed to the lack of critical expertise in community-based tourism development by local communities which may result in limited positive impacts of tourism to the local communities (Reid, 2010:223).

1.5 AIM OF THE RESEARCH

The aim for the study is to evaluate the community-based tourism model applied by Zulu-Mpophomeni Tourim Experience (ZMTE) in order to assess the level of local community participation in ZMTE.

1.6 OBJECTIVES OF THE STUDY

- To evaluate the community-based tourism model of ZMTE.
- To analyse the level of participation by the Mpophomeni community in ZMTE.
- To determine successes and failures of the applied community-based tourism model based on the benefits as well as challenges associated with local community participation since the inception of ZMTE.

1.7 HYPOTHESIS OF THE STUDY

The 'term Community Based Tourism' (CBT) emerged in the mid-1980s. CBT is commonly small scale and involves interactions between visitor and host community, particularly suited to rural and marginal areas. CBT is commonly understood to be managed and owned by the community, for the community. It is a form of 'local' tourism, favouring local service providers and suppliers, and focused on interpreting and communicating the local culture and environment. It has been pursued and supported by communities, local government agencies and non-government organisations (NGOs).

CBT may enhance social sustainability by empowering local communities to manage their own resources, provide meaningful employment, and assist with capacity building and cultural preservation. Environmental benefits include income generation for communities to actively protect their land from degradation and could enhance conservation efforts to attract tourists especially with regard to eco-tourism initiatives. ZMTE was developed as a strategy to empower the local communities of Mpophomeni and alleviate poverty in the area. Based on the aforementioned statement, possible findings will be as follows:

- The model employed by the ZMTE is well suitable in maximizing benefits for the local community.
- The local community members fully and actively participate in the ZMTE.
- Minimal negative implications of the ZMTE on the local community and the area exist due to effective local community participation.
- The local community is overly dependent on revenue generated from the ZMTE to an extent that they ignore other means of generating revenue.

- Tourism activity in Mpophomeni may attract negative attention from criminals who may view tourists as 'easy' targets thus hindering any possible further growth of tourism in the area.

1.8 RATIONALE OF THE STUDY

The study will be beneficial to tourism development planners and the government for devising community integration policies regarding tourism development in Mpophomeni. Moreover, a community-based tourism model specifically for ZMTE will be identified. The model will be useful to determine areas of improvement within ZMTE. The research findings on community participation will aid in uncovering viable avenues that the Mpophomeni community can adopt to ensure maximal involvement in tourism development in their area. Academic researchers and students will gain empirical knowledge about the significance of incorporating local communities in tourism development. A dissertation will be published and will serve as a source of primary data that can be stored and archived for benchmarking.

1.9 STRUCTURE OF THE RESEARCH

This thesis is presented in five chapters. The first chapter has introduced an overview of tourism development and community-based tourism with a specific focus on the Zulu-Mpophomeni Tourism Experience at Mpophomeni, KwaZulu-Natal. The nature of the research problem, research objectives and specific research questions were clearly stated. The second chapter is a review of the literature which commences with defining key terms used in the study. This chapter also introduces community-based tourism and various models of community-based tourism developed by various authors. Concepts of community participation (with special attention to tourism) will be analysed. Challenges and benefits associated with CBT will also be discussed herein.

Chapter three describes the research settings in which the study was conducted, and examines methods that were used in the study. The study population, sampling method, data collection and composition are all described in this chapter. To conclude, it indicates how data analysis was conducted and provided.

Chapter four depicts results of the research and provides profiles of respondents, as well as a description of the research data. Furthermore, discussion of data is outlined and final research findings described in this chapter. Chapter five is the final chapter wherein the research recommendations and conclusions based on the research findings are elaborated.

1.10 CONCLUSION

This chapter observed the overview of the ZMTE and outlined the background to the research including the objectives and aim of the research. Furthermore, the problem statement and the structure of the research report were given. Chapter two will review previous studies that have been undertaken in relation to the objectives and aim of this study.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The purpose of this chapter is to analyse and discuss relevant literature on the concept of CBT. The chapter commences with a definition of key concepts that are prevalent in study, which are, community and CBT. The definitions are provided by an array of authors. The emergence and characteristics of CBT is highlighted. The chapter further discusses the benefits and costs of CBT, with particular reference made to the economic, political, socio-cultural, environmental, education and health benefits. The gist of the chapter focuses on the CBT based tourism models as proposed by different authors. One of the models is aimed at determining the level of community participation in CBT while the other establishes types of CBT.

2.2 DEFINING COMMUNITY

For the purpose of the study, it is important to understand the prevalent use of the term 'community'. There are numerous definitions of "community". The study needs to be clear about the term community in understanding what is meant by community development. Defining community is questionable and there are many existing definitions (Tesoriero & Lfe, 2006). The concept of community is often linked with a common location for most tourism purposes (Bush et al., 2014).In other cases however, the term has been used to refer to groups that are not confined in a common geographical area but those that share similar characteristics in terms of interests. For the aim of assessing the level of tourism development, a community is any existing or potential system of individuals, groups and organisations that possess common concerns, interests and goals (Bush et al., 2014).

Although recent literature in the field of tourism development has recognised a community as a core to sustainable tourism development, it is seldom analysed to identify its relevance to the outcome of tourism development. Scherl and Edwards (2007:71) define local communities as groups of people possessing a shared identity and who may be engaged in various common aspects of livelihoods.

Local communities habitually have customary rights related to the area and its natural assets. Furthermore, local communities hold a strong bond with the area culturally, socially, economically and spiritually (Scherl and Edwards, 2007:71). According to Aref et al. (2010) a community is a group of individuals residing in a similar geographical area with common cultures or interests. This definition looks at a geographical perspective which is essential to identify and understand the link between a community and tourism development (Olsder and Van der Donk, 2006:155).

According to Ivanovic (2009:14), in sociology, two approaches are used in defining community. First, it regards community as a concept of territory and second as concept of relationships. As a territorial concept, a community can be delineated on a map or geographical area. A community has a name, borders, landmarks, types of people and recognizable symbols. Community as a rational concept characterizes individuals who are joined together by communication, friendship and association (Ivanovic, 2009). Chaskin (et al., 2001) states that a community is a geographical area that assumes a commonality of circumstances and identity among its people and contains functional units for the delivery of goods and services. In contrast, a "community" refers to a group of people who are associated in some way. However the most common definition of community is based on geographic location (Mahoney et al., 2007).

Based on afore mentioned definitions, a community is therefore made up of various individuals that share similar characteristics and are confined in a given geographical location. To be a community, individuals must be joint together buy a common factor such as location and culture.

2.3 THE EMERGENCE OF COMMUNITY BASED TOURISM (CBT)

Although sustainable tourism endorses community participation and improvement of the quality of life, (Roseland, 2005), its top-down approach to distributing empowerment to stakeholders is considered a hindrance to cooperative community participation (Goodwin and Santilli, 2009; Sebele, 2010).Participation by local people is greatly influenced by the power structure and distribution among community members; therefore, the success of poverty alleviation efforts lies on the existing institutional, legal and political framework (Wang and Wall, 2005).

A model known as community based tourism was developed in the 1990s with an intention of introducing a bottom-up approach which will provide real and all-inclusive community participation at all levels of tourism development (Asker, et al. 2010). A major gap exists between the academic definition of the CBT concept and the way it is used by practitioners (Goodwin and Santili, 2009). There is no considerable modification and application of CBT among various destinations globally. Different CBT definitions are provided in Table 2.1. The content of these varying definitions can be summed up as; CBT is tourism that is planned, developed, owned and managed by the community for the community, directed by cooperative decision-making, responsibility, access, ownership and benefits.

It is intended to be a mutually beneficial exchange between hosts and guests. Guest benefit through discovering natural and cultural heritage and wisdom of the destination people hosts whereas hosts obtain heightened awareness and pride as their natural and cultural heritage and wisdom function as a source of economic and social well-being. Several sustainable tourism models are used interchangeably with CBT or combination with CBT in academic and practitioner rhetoric. For example, the use of such joint terminologies is common in the form of Community-Based Rural Tourism in Latin America and Community-Based Ecotourism in Asia (Asker et al, 2010). While CBT is similar to other sustainable tourism development models in its aim to conserve natural and cultural heritage while improving socio-economic conditions for the local community, it is distinctive in prioritizing locals' to have control and power in directing development.

Sustainability also leads all policies and actions of CBT; the difference, however, is CBT's bottom-up approach in outlining and implementing tourism development plans. The basis for CBT is "community development", by as defined by the Brundtland Report, calling for sustainable development by promoting community participation and the protection and improvement of the quality of life of communities. The emphasis is on the issues of sustainability, social equity and environmental responsibility, ensuring that the development provides opportunities for people of different incomes and skills, promotes a better quality of life for all, and protects the environment.

Author/Source	Definition of CBT and its derivatives
World Wildlife Fund International (2001)	A form of tourism that allows for the local community to have extensive involvement and management of tourism development in their area.
Dixey (2005)	It is tourism that is wholly owned and managed by the community and fosters the maximization of benefits. Local community residents may own an establishment but opt for outsourcing its management to a tourism company. Alternatively, communities may not own the resources on which their establishment is based but are responsible for its management and the aim it to widen the benefits for the local community. (p.29).
Goodwin and Santilli (2009)	Tourism that is intended to widen the scope of benefits to communities and that is owned and/or managed by communities. (p.12).
Asker et al (2010)	Small-scale tourism involving interactions among visitors and the host community and that is commonly based in rural and regional areas.

It is a form of 'local' tourism which endorses local service providers and suppliers. CBT emphasizes the significance of interpreting and communicating local culture and environment (p.2). |
Kibicho (2010)	CBT involves the development of skills and improvement of income amongst local communities thereby empowering them through the generation employment opportunities (p.212).
Zapata et al (2011)	Any organisation structure that strives for the management and ownership of community assets and the distribution of benefits resulting from tourism revenue (p.727).
Salazar (2011)	Creates a sustainable tourism industry by prioritizing local communities planning tourism development (p.10).

Resonsibletravel.com (2013)	Tourism wherein local residents offer their homes to visitors for overnight accommodation. This is often in rural and economically marginalised communities.
Kyrgyz CBT Association (2013)	A way in which travel services offered by local communities are made available to visitors, these include accommodation, food, arts and crafts.
Thailand CBT Institute (2013)	Tourism that considers environmental, cultural and social sustainability and promotes local ownership with driven by the purpose of enhancing awareness about local ways of life amongst local communities.
SNV-(Netherlands Development Organization) and University of Hawaii (2013)	A form of sustainable tourism that supports pro-poor strategies in the locality. CBT initiatives are run and managed by means of small scale enterprises that provide an alternative source of income and eradicate poverty (p.9).
World Bank (2013)	Development that is community-driven and involves stakeholders in decision-making, encourages them to activate the majority of actors in the process of participation.

Table 2.1: Definitions of CBT by various authors

2.3.1 acteristics of Community-Based Tourism

In the view of the fact that CBT is originally conceptualized as an avenue for economic development for underdeveloped localities, its target groups' descriptors rationally include remote, rural, impoverished, marginalized, economically depressed, undeveloped, poor, indigenous, ethnic minority, and people in small towns (Muganda ,2009).These communities are probable in having a traditional, participatory or agricultural economic system in which work, goods and services, use and exchange of resources fit in long-established patterns that are shaped by tradition. Standards of living, economic behaviours and relationships are stagnant and thus predictable, without much financial or occupational mobility or change (Muganda, Sahli and Smith, 2010). Commonly, interests of the community come before the individual.

Production and distribution of goods is conducted by combined public participation to some extent, with the expectation of sharing the profits in return for their labour and efforts. This is a potential advantage for implementation of CBT since community participation is a requirement for successful CBT implementation. However, when the tourism development is in progress, locals may encounter hindrances in transitioning from agronomic to service production, avoiding the change practices in production and consumption through industrialization (Pinel, 2013). Therefore, it is critical to keep tourism development simple by basing CBT on the existing knowledge systems, the traditional way-of-life and practices, existing community capital, skills, cultural and environmental assets, and attractions to prevent overwhelming locals.

Distinctive CBT destinations most commonly can comprise non-Westernized cultures and environments where the local life style, folklore and culture, materials and clothing, dance and music, food and drink, and the natural surroundings become the CBT products. Table 2.2 shows common forms of CBT products as attractions and activities for visitors. Nonetheless locals may perceive features of their way of life as weakness, retrograde, or unpleasant rather than attractive (Pinel, 2013.). It may take well-structured and targeted capacity building to empower the community by enhancing their consciousness about cultural identity, pride, self-confidence, and sense of control, besides providing the new skills and ability to deal with visitors.

CBT is not limited to the developing or less developed countries. As community participation is considered ideal in improving community support for tourism development, CBT is adopted as a tourism development approach in developed areas as well. There are instances from developed countries such as the US, Canada and Australia, often for diversification of tourism products to attract niche market segments, yet still applied in less developed parts within these countries

Single activity or objects daily chores/ production/ products	Culture tours/ walks/ visits/ events/ classes	Nature/ wildlife/ outdoor activities	Significant sites
drumming	village tours	bird watching	hot springs
dance	agriculture tours	medicinal use of plants	falls
hair braiding	history tours	thatching grass	rainforest
craft work	guided walks	herbal tea collection	volcanos
handicraft production	school visits	trophy hunting	lakes
cookery	language classes	campsite management	rivers
meal sharing	seafood event	jungle trekking	ancient sites
storytelling	cooking classes	traditional fishing	production facilities
natural dying		safaris	mountains
bread		turtles	
basket		flowers	
pottery			

Table 2.2: Common types of CBT products as attractions and activities for visitors (Asker et al. 2010)

2.3.2 Requirements for successful CBT

Tourism is the largest industry in the world with an annual growth rate of around 7.4% (UNTWO, 2006). A common similarity between many CBT applications in many countries is the proposition that tourism is adopted because it generates revenue, creates employment, and promotes private sector growth as well as infrastructural development (WTO, 1997). However, numerous CBT programs fail due to lack of critical factors such as tangible benefits and employment creation, benefits from the land, management, marketing and entrepreneurial skills, community involvement and participation, sense of ownership of the project amongst the community members, and the lack of local financial resources or heavy reliance on foreign donors (Rafee, et al. 2012).

Since each case has unique destination characteristics and stakeholders involved, there are no rigid CBT models that can be applied indiscriminately to all communities. However, CBT relies on some principles for best probability of success and sustainability (Hamza, 2009).

According to the World Tourism Organisation (2006), the development of sustainable tourism entails the informed participation of all relevant stakeholders, as well as strong political leadership to ensure extensive participation and consensus building. Attaining sustainable tourism is a continuous process and it requires continuous monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary' (UNTWO, 2006).

- Planning is both extensive and active but not reactive;
- The system for producing and consuming resources favours the local community
- Intensive local community involvement and control in all stages of the planning process
- Responsiveness to the priorities of the communities;
- Power structure in the population (if positive and conducive to productivity) to be put to use for all;
- Educational system is critical to train and educate locals and re-construct the power structure and increase knowledge and formal competence;
- Equity in distribution of income and wealth, avoiding losers and winners (winners usually outsiders, exploiters);
- Private market forces may overlook equity, thus public authorities to structure government intervention (policy framework reforms) to stimulate more desirable outcomes;
- Tourism as a complementing industry rather than the only industry, implying heavy dependence on tourism and potential crippling on the economy when tourism is halted.

Table 2.3: The major principles of CBT (Asker et al. 2010)

Effective implementation of CBT has a critical impact on the three pillars of sustainability resulting in the expansion of economic, social and environmental benefits. The triple bottom line is the concept at which these three pillars are based and is promoted by many international organisations. That is, adopting good practice CBT addresses social needs, aids in building a sustainable environment and is economically viable.

Author	Principles for Success in CBT
Dixey (2005)	• Relationships and accessibility of markets to tourism enterprises • Competitive edge • Financial management, • Visitor management • Community empowerment • Product and exceptional quality, • Community investment (p.50).
Hiwasaki (2006)	• Priority is on the wellbeing of the local community; • Extensive participation in decision-making by all relevant parties; particularly the local community; • Strengthening of productive partnerships and increasing awareness about the significance of CBT (p.689).
Kibicho (2008)	• Involvement of all crucial and relevant stakeholders, • Identification and enhancement of individual and mutual benefits, • Appointment of legitimate leadership and coordinators • Devising of aims and objectives, • Assurance that decisions made will be implemented (p.228).
Goodwin and Santilli (2009)	• Empowerment of social capital networks • Effective growth and development of the local economy • Improvement in the livelihoods of the local community • Emphasis on the stewardship and conservation of the local environment • Providing the opportunity for learning • Sense of belonging • Development of a viable tourism industry • Collective Benefits (p.20)
Asker et al (2010)	• The community is readily well organized and cohesive, • All community members regardless of the demographics , including women, men and youth are extensively participate in decision making processes and financial management around the CBT, • Land ownership and issues pertaining to the ownership and management of resources are well known and managed.

	• 'Bottom up approach', in the community reflected in the facility design, decision-making and management structures • Decision for CBT is made by the community based on informed point of view about the impacts, options, risks and outcomes • High participation levels by the local community • Orientation is not solely income generation but also cultural and natural heritage conservation and intercultural learning, • The activity is sustained by substantial marketing efforts • A strong plan for development, and/or to limit visitor numbers in balance with the carrying capacity of the community and environment to avoid adverse effects on both, • Strong partnership with local NGOs, relevant government bodies and other supporters, • Approaches are contextually and locally appropriate and not just 'imported' from other contexts, • CBT is part of a broader/wider community development strategy, • Linked to visitor education on the value of culture and resources present, • Clear zoning of visitor and non-visitor areas, • There is good existing infrastructure to access the product (P.4)
Zapata et al (2011)	• Located within a community (i.e. on communal land or with community benefits such as lease fees), • Owned by one or more community members (i.e. for the benefit of one or more community members), • Managed by community members (i.e. community members could influence the decision making process of the enterprise) (p.727).
Salazar (2011)	• Economically viable: the revenue should exceed the costs, • Ecologically sustainable: the environment should not decrease in value and must be preserved • An rightful distribution of costs and benefits among all participants in the activity, • Institutional consolidation ensured: a transparent organisation, recognized by all stakeholders, should be established to represent the interests of all community members and to reflect true ownership (p.11).

Thailand CBT Institute (2013)	• Developing based around special elements of local lifestyle, culture, people and nature that community members feel proud of and choose to share with guests, • Training locals to prepare and strengthen the community to manage tourism.
Kyrgyz CBT Association (2013)	• Relies on participation of local stakeholders, • Has to contribute to the local economic development through increasing tourism revenues, • Certainly "for-profit," but its essence is promoting local products and local ownership, • Has to develop socially and economically sustainable tourism.
Silvaand and Wimalaratana (2013)	• Indisputable part for the community on cost-benefits sharing principle, • Community consultation in tourism related legislations and planning, • Projects implemented with the consent and active participation of the community, • Community initiated, owned and managed projects, • Community and private/public partnerships, • Economically viable and ecologically sound projects, • Fair distribution of costs and benefits among involved parties, • Institutional consolidation and well-developed institutional environment, • Accountability and transparency of all activities (p.8).
World Bank (2013)	• Ensuring participation at all levels of the community and avoiding the exclusion of marginal groups, • Remaining responsive to the priorities of the communities, • Establishing a dialogue between the communities and the local government, • Ensuring that intermediaries are held accountable to community groups, • Be demand oriented, • Support policy reforms necessary for the success of a given project undertaken with a community driven approach.

Table 2.4: The principles for successful CBT applications by various authors

Community based tourism has been widely implemented as an effective tool for biodiversity conservation particular in the Southern African Developing Community (SADEC) region of Africa and poverty alleviation (Kiss, 2004). Social sustainability may be enhanced by CBT through local community empowerment, local resource management, provision of meaningful employment opportunities and contribute to capacity building and cultural restoration (Bushell & Sheldon, 2009).

However, a number of risks exist that are associated with developing CBT particularly where it has been implemented as a 'quick fix' for developing the livelihood of the local communities. There are conditions under which CBT can be problematic. Table 2.5 below outlines the potential enabling conditions for CBT as well as the potential barriers to the development of CBT.

Enabling conditions to the development of CBT	Barriers to the development of CBT
• Cohesion and organisation amongst the local community	• Foundations for men, women and youth organisations are disjointed.
• All community members are actively involved in decision-making processes and financial management regarding CBT projects in their area.	• Important decisions are only taken by powerful individuals and/or external parties that disregard the views of local community members.
• Land ownership and issues pertaining to any other relevant resources are well defined.	• Disputes associated with land ownership still dominate.
• 'Bottom up desire' in the community is visible in decision-making and management structures.	• 'Top down' centralised decision-making and management structures wherein CBT is 'placed' on by foreign bodies.
• Decisions are made by local community members based on adequately informed choices of impacts, options, risks and overall outcomes.	• Local decision making does not exist and decisions are made based on limited information and options are disregarded.
• High local community participation levels	• Local community participation wanes during the implementation of the CBT project.
• Income generation is not the sole driver of CBT, cultural and natural resources conservation is also included as well as intercultural learning.	• Drivers are only financial

• CBT is reinforced by effective marketing mechanisms	• Ineffective and inadequate effort is put on implementing marketing mechanisms.
• A plan exists that aims to manage the number of visitors in the area to prevent environmental degradation and exceeding the carrying capacity of the area.	• Lack of future planning to ensure that CBT is implemented in a sustainable manner that will not only benefit individuals but the natural environment as well.
• Solid partnerships with local NGOs, relevant government bodies and other stakeholders.	• CTB established through external funding mechanisms.
• CBT is part of a broader community development strategy	• CBT is introduced as a 'quick fix' in poverty alleviation
• Linked to visitor education on the value of culture and available resources. Distinct zoning of visitor and non-visitors areas.	• No measures to enlighten visitors of the specific nature of local natural and cultural heritage so there is no sense of uniqueness and authenticity.
• Infrastructure exists allowing easy access to the product	• Inadequate infrastructure and no potential for investment.

Table 2.5: Enabling conditions and barriers to the development of CBT (Asker et al 2010)

2.4 THE BENEFITS OF COMMUNITY-BASED TOURISM

CBT is widely adopted as a means of supporting biodiversity conservation particularly in developing countries and linking livelihoods with preserving biodiversity whilst reducing rural poverty and achieving sustainability goals (Kiss, 2004). CBT may improve social sustainability by empowering local communities to manage their own resources, provide meaningful employment, and assist with capacity building and cultural preservation. Environmental benefits include income generation for communities to actively protect their land from degradation and could enhance conservation efforts.

CBT has been supported by different international organizations due to its objectives of community empowerment and ownership, social and economic development, conservation of natural and cultural resources, and a high quality visitor experience by integrating all stakeholders in tourism planning and development processes aiming creation of resources for the community itself (World Bank, 2013).

Besides preventing local cultures from the widespread influence of globalization, CBT contributes to the wellbeing of locals, by developing infrastructure (transportation, water, electricity and telecommunication networks) and superstructure (legal and institutional structure of health, safety, security, civil rights, environmental, heritage and cultural preservation) to ensure basic human needs for not only for the pleasure and enjoyment of tourists but also locals (Goodwin & Santilli, 2009; Thailand CBT Institute, 2013). It provides increases and improves sources of livelihood and opportunities to earn income, which is often times used for basic living material, education, healthcare and clothes, and building houses.

The CBT community involvement process empowers local community members by building the skills, knowledge and assurance needed to take charge over their land and resources, to promote their potential and to direct tourism development in their communities (Graci, 2010). CBT stimulates increased community cooperation and participation, providing new roles and enhanced voice for unskilled youth, women and elderly, indigenous, marginalized, non-elite, poor and disadvantaged minority groups. All-inclusive community participation in tourism planning results in shared decision-making, equitable distribution of resources, consensus over community's direction, sharing of local knowledge about local assets and issues (Okazaki, 2008).

In addition, CBT has the potential to decentralize the tourism industry by shifting decision-making to the community level, resulting in the empowerment of local communities and the development of local institutions, thereby providing a sense of ownership, strengthening community identity and sense of pride (Tuffin, 2005). When conducted effectively, CBT bears maximum benefits, including healthy development, cultural and environmental awareness, cross-cultural understanding and peace, sustainable destination development, successful destination branding through concerted efforts, high morale, national pride and team spirit besides high living standards and quality of life for locals, boost in human capital with a focus on non-elite groups, boost in social capital, namely social bonds, community spirit, social energy, extended friendships, community life, social resources, informal and formal community networks, and good neighbourliness. Some of these benefits are rather abstract and hard to measure; however, several CBT applications and case studies investigating the results of some CBT projects reveal several of these benefits as listed in Table 2.6 below.

THE BENEFITS OF CBT	
Socio-cultural benefits of CBT	• Enhanced human capital-provision of training and education for locals to improve skills and capacity relevant to planning, production, business development and management of business related tourism services. • Enhanced social capital- support on community institutions, improved capacity of, linkages between, and involvement of public, non-governmental, private, local, civil society and non-governmental s in tourism development; • Good governance by involvement of participatory planning at all levels. • Community development- enhanced community identity, sense of pride, social cohesion, community empowerment and social equity through the participation of local people in the planning process, development and management as well as monitoring, reduced emigration and attracting immigration. • Increased local quality of life- improved local health by development of a sanitation and sewage system, public facilities and infrastructure, such as roads, water system, electricity network and telecommunications. • Preserving and promoting the local culture, historical heritage and natural resources with the help of increased willingness of community members to conserve natural, cultural and heritage resources because the generation of income from the enterprise is directly linked to the existence of CBT.
Political benefits of CBT	• Enables extensive participation of local people. • Increases the power of community and control over their resources. • Ensures rights in natural resource management in community
Educational benefits of CBT	• Promotes the acquisition of new job skills. • Creates new professions in the village. • Encourages use of new knowledge in the village • Cross-fertilization of ideas with other cultures – promotes mutual respect. • Fosters and promotes respect for local knowledge and skills.
Economic benefits of CBT	• Increased local income in terms of revenue and employment. • Poverty alleviation. • Economic recovery. • Improved infrastructure. • Harmony with other existing sustainable economic activities. • Development of linkages among sectors. • Provision and creation of markets for existing products and services. • Contribution to balanced development by providing economic diversity, eliminating economic dependency on a few sectors, improving geographic distribution of employment and income generation opportunities.
Environmental benefits of CBT	• Sustainable use and development of sensitive natural capital environments. • Conservation of local natural resources.

	• Use of a wide range of resources rather than depending on one intensively. • Encouraging non-consumptive uses of natural resources. • Increased environmental awareness at the national and local levels. • Improved understanding of the relationship between the environment and sustainable economic development.
Health benefits of CBT	• Promotes good hygiene and cleanliness. • Escalations in and diversification of food production for tourists. • Improves nutritional status of the local community members.

Table 2.6: The benefits of CBT (REST, 2003: 22; Tuffin, 2005: 182.)

In addition to the above mentioned benefits, the change in locals' attitude on life and themselves is the most crucial. CBT has the potential to unveil prospects for the local community, resulting in a much optimistic anticipation for beneficial CBT. CBT may encourage the local population to seek transformation of an otherwise undesirable life condition. It may provide and sustain the motivation to overcome potential barriers to productivity such as laziness and learned helplessness, eventually resulting in belief in themselves, improved self-confidence, and self-respect among locals. Most CBT projects are supported by local or international donors. Whether the subsidy continues, locals should remain active in production at least until it becomes a second nature for the new generations.

The subsequent change in locals' outlook on life may prove to be a gift that keeps giving, as it might impact both their current and future economic efforts This may result in, by way of demonstration of production focus, a change in the prospects. This potential benefit, in essence, may urge supporting CBT projects; for the greater good of the society, particularly for equity, and toward cohesion and peace. The benefit of CBT regarding the change in locals' outlook on life in less developed places may actually be a critical factor in achieving UN's Millennium Development Goals, namely combating poverty and hunger, illiteracy, gender discrimination, HIV/AIDS, and achieving health for children and mothers, environmental sustainability and global partnership. It is clear that the target groups of these objectives are also the most likely target groups of locals in CBT development (Tasci, Semrad and Yilmaz, 2013).

2.5 COSTS OF COMMUNITY-BASED TOURISM

Community based tourism (CBT) has been acknowledged as a viable and effective tool for enhancing the livelihoods of the underprivileged and generates opportunities for community development (Zapata, 2011). However, critical concerns regarding the management and operations of CBT have restricted the development and growth of CBT (Vignati, 2009).

Overlooking the principles of CBT results in more intense costs of tourism because groups involved in CBT projects are usually marginalized, poor and disadvantaged. Disenchanted expectations and disappointed communities from the malformed, unsuccessful, struggling or poor performance of a CBT project can jeopardize the well-being of the locals, which may already be under the risk of disappearing due to unfavourable socioeconomic conditions. Consequently, before implementing a CBT project, authorities need to ensure the critical requirements for successful CBT applications. Even though CBT has its holistic goals of community well-being, empowerment and development, as other tourism development models, CBT has its weaknesses steering away from the accomplishment of ideal goals.

Communities are heterogeneous, with stakeholders significantly dissimilar in skills, interest, support and commitment to tourism development. Moreover, power relations and deficient information flow and transparency among the community may hamper community trust and equity in CBT. The lack of human and social capital, cultural obstacles such as limiting norms about gender roles and youth's abilities as well as misconceptions about their own and others' cultures may incapacitate CBT efforts. The extent of these issues in a community defines the ratio of costs to benefits. During the course of CBT development, dynamics can be different with differing levels of these issues posing barriers for success. When these issues intensify, the costs may exceed the benefits, resulting to extreme negative consequences, such as "alienation and loss of cultural identity; creation of frictions within the community ; disturbance of socio-economic structures; conflicts over use of resources (land, hunting rights, infrastructure) which may also create antagonism towards tourists, disturbance to local environments e.g. for building accommodations or to obtain firewood, pollution of water and air" (Asker et al, 2010:10).

Pinel's (2013: 283) intense depiction of residents' discomfort and resentment towards tourism and tourists can be reflective of many other similar destinations: "Some tourists see the village like an incidental 'backdrop for their experience,' and not as a living community with real people." This type of encounters can be damaging to locals' self-confidence, pride, respect and hospitable attitude, potentially resulting in locals' avoidance from contacting tourists, only leading to increase the potential for cultural clash, conflicts, stereotyping and social tension in both host and guest sides mutually (Pinel, 2013). Avoiding such negative consequences, as Pinel (2013) also suggests, requires assurance of the main principle of CBT and input from all stakeholders, while outlining an adaptive, proactive and all-inclusive plan.

2.6 THE DEVELOPMENT OF A COMMUNITY-BASED TOURISM MODEL INTERGRATING VARIOUS MODELS OF COMMUNITY PARTICIPATION

This section discusses the formulation of a CBT model linking various community participation models from different authors. The section commences with the ladder of citizen participation developed by Arnstein (1969). Even though the ladder of citizen participation is not specific to the tourism sector, it provides a reliable tool that is useful in assessing the level of community participation in any project undertaken within the locality. Tosun (1999) identified this gap in Arnstein's (1969) model and developed a community participation model that is specific to any form of tourism development, including CBT. Selin and Chavez's (1995) evolutionary model was developed in 1995 to recognise the various forms of collaborations and partnerships resulting from inevitable relationships formed during the development of tourism within local areas. With the integration of afore mentioned models, specifically Arnstein's (1969) ladder of citizen participation and Selin and Chavez's (1995) evolutionary model, a CBT was developed to assess the level of local community participation in CBT (Okazaki 2008:513). The ladder of citizen participation by Arnstein (1969) and Selin and Chavez's (1995) evolutionary models are broken down in the following sections so as to reach an understanding of how the final CBT by Okazaki (2008) is developed.

2.6.1 Arnstein's (1969) ladder of participation integrating Tosun's (1999) model for community participation in tourism development

The particular significance of Arnstein's work stems from the crucial recognition that there are different hierarchical levels of community participation. The ladder of participation can be integrated to formulate a CBT that aims to assess the level of community participation in CBT projects.

8.	Citizen Control
7.	Delegated Power
6.	Partnership
5.	Placation
4.	Consultation
3.	Informing
2.	Therapy
1.	Manipulation

Degrees of citizen power

Degrees of tokenism Non-

participation

Figure 2.6: Eight rungs on the ladder of participation (Arnstein: 1969)

At the bottom of the ladder are (1) Manipulation and (2) Therapy which describe levels of non-participation. The objective of non-participation is to hinder communities form participating in planning and managing projects, but enables powerholders to educate participants. Rungs (3) informing and (4) consultation progress to the degree of tokenism which allows the community partially to have a voice and also allow for powerholders to disseminate crucial information regarding any programmes or projects that will be carried out within the community. However, the local community still lacks the power ensure that their views are considered and often, the views of the community are overlooked by the powerful. Rung (5) placation represents the higher degree of tokenism with powerholders still having the right to take decisions without the involvement of the community.

Partnership enables powerholders and the community to negotiate and engage in trade-offs. At the topmost rungs, (7) delegated power and (8) citizen control, the community has full control and active participation in decision-making and full managerial power.

The eight-rung ladder helps to illustrate the different gradations of community participation. Awareness of these gradations enables an identification of the extent and level of community participation. According to Arnstein (1969), community participation is the redistribution of power that fosters extensive involvement of communities in developmental decision-making processes. It is a way in which communities can induce substantial social reform which enables a widespread of benefits Arnstein (1969). With the ladder of participation came some of the criticisms that it was devised in the context of developmental studies in general and not specific to a particular sector of an economy (Tosun, 2006:493). The ladder of participation therefore does not specifically deal with tourism development (Leksakundilok, 2006).

8 Citizen Control 7 Delegated power 6 Partnership	Degrees of citizen power	➡	Spontaneous participation
5 Placation 4 Consultation 3 Informing	Degrees of citizen tokenism	➡	Induced participation
2 Therapy 1 Manipulation	Non-participation	➡	Coercive participation
Arnstein's (1969) typology of community participation			**Tosun's (1999) typology of community participation**

Figure 2.7: Normative typologies of community participation. Source: Tosun (2006)

In this regard, Tosun (1999) developed a model of Community Participation with a specific focus on community participation in tourism development (figure 2.7). Tosun's model considers community participation as a categorical term that incorporates participation of people, host community or citizens at various levels (local, regional or national). Tousn (1999) categorises community participation into three types namely; spontaneous participation, coercive participation and induced participation.

This model serves as a useful tool for analysing the extent of community participation in CBT. Spontaneous participation in Tosun's (1999) model corresponds to degrees of citizen power in Arnstein's typology. It represents the ideal mode and extent of community participation because it is where the community has full managerial responsibility and authority. Induced community participation is aligned with degrees of citizen tokenism in Arnstein's (1969) typology. With this, the host community has the opportunity to have a voice in the tourism development process, but still lack the power to ensure that their views are taken into consideration by more powerful forces such as governmental agencies, multinational companies and international tour operators. This situation is mostly common in developing countries where host communities merely recommend decisions regarding tourism development in their area rather than by them (Tosun, 2006:502). Induced participation is a top-down, passive and indirect approach to host community participation in tourism development.

Coercive participation is manipulated and an artificial approach for genuine participation. It represents the lowest level of the ladder of participation in Arnstein's (1969) model. It is equivalent to manipulation and therapy in Arnstein's typology. In this type of participation, the actual motive is to hinder host communities from active participation in tourism development and enable those with power to educate host communities in order to prevent potential and existing threats to tourism development. Nevertheless, some decisions may be taken in favour of the host communities' basic needs through consultation with local leaders, the real motive is to reduce the potential socio-political risks that may exist as a result of tourism development.

Muganda (2009) is of the opinion that involvement of a community in any CBT or ecotourism project is crucial for the overall success of that project. For community participation to be aligned with the maximisation of benefits for the community, Tosun (2006) observed that the host community needs to be part of the decision-making process through consultation by elected local government agencies or by a committee appointed by the host community for developing and managing tourism in their locality. According to Muganda (2009), it is crucial to note that community participation in decision-making is necessary in maximising the socio-economic benefits of tourism for the community. The author further states that one of the key underlying principles of CBT is the active participation of host communities in tourism decisions if their livelihood priorities are to be reflected in the way tourism is developed.

CBT is more beneficial and meaningful to local communities because it is labour intensive and offers small-scale business opportunities (Scheyvens, 2007:231). Since CBT takes place within a given community, it is thought to be one of the ideal sources of employment for local communities, including women and the informal sector (Scheyvens, 2007:250). Community participation creates employment opportunities, as small business operators use existing natural and cultural assets to produce CBT products and services, including handicrafts (Akyeampong, 2011:197).

Community participation in CBT development and management ranges from the individual to the whole community, including a variety of activities such as employment, supply of goods and services, community enterprise ownership and joint ventures (Zhao and Ritchie, 2007:119). Community engagement in the decision-making process enables an effective planning process that is equitable and legitimate since the participants are representatives of the whole community and therefore project collective interests are known and considered (Tosun, 2006).

2.6.2 elin and Chavez's evolutionary model

Selin and Chavez (1995) evolutionary model has five stages (figure 2.8). The earliest stage of the model is termed 'antecedes'. This stage is characterised by various forces operating on potential participants. Factors such as technology, politics and the economy draw organisations together so that these factors are considered as being of common interest.

These forces operate independently or in collaboration to maximise collective action and develop a 'problem-domain' from inter-organisational environment. The final stage of Selin and Chavez (1995) evolutionary model is termed as 'outcomes'. These include visible and tangible products of the collaborations of various forces. Thus, it also encompasses all the benefits derived from the collaboration. The model further extends to the introduction of a set of feedback loops, as illustrated by the arrows passing back from the final stage of the model. Selin and Chavez (1995) argue that partnerships have a tendency of undergoing a cyclical re-evaluation of purpose and that this often results in a broadening of focus if the partnership is to prosper (Selin and Chavez, 1995:850).

However, the authors also note that this re-evaluation can lead to the collapse of the collaboration if the problem remains unresolved, the partners lose interest in working together or the re-evaluative process causes the collaboration to develop a rift.

1. Antecedents	2. Problem-setting	3. Direction-setting	4. Structures	5. Outcomes
•crisis •broker •mandate •common vision •existing network •incentives	•recognise interdependence •consensus on legitimate stakeholders • common problem definition •perceived benefits to stakeholders •perceived salllence to stakeholders	•establish goals •set ground rules •joint information search •explore options •organize sub-groups	•formalizing relationships •roles assigned •tasks elaborated •monitoring and control systems designed	•programmes •impacts •benefits derived

Figure 2.8: An evolutionary model of tourism partnerships. Adapted from Selin and Chavez (1995:848)

2.7 A COMMUNITY-BASED TOURISM MODEL INTERGRATING THE CONCEPTS OF THE LADDER OF PARTICIPATION AND POWER REDISTRIBUTION

A model integrating the concepts of the ladder of participation, power redistribution, collaboration processes and social capital suggested by Arnstein (1969) and Selin and Chavez (1995) was developed as a method of assessing the current status of community participation. The integration of these models allows for the horizontal and vertical levels of community participation to be assessed. The collaboration theory of CBT emphasizes the external and horizontal relationships with other stakeholders. Thus, internal levels of participation affects external relationships and vice versa. Therefore, if the focus in exclusively on one direction, the other element is affected to the point of insignificance. Hence, a synthesis of approaches encompassing all four conditions on the two-dimensional graph has been developed to analyse the current position of the community (Okazaki, 2008:517).
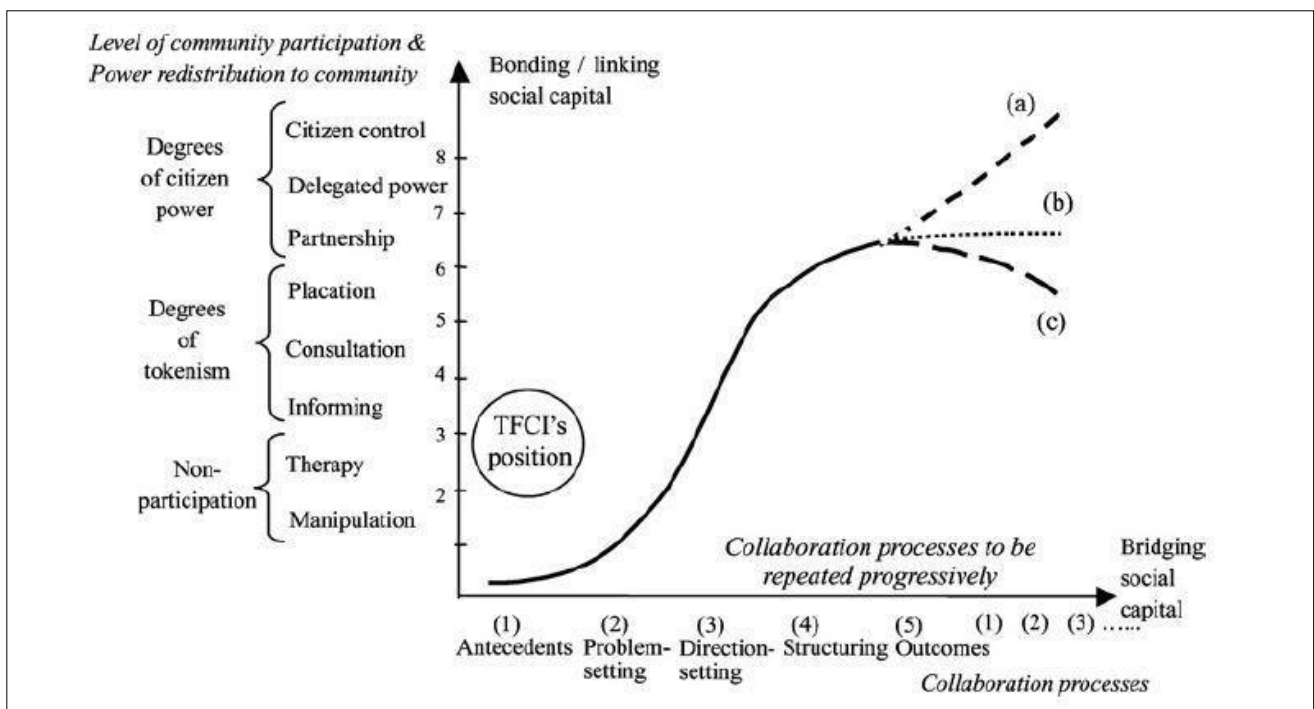
Figure 2.9: A model of community based tourism facilitating conditions and steps suggested by Arnstein (1969) and Selin and Chavez (1995). Source: (Okazaki 2008:513).

As shown in figure 2.9, a two-dimensional graph illustrates the collaboration processes and bridging social capital on the horizontal axis with Arnstein's (1969) participation ladder, power redistribution and bonding and linking social capital on the vertical axis. As assumed by Selin and Chavez (1995), the *outcomes* of collaboration will be fed back to the stage of *antecedents* due to their cyclical nature. This means that the five stages of collaboration will be recurring progressively after the *outcomes* stage; however some stages may be missed while the cycles are renewed. This is common when processes evolve to solve the same problem.

An upward-sloping curve is illustrated based on the five following propositions that underpin the model: (1) Power redistribution will be facilitated when community participation is enhanced and promoted;(2) power redistribution and community participation will never occur if the collaboration process does not forge ahead;(3) if there is no progress in power redistribution and community participation, collaboration will not be fostered or advanced;(4) inequalities in relation to power will undermine collaboration; and (5) social capital is established gradually in the processes and contributes to improving the sustainability of the destination by creating synergy both within the community and between the community and other stakeholders.

Social capital serves as a catalyst in accelerating participation, power redistribution and collaboration. The application of the S-shaped curve of the product life-cycle in the micro-economics developed by Butler (1980), acts to consolidate the above explanation. According to the propositions, the graph provides an illustration of the relationships among the levels of community participation, power redistribution, collaboration processes and social capital. The actual shape of the graph will is dependent upon both internal and external factors such as the stage of tourism development; economic, sociocultural, political and environmental conditions within a given community; availability of and access to resources, the level of support amongst the community, potential or existing conflicts due to tourism development in the locality and the contribution of facilitators to community dialogue (Okazaki, 2008:517).

At the beginning of the process, the community have very little power whilst at the final stage, the community is empowered and social capital is high, the rate of change will be slow.

Thus, the slope must be gentle at both the lower left and the upper right of the graph. Because the collaboration processes are cyclical, the scales on the horizontal axis cannot be standard but will gradually evolve; therefore the intersection between the vertical and horizontal axes will be determined by the respective conditions. Regardless of whether the participation level has been reached, 'delegated power', for instance, the citizens might be identifying problems with other stakeholders in their collaboration processes; however, it should be a novel 'problem-setting' after going through the collaborative efforts progressively for various levels of problem solutions and goals. Thus, the graph representing the relationships between the two axes shows the gradual incremental slope towards the upper right.

When the community reaches the stage of *partnership* on the vertical axis, (a) the graph will move upwards if the stakeholders agree with are forced to agree with further community participation and power redistribution.; (b) it will remain constant if the community and other stakeholders are satisfied with the level of participation achieved and do not desire a further power redistribution; or (c) the graph will shift downward if the other stakeholders reject the power shift to the community or if the community is internally divided. In addition, the collaboration process my slow down or even stop in the horizontal direction if the partner-stakeholders lose interest in common issues, if the purpose of collaboration is achieved or if the problem cannot be solved (Selin and Chavez, 1995).

2.8 A COMMUNITY BASED TOURISM (CBT) MODEL FOR BROADENING THE BENEFITS TO THE WIDER COMMUINTY

Figure 2.10 demonstrates a model proposed by Mtapuri and Giampicolli (2013) with different strategies for developing CBT. The model comprises of sections representing facilitative actors, the form of CBT, market-access-channel actors and tourist-channel-actors. The model is not to be interpreted and applied rigidly but a level of flexibility must be considered relative to particular social, cultural, economic and environmental contexts. The model describes the community as the exclusive managers and owners of CBT projects.

External actors are either absent or their task is to merely facilitate and/or they participate as external partners for accessing tourist markets. Building from Ndlovu and Rogerson (2003), Mtapuri and Giampicolli (2010) proposed two key forms of CBT. Type 1 is comprises of a single, community-owned establishment whilst type 2 involves various micro and small enterprises trading under a similar organisational authority. Novelli and Gebhardt (2007) detect that there is extensive focus and emphasis on the developing a new model for community based establishments such as community lodges, as conventional and small community ventures like campsites and joint ventures with commercial partners generating minimum income and opportunities to empower communities.

The two main forms of CBT are illustrated in Figure 2.11 and Figure 2.12. In Figure 2.11 which depicts Type 1, the single enterprise is viewed as highly effective at community-wide level. Mtapuri (2011) argues that ownership of community assets have a significance implication on cohesion in community development. Moreover, Figure 3 represents type 2 which illustrates multiple enterprises which broadens the potential for direct income for the local communities as they becomes directly involved in the hospitality sectors which are commonly regarded as being profitable. Different activities must be integrated to the focal CBT ventures with the aim of increasing the benefits in these types of CBT ventures (Figures 2.11 and 2.12). Local community participation must be integrated to the main CBT ventures for successful coordination and cooperation of CBT ventures.
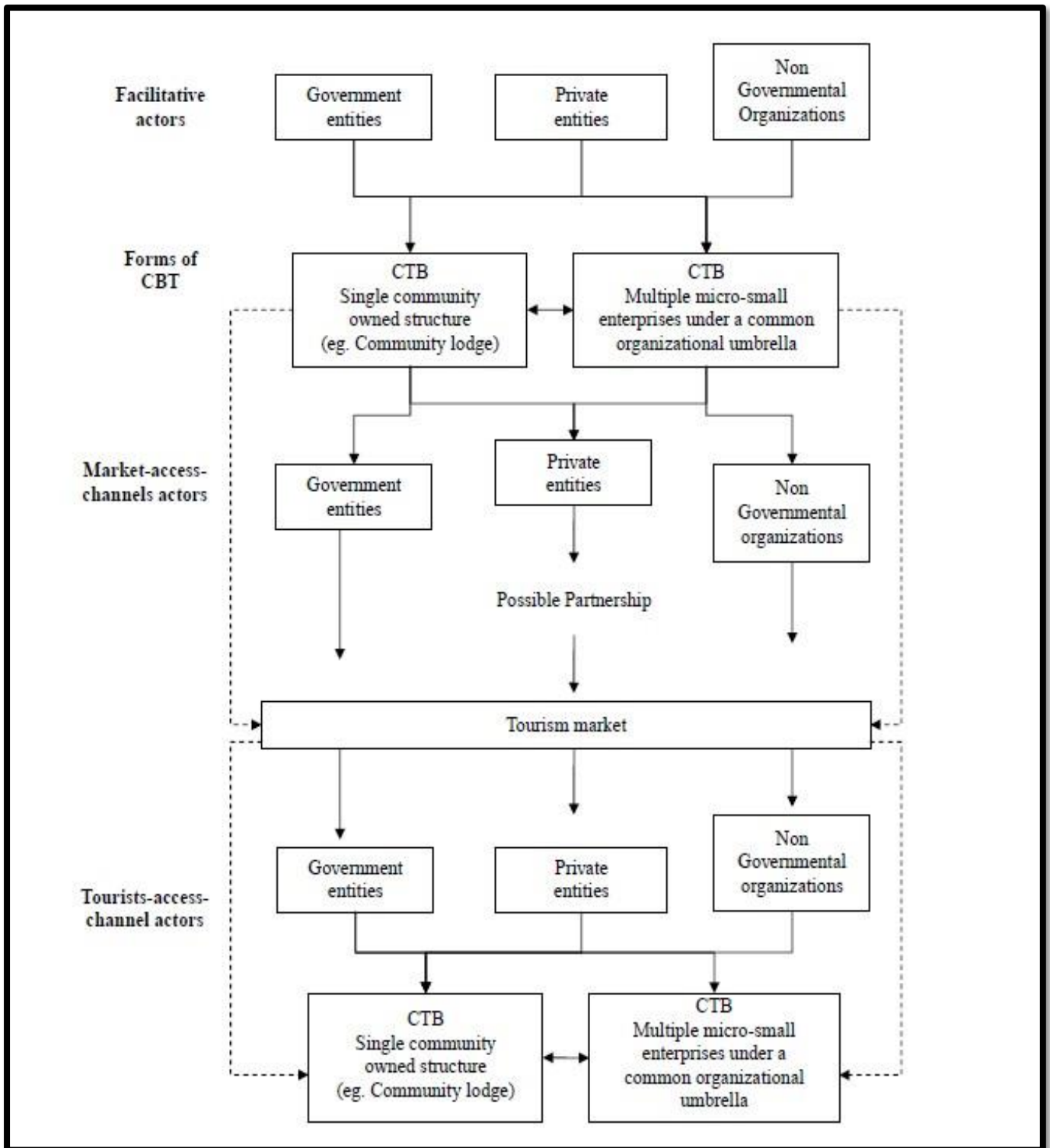
Figure 2.10: A model of strategies of CBT development (Mtapuri and Giampicolli, 2010

Thus in Figure 2.12, a group of self-regulating, micro and small establishments should be managed within a common umbrella organisation. However, CBT should still encourage the formation of initiatives aimed at developing micro or small ventures that, once formed, should also fall under the same umbrella organisation. There will be a variety and differences in people's skills, possible activities and geographical contexts. The fundamental gradient of this model is that all activities are wholly owned and managed by the local community members, and external actors participate only as supporting facilitators and market access intermediaries. They do not intervene in any way on the ownership and management in CBT ventures. This is aligned with Ramsa and Mohd's (2004) argument that the prosperity and viability of CBT ventures lies in the full ownership and management by local community members. In this model the community must be structured under a common umbrella organisation which is located within the community's boundaries to effectively manage the community's business. This enables local community members to participate extensively in decision-making and promotes effective participation in CBT projects. Within this model, the community must operate within an umbrella CBT organisation to ensure proper management of the community's resources.
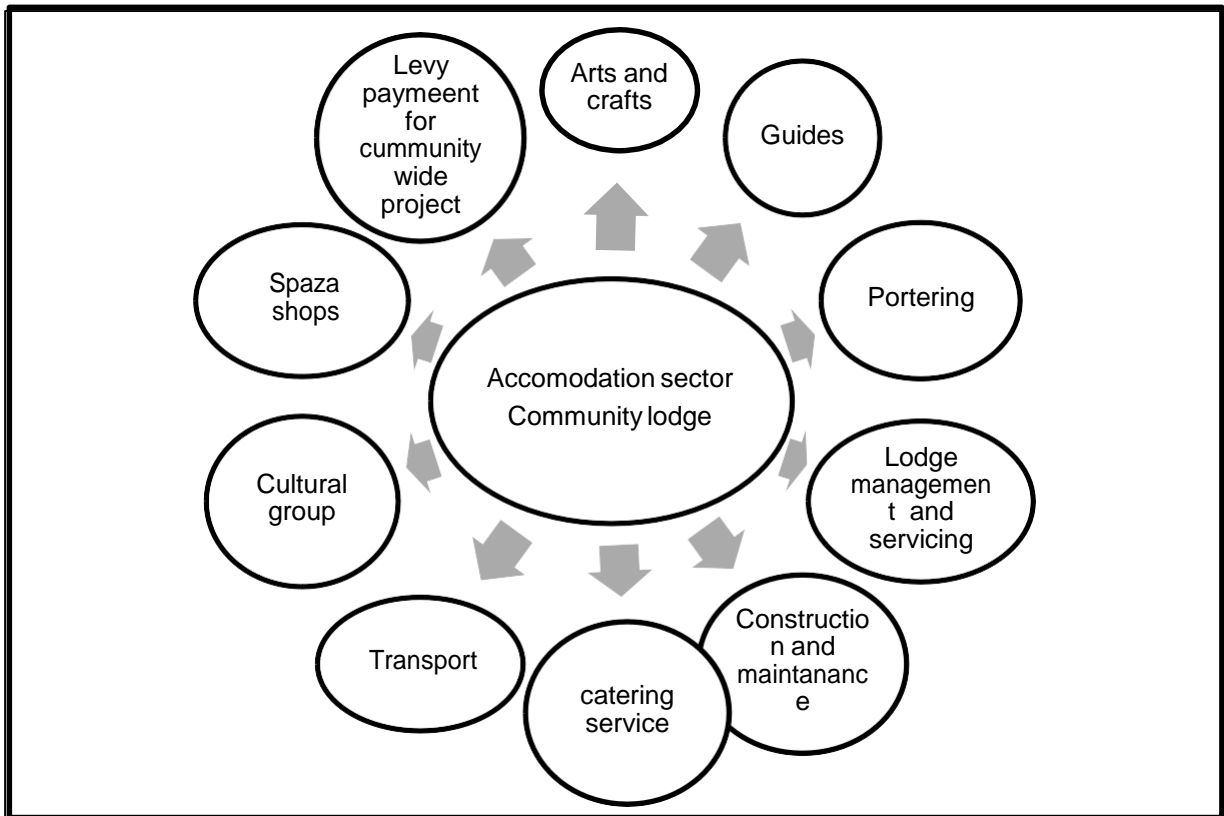
Figure 2.11: Wide-spread community benefits with community lodges CBT (type 1) Source: – Mtapuri and Giampiccoli – partly transformed after Ndlovu and Rogerson (2003: 127)

A CBT model without any type of facilitation is extremely rare. The adopted model should be implemented as a strategy to uplift poor communities (Giampiccoli and Nauright, 2010: 52). Zapata et al (2011) proposed a similar approach wherein the local community members solely own and manage CBT ventures to maximize positive implications. Although more challenging to implement, this model may require external facilitation.
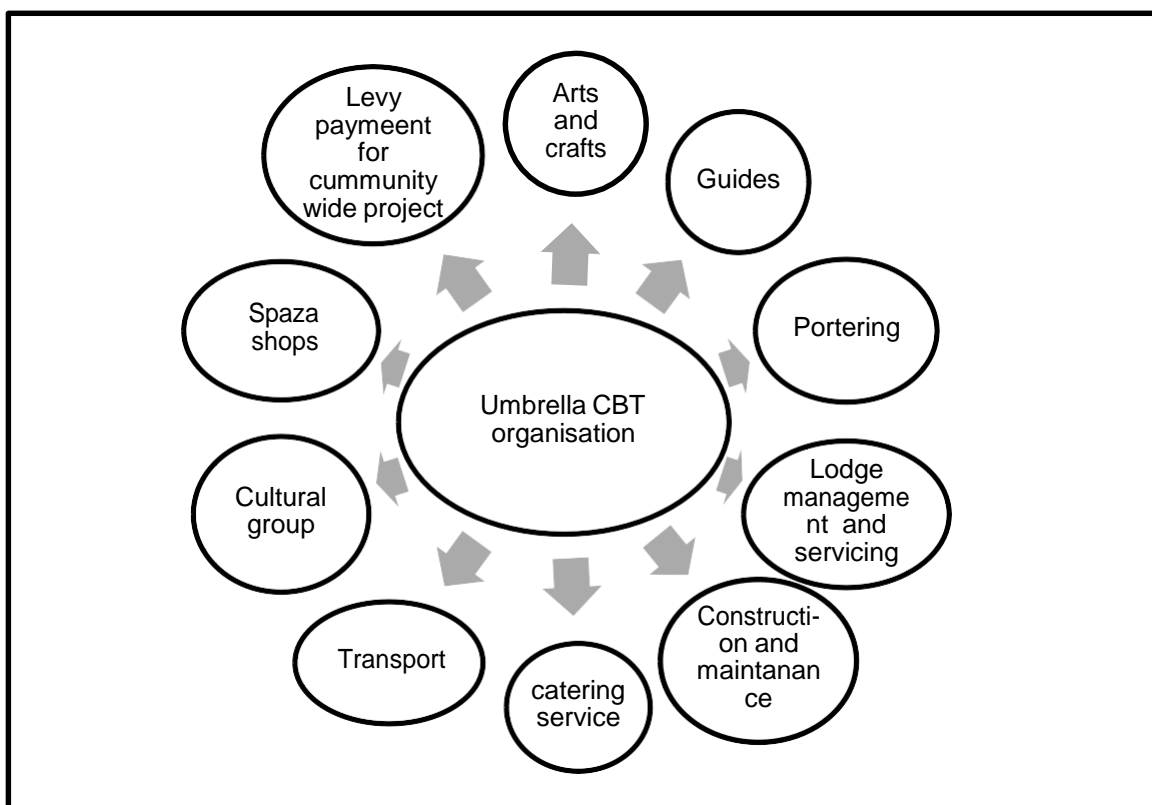
Figure 2.12: Wide-spread community benefits with an array of micro-small ventures CBT (type 2) Source: partly transformed after Mtapuri and Giampiccoli – partly transformed after Ndlovu and Rogerson (2003:127)

Although the role of leadership in community development is realized, the partnership agreements with the private sector and NGOs should remain transparent and flexible. This is to prevent extensive control of resources by outsiders and foreign bodies. Partnerships should enforce and encourage the empowerment of local community members, capacity and skills development in all aspects of CBT development and management. It is through this approach that CBT will remain extensively beneficial to the local community particularly in terms of community empowerment. In circumstances where the local community opts to lengthen partnerships, it should be completely voluntary. As such, the arrangement is fundamentally different from a situation in which the community is compelled into partnership (Perez et al: 2010).

Simpson (2008:18) suggests that the concept community-based tourism initiatives in which the primary principle is the transmission of benefits to the community irrespective of ownership or control, location, involvement as well as the level of wealth.

Simpson (2008:18) argues that, is it not compulsory to always involve the community in any rights or control of community-based projects. Preferably, community participation and level of ownership should be aimed for, to ensure the benefits are delivered to communities. Giampiccoli and Mtapuri (2012) suggests three typologies of community based tourism that represent different levels of community participation towards community empowerment and self-reliance, namely; community- based-tourism (CBT), community-based partnership tourism (CBPT) and community tourism (CT).

2.8 CONCLUSION

This chapter reviewed literature by various authors on the definition of CBT, and the principles for successful CBT projects. Furthermore, the costs and benefits of CBT on local communities were discussed. Requirements for the successful implementation of CBT were stated herein including the enabling conditions and barriers to the development of CBT.A CBT tourism model was elaborated as well as its significance in widening the benefits to local communities. Models for community participation from various authors were discussed. The following chapter will discuss the research methods adopted in this study.

CHAPTER THREE

RESEARCH METHODOLOGY AND DESIGN

3.1 INTRODUCTION

The previous chapter dealt with a review of the literature on the model of CBT and the impacts of CBT amongst local communities. Chapter three commences with an outline of the type of methods used in collecting overall data necessary for this study. Firstly, the research design is explained stating the qualitative and quantitative approach used for this study. The chapter further includes the description of the types questionnaires used for the study. The approaches of interviews and sampling techniques are stated herein. The challenges encountered during data collection are also mentioned. The bulk of chapter three explains how the study was conducted and the methods of investigation undertaken by the researcher to address the research objectives

3.2 RESEARCH DESIGN

Research design is a collection of guidelines and directives to be used in tackling the research problem (Mouton, 1996:66). The significance of the research design therefore is to allow the researcher to determine the appropriate research method which will then impact positively on the feasibility and validity of the results. Goals of the research are important drivers of the study and need to be achieved at a specific time (Welmer, 2001:45). A design gives structure to the research and clearly shows the link and relation of all major parts of the research project in addressing the research questions and objectives

Burns and Grove (2003:195) define a research design as "a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings". Polit et al (2001:167) define a research design as "the researcher's overall for answering the research question or testing the research hypothesis".

This denotes that the main function of the research design is to enable the researcher to anticipate what the appropriate method to obtain data is and the research decision that would maximize the validity of the eventual results.

Research objectives are goals of the research (Kruger & Welmer, 2001). They are the desired or needed result to be achieved by a specific time. Mouton (2002) states that the main function of research design is to enable the researcher to anticipate what the appropriate research decision should be in order to maximize the validity of the eventual result. A design is used to structure the research; to show how all of the major parts of the research project, the samples or groups, measures, treatments or programmes, and methods of assignment work together to try to address the central research questions and objectives.

3.2.1 Qualitative and quantitative research approaches

This study adopted a combined research methodology comprising both qualitative and quantitative methods Qualitative research considers people's experiences from their own perspectives (Hesket and Laidlow, 2012:78).Quantitative research focuses on measurement of variables and establishes correlation (Kendal, 2008:89). Qualitative research addresses the research aim that is, to identify the community-based tourism model applied by Zulu-Mpophomeni Tourim Experience (ZMTE) in order to assess the level of local community participation in ZMTE. It further addresses the level of participation by the Mpophomeni community in ZMTE as well as the successes and failures of the applied community-based tourism model based on the benefits as well as challenges associated with ZMTE to the local community since the inception of ZMTE. According to Punch (2006:26) qualitative research is useful in obtaining insight into the attitudes, behaviours, value systems, concerns, motivations and aspirations of people.

Qualitative research pursues the 'why', and not the 'how' of the topic through the analysis of unstructured questionnaire. It is not solely reliant on statistics or numbers, which are the domain of quantitative research. It is used to inform business decisions, policy formation, communication and research. Focus groups, in-depth interviews and content analysis are used, but qualitative research also involves the analysis of unstructured questionnaire (Punch, 2006).

For the purpose of this study, qualitative research serves to explore the views of the Mpophomeni local community regarding ZMTE and all the benefits as well as challenges arising from its existence. Respondents are not given fixed options but are free to express their views and opinions with no restrictions or options to choose from. This is therefore useful for this study as it will provide genuine views from respondents that are not prompted by a set of given options to choose from.

Silverman (2005) states that quantitative research generates statistics through the use of large-scale survey research using methods such as questionnaires or structured interviews with the targeted population or study area. This type of research reaches a lot of people, but the contact with those people is much quicker than it is in qualitative research. When the researcher conducts research on an issue which they know how to quantify, the researcher may leave out the factors which are crucial to the real understanding of the phenomena under study. Semi-structured questionnaires and semi-structured interviews are the tools used for gathering data for this study. Mpophomeni is a predominantly black township with 98% Zulu-speaking residents the remaining 2% of other native languages, with a total population of 26 229 (uMngeni Municipality IDP, 2012:79).

According to Niles (2009:253), for a 95% confidence level, this means that there is only a 5% chance of sample results differing from the actual population average. The sample size for the Mpophomeni local community is therefore 379 participants. (Creative Research Systems, 2012). The sample size was determined using the Creative Research Systems sample size calculator. Due to time constraints, a total of 280 respondents participated in the study. Other reasons include unwillingness of local community members to participate in the study. Unfriendliness towards the researcher was also observed and it was attributed to the non-familiarity of the researcher to the local community members.

Responses to questionnaires provided data for both qualitative and quantitative analysis. Since many of the respondents were semi-literate, the process of administering questionnaires was semi-structured interviews; the respondents discussed a range of issues and concerns regarding the ZMTE. Thus the mixed method approach was appropriate in achieving the objectives of this research.

3.3 POPULATION AND SAMPLING

Bless, Higson-Smith and Kagee (2006:98) define population as the entire set of objects or people which is the focus of the research and about which the researcher wants to determine some characteristics. Babbie and Mouton (2003) define population as the theoretical, specified aggregation of the study elements and represents a group about which you wish to generalize your research. Population is often defined in terms of demography, geography, occupation, time, care requirements, diagnosis, or some combination of the above.

Babbie and Mouton (2003) define sampling as the process of selecting observations Sampling is the study of the relationship between the population and the sample drawn from it, aiming to determine some characteristics of a certain population. Sampling is about getting a group for survey, which is enough like the population under investigation such that valid generalizations can be made about the population on the basis of the sample (Sapsford, 2007).

Sampling comprises of various techniques that can be adopted to acquire information. Richard and Morse (2007) identify some of the sampling techniques that are available, which are as follows:

- **Purposive sampling**: The investigator selects participants because of their characteristics i.e., those who know the information and are willing to share with the researcher. In purposive sampling, the researcher samples with a purpose in mind. The researcher would usually have one or more specific pre-defined groups from which data or information is sought.
- **Snowball sampling**: Participants are already in the study. Stead and Struwig (2004) state that "snowball" refers to the variety of procedures in which initial respondents are selected by probability methods.
- **Convenience sampling**: This is where the researcher invites the participants that are available to provide information at that particular time.
- **Random sampling**: it gives everyone an equal chance to be selected to participate in the study. A sample is random if the method for obtaining the sample meets the criterion of randomness of the population.

The census conducted in 2011 estimated the population of Mpophomeni to be 21 139 (uMngeni Municipality Census, 2011). The sample for this study comprised 280 Mpophomeni local community members, one ZMTE managing director and six service providers of the ZMTE. Glenn (1992), states that for a population that is above 100 000 there should be a sample of 400. A total of 379 questionnaires were administered to the local community and 280 were returned. Purposive sampling was applied for ZMTE manager and service providers, as it was necessary to purposively 'handpick' the most 'information-rich' individuals. Convenient sampling was used for the Mpophomeni local community. Service providers that participated in the study are those establishments that offer services to tourists for the ZMTE. Within the ZMTE structure, one individual service provider is available for each of the services offered. Therefore, all services providers of ZMTE were interviewed as per their respective area of service specified below:

- Bed and Breakfast owner
- Local tour guide
- Trading enterprise owner
- Craftsman
- Tour operator
- Local traditional healer

3.4 DATA COLLECTION

Data collection is an essential component of conducting research. In order to be able to collect data, the researcher should be able to access the data to be collected for the study (O'Leary, 2004). This can be derived through a number of methods, which include interviews; focus groups; surveys telephone interviews; field notes; taped social interactions or questionnaires. In data collection, the researcher collects various kinds of empirical information or data. It could be historical or statistical or documentary data (Mouton, 2002). Welman (2001) states that data collection is the process of gathering data and encompasses such concepts as: the type(s) of interview used for data collection (e.g. personal or telephonic; paper and pencil; facsimile, computer-aided personal or telephonic interview, or mailed questionnaires).

The duration of the field work specifies the dates and the period used for data collection. Information about whether a permanent survey organization exists or personnel for each survey round are recruited, etc. must be determined. Data may be observed, measured, or collected by means of questioning, as in survey or census response**.**

3.4.1 Local community

Semi-structured survey questionnaires using convenience sampling were administered to 280 Mpophomeni local community residents. The researcher was able to administer them to those residents who were available and willing to participate in the study. Questionnaires were administered from midday to noon (12:00 pm to 17:00 pm) as this was the ideal time when most local residents were available, and at noon most had come back from work. Most questionnaires were administered during Saturday and Sunday as most local residents were available and expressed greater willingness to participate in the study than during the week (Monday to Friday). Data was collected during the month of June to July 2013 in the winter season. The challenge was that the sun set earlier and it got darker by 16:00 pm. As a result, the period for disseminating questionnaires and for willing participants to complete them was minimized.

The researcher noticed unfriendliness from some of the local respondents as an expression that the researcher is not from the area of Mpophomeni. The researcher and the three fieldworkers mingled with the local community in local hotspots such as spaza shops, taxi ranks and other social gatherings. The researcher was able to learn and engage in dialogue with some of the local residents and got a deeper insight on the local views regarding tourism in general and the ZMTE in particular. The researcher was assisted by three qualified fieldworkers to accelerate the process of data collection. Data was collected in a period of four weeks as the researcher and fieldworkers had to spend enough time with each respondent and assist in interpreting questions to those respondents who were illiterate.

Structured questions provided interpretation of demographic information. Unstructured questions allowed for the participants to elaborate on their personal opinions without limitations or given options to select from. Questionnaires are useful when views are critical for the study. They are used by the researcher to transform data directly given by the respondents into information. This approach makes it possible to measure what a person knows, what a person likes and dislikes; and what the person thinks.

Questionnaires can be used to discover what experiences have taken place and what is accruing at the present. This information can be transformed to numbers or quantitative data (Bless, Higson-Smith and Kagee, 2006:88). Kruger and Welman (2001) define a questionnaire as a formulated set of questions to which respondents record their answers, usually to rather closely defined alternatives. It is clear that the manner in which questionnaires are structured should reflect the intended objectives of the study. Bias and error can also enter the study through the questionnaire. Unclear or badly worded items introduce random error because they force respondents to interpret them. When constructing the questionnaire, a researcher needs to choose words that have precise meaning whenever possible. The researcher would have to avoid complex and awkward word arrangements.

Lubbe (2004) states that questions in a questionnaires can be either open or close-ended. Close-ended questions are restrictive and open-ended questions are unrestrictive. A good questionnaire is one that includes both types of questions. The closed or restricted questions are types of items in which the responses of the subject are limited to stated alternatives. Close-ended questions can be answered quickly. They do not require any explanation from the respondents which leads to a candid analysis. On the other hand, it may be bias because the respondents may be required to choose from the given alternatives (Kruger and Welman, 2001). For the purpose of this study, the questionnaires included both closed-ended and open-ended questions. This was done to ensure that respondents are able to express their views regarding their level of participation in the ZMTE. The questionnaire comprised a total of 28 questions with 23 close-ended questions and 5 open-ended questions. Close-ended questions provided demographic information such as age, gender, and length of stay at Mpophomeni, employment and the level of education.

Some open-ended questions focused on the nature and extent of local community participation on the ZMTE and the last section focused on the benefits and challenges to the local community resulting from the existence of the ZMTE.

3.4.2 Management and service providers of ZMTE

Interviews are a systematic way for talking and listening to people and another way to collect data from individuals through conversation. Kvale (1996) defines interviews as a way to collect data as well as to gain knowledge from individuals and as an interchange of views between two or more people on topics of mutual interest. Interviews are ways for the sample population to get involved and express their views. Interviewers are able to discuss their perceptions and interpretation in relation to a given situation (Morison, 2000). Since they involve direct personal contact with the participant who is asked to answer questions relating to the research problem, interviews permit the establishment of rapport between the respondent and the interviewer.

Semi-structured interviews are non-standardized and are frequently used in qualitative research. Sapsford (2007) states that semi-structured questions are posed to each participant in a systematic and consistent manner but the participants are given an opportunity to discuss issues beyond the questions asked. The researcher has a list of key themes, issues, and questions to be answered. The semi-structured interviews make the interviewer freer than interviews in which the interviewer has to adhere to a detailed interview guide (Paton, 2002).Semi-structured interviews are regarded as an appropriate data collection technique for these samples. Management (director/marketing manager) and service providers of ZMTE were selected because of their extensive knowledge, experience, expertise, and involvement in ZMTE in the area under study.

3.5   DATA ANALYSIS

The questionnaires were analysed using Statistical Package for the Social Science (SPSS). This programme provided graphical analysis and tables based on questionnaires that were administered. Qualitative data was analysed using thematic analysis. All participants in the study are referred to as 'respondents'. Thematic analysis is a qualitative methodical approach for identifying, analysing and reporting patterns (themes) within data. It minimally organises and describes data set in detail.

However, frequently it goes further than this, and interprets various aspects of the research topic. A theme captures something important about the data in relation to the research question and represents some level of patterned response or meaning within the data set. (Braun and Clarke, 2006:79).

Qualitative approaches are extremely varied and complex (Holloway & Todres, 2003), and thematic analysis should be seen as a fundamental method for qualitative analysis. It is the first qualitative method of analysis that researchers should acquire, as it provides essential skills that are useful for conducting many other forms of qualitative analysis. Indeed, Holloway and Todres (2003: 347) identify "the meanings" as one of a few shared generic skills across qualitative analysis. For this reason, Boyatzis (1998) characterises it not as a specific method but as a tool to use across different methods. Similarly, Ryan and Bernard (2000) identify thematic coding as a process performed within major analytic traditions (such as grounded theory), rather than a specific approach in its own right.

One of the significant benefits of thematic analysis is its flexibility. Thematic analysis approaches are those tied to, or stemming from, a particular theoretical position. (Smith & Osborn, 2003). In essence, one technique guides analysis. Such approaches include grounded theory, discourse analysis; or narrative analysis wherein different manifestations of the method, from within the broad theoretical framework are applied (Willig, 2003). Through its theoretical freedom, thematic analysis provides a flexible and useful research tool, which can potentially provide a rich and detailed, yet complex account of data (Roulston, 2001).

To validate responses from all participants, literature from other authors and previous research will be used as supplementary evidence and justification. Triangulation is a method used in this dissertation. Triangulation refers to the use of more than one tactic to the investigation of a research question in order to improve confidence in the resultant findings. Since much social research is founded on the use of a single research method and as such may suffer from limitations associated with that method or from the specific application of it, triangulation offers the prospect of enhanced confidence. Denzin (1970) sustained the idea of triangulation beyond its conventional association with research methods and designs.

Data triangulation, which involves gathering data through several sampling strategies, so that portions of data at different times and social situations, as well as on a variety of people, are gathered.

- Investigator triangulation, which refers to the use of more than one researcher in the field to gather and interpret data.
- Theoretical triangulation, which refers to the use of more than one theoretical position in interpreting data.
- Methodological triangulation, which refers to the use of more than one method for gathering data.

For the purpose of enhancing the confidence level on the study findings, the researcher applied investigator triangulation wherein more than one researcher was responsible for data collection, particularly when disseminating questionnaires to the Mpophomeni local community members as this was a very large population sample. Methodological triangulation was also applied as different methods of data collection were used for each sample. For local community members, semi- structures questionnaires were used. For ZMTE management and service providers, face-to-face, semi-structured interviews were an appropriate method for data collection.

Theoretical triangulation was used in order to validate the information gained from the respondents through supplementary data from documents and current text books. Data triangulation was applied when sampling techniques suitable for data collection were determined. For ZMTE management and services providers purposive sampling was used, whilst with Mpophomeni local community, convenient sampling was relevant.

3.6 STUDY DELIMITATIONS

- Methods of communication: only enterprises with valid and renewed membership as service providers of the ZMTE were participants of this study which is likely to have excluded some unregistered enterprises that could have added significant and valuable data for this study.

- Information provided by ZMTE service providers: it was not possible to independently verify responses, since the purpose of the research was to focus specifically on conditions for success rather than outcomes.

- Additional obstacles include the fact that some enterprises were only reachable through an agent such as a local CBT network, and in some instances such networks did not respond to enquiries. Furthermore, the researcher was required to pay a certain amount in order to obtain a permit to conduct the study from local gatekeepers.

- ZMTE funders were not willing to disclose any information and did not want to participate by any means in this research study.

- Mpophomeni local community members were extremely hostile towards the researcher which aided in decreasing the number of participants in the study. Many local community members were not willing to participate in the study and viewed it as a waste of their time. The researcher associates this type of behaviour to the fact that locals were not familiar with the researcher and the value that research can have.

- Obtaining letters from gatekeepers such as Induna and the ZMTE management was time consuming as permission was given four to six weeks post request from the researcher. This aided in limiting the time to commence and complete the entire research.

3.7 CONCLUSION

This chapter outlined various methods adopted in this study to obtain relevant data. The research design, population and sampling was also highlighted. The study further identified data collection instruments and their relevance justified. The researcher encountered a number of challenges during data collection that are included in this chapter. The next chapter focuses on the analysis of the research findings.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

This chapter presents the results and discuss the findings obtained from the questionnaires in this study. The questionnaire was the primary tool that was used to collect data and was distributed to community members in the Mpophomeni area. The data collected from the responses was analysed with SPSS version 22.0. The results will present the descriptive statistics in the form of graphs, cross tabulations and other figures for the qualitative data that was collected. Inferential techniques include the use of correlations and chi square test values; which are interpreted using the p-values.

4.2 THE MPOPHOMENI LOCAL COMMUNITY

In total, 379 questionnaires were despatched and 280 were returned which gave a 74% response rate. The research instrument consisted of 24 items, with a level of measurement at a nominal or an ordinal level.

4.2.1 Biographical data of the Mpophomeni local community

This section summarises the biographical characteristics of the respondents. The ratio of males to females is approximately 1:1 (46.4%: 53.6%). Within the age category of 18 to 29 years, 42.7% were male (see annexure 1). Within the category of males (only), 51.9% were between the ages of 18 to 29 years. This category of males between the ages of 18 to 29 years formed 24.1% of the total sample. This age category formed the majority of the total sample with a total of 56.6%. In the age group of 30 to 39 years, 44.2% were female and 55.8% were male. The category of females only for this age group formed a total of 13.7% with males at 17.3 %. The total sample is 30.9%. The age category of respondents 60 years and above comprised of 2.2 % of the total sample with 1.6% males and females are a total of 2.7% within this age category. Thus, this age category comprised the least respondents within the total sample.
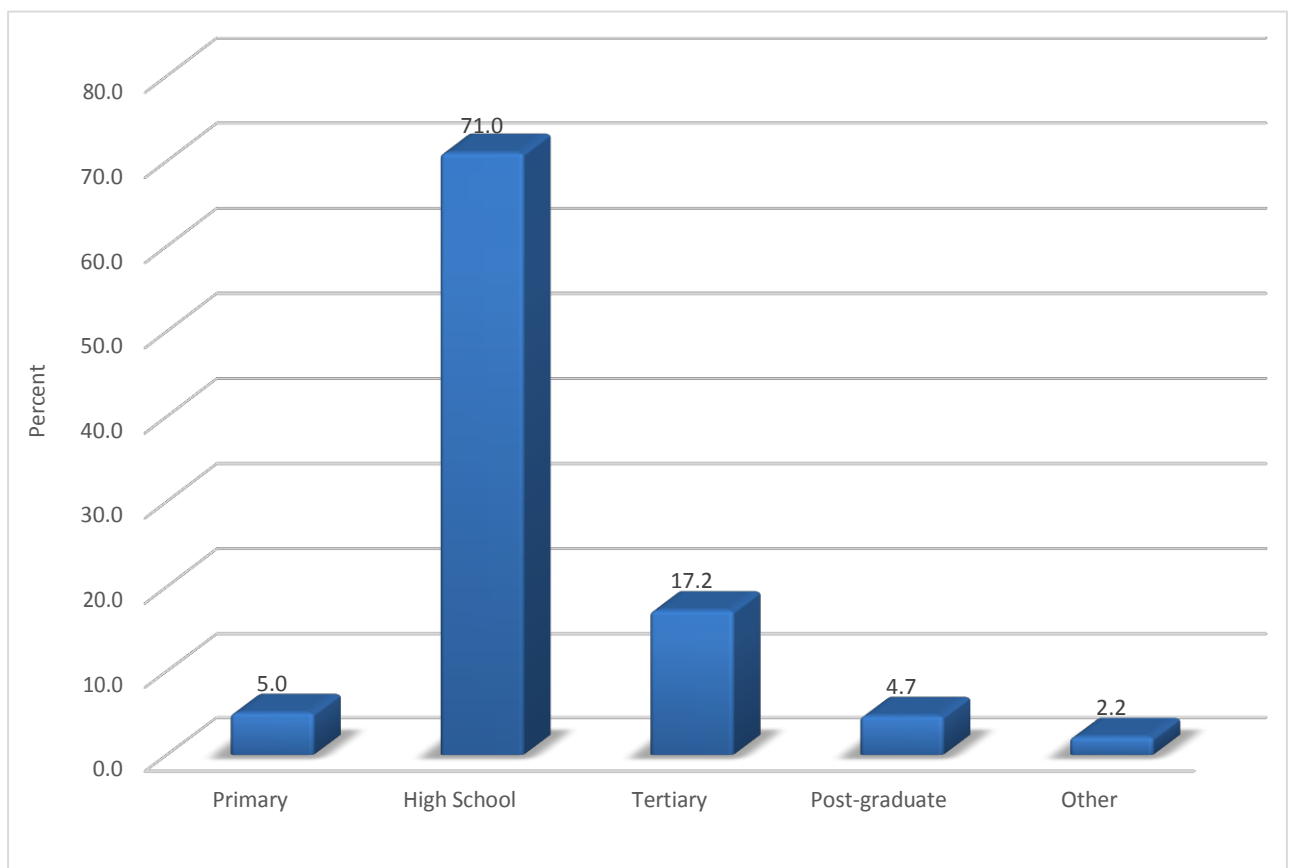
Figure 4.1: **Educational qualifications of the respondents**

The Figure above (Figure 4.1) indicates the highest qualifications of the respondents. The majority of the respondent with a total of 71.0% completed their high school qualification. A total of 17.2% of the respondents are in possession of a tertiary qualification with only 4.7% of the total sample with post-graduation qualifications. Respondents with primary education are a total of 5% and only 2.2% of the respondents have other qualifications.
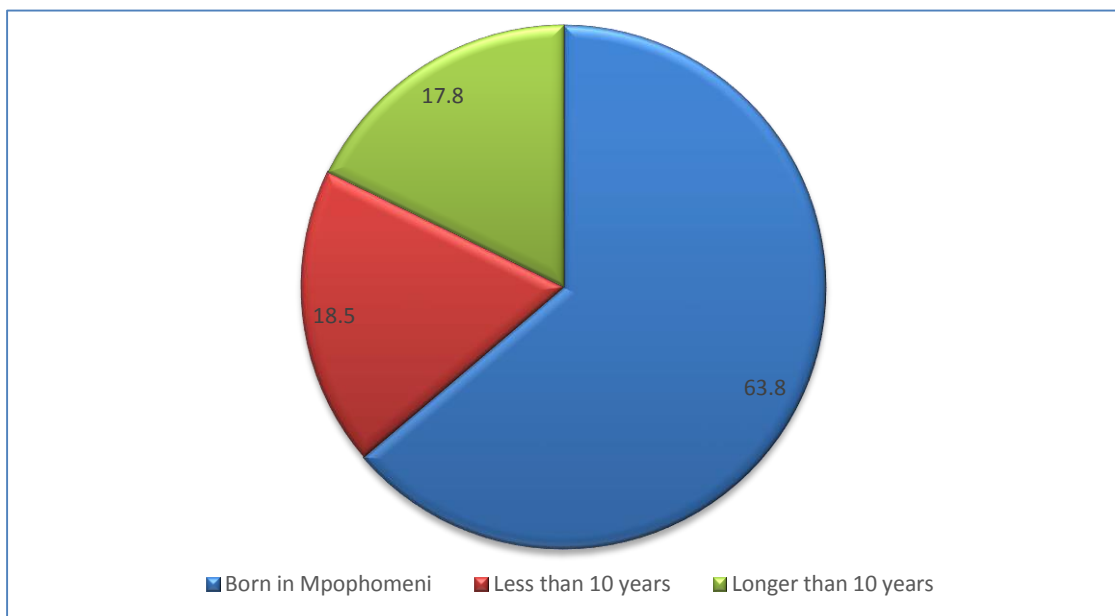
Figure 4.2: Length of stay at Mpophomeni Township

More than 80% of the respondents were either born in Mpophomeni or have lived there for longer than 10 years. This is useful as it indicates that the responses from the respondents are from some level of experience and should provide a reasonably accurate reflection of the opinions of the respondents. The consistency in the scoring patterns is also observed in the high reliability scores.

Table 4.1 below indicates the type of employer that respondents worked for. The two predominant employers were the private sector (57.1%) and Public Sector (36.6%). The remaining three categories have a combined contribution of approximately 6%.

		Are your currently employed?
		Yes
Please indicate the type of employer	Public sector	36.6
	Private Sector	57.1
	NGO	4.9
	CBO	0.7
	Retired	0.7

Table 4.1: Type of employment

4.3 SECTION B: THE NATURE AND EXTENT OF LOCAL COMMUNITY PARTICIPATION IN THE ZULU- MPOPHOMENI TOURISM EXPERIENCE

4.3.1 SECTION ANALYSIS

Section B analyses the scoring patterns of the respondents per variable per section. Levels of disagreement (negative statements) were collapsed to show a single category of "Disagree". A similar procedure was followed for the levels of agreement (positive statements). This is allowed due to the acceptable levels of reliability. The results are first presented using summarised percentages for the variables that constitute each section. Results are then further analysed according to the importance of the statements.
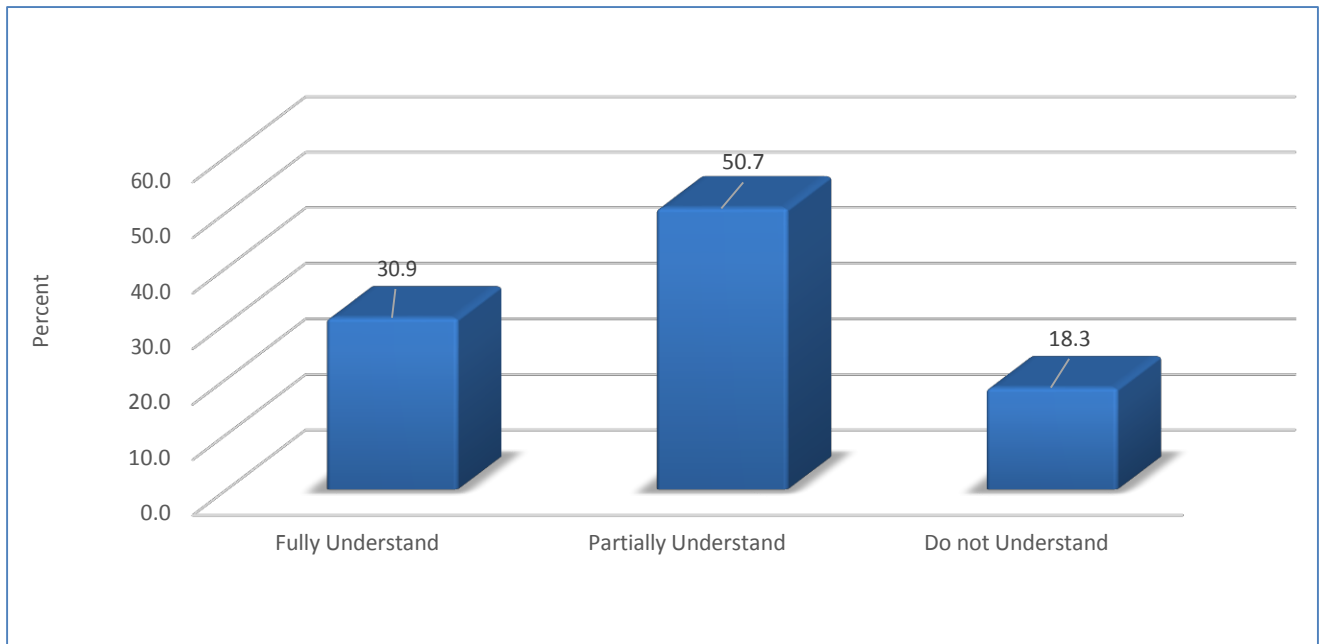
Figure 4.3: General understanding of tourism in the area of Mpophomeni

Most respondents (81.7%) had some idea of the tourism in their area. A total of 30.0% of the respondents fully understood the tourism activity in Mpophomeni. The least the sample (18.3%) had no understanding of tourism in the area. To determine whether the differences were significant, chi-square tests were done by variable (statement). The null hypothesis tested the claim that there were no differences in the scoring options per statement. The results are shown below.

	How would you rate your general understanding of tourism in your area?
Chi-Square	44.424[a]
df	2
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 92.7.
Table 4.2: Test Statistics

Since the sig. value (p-value) is less than 0.05 (the level of significance), it implies that the distribution is not even. That is, the difference between the levels of agreement is significant.

			Were you a resident before the inception of the ZMTE?		Total
			Yes	No	
Are you involved in the ZMTE?	Yes	Count	21	2	23
		% of Total	7.7%	0.7%	8.4%
	No	Count	213	38	251
		% of Total	77.7%	13.9%	91.6%
Total		Count	234	40	274
		% of Total	85.4%	14.6%	100.0%

Table 4.3: Cross tabulation between the involvement of residents in the ZMTE and their state of residence in Mpophomeni before ZMTE was started

Of the 85.4% of the respondents who were residents before the inception of the ZMTE, 7.7% were actually involved in the ZMTE. High percent (77.7%) were not involved in the ZMTE. A total of 14.6% respondents were not residing in Mpophomeni before the inception of the ZMTE with the majority (91.6%) not involved in the ZMTE. For those who were not involved, some of the reasons are listed in Table 4.4 below:

	Frequency	Percent
Not interested	40	14.3
Do not know what to do	194	69.3
Other	5	1.8
Total	239	85.4
Missing System	41	14.6
Overall Total	280	100.0

Table 4.4: Reasons for not being involved in the ZMTE

More than two-thirds (69.3%) of the respondents indicated that they did not know what to do in order to participate in the ZMTE. Some of the respondents indicated that they are not interested in being part of the ZMTE with a total of 14.3 %. In a study by Tosun (2000) aimed at assessing barriers to community participation in tourism development and community-based tourism initiatives he highlighted the significance of involving the community to make community-based tourism efficacious. Tosun (2000) further categorised the barriers to local community involvement into three areas, that is, (i) operational barriers, (ii) structural barriers and (iii) cultural barriers to community involvement in community-based tourism in many developing countries although do not equally exist in all tourist destinations.

Firstly, barriers at the operational level comprise of (a) authoritarianism of public administration of tourism, (b) lack of effective co-ordination, and (c) lack of information and communication. Secondly structural limitations includes (a) attitudes of professionals towards the link between tourism development and the community (b) lack of expertise and empirical knowledge (c) elite domination (d) lack of appropriate legal system (e) lack of trained human resources and adequate skills (f) relatively high cost of community participation and lack of financial resources and support to make community based tourism viable. Finally cultural limitations include (a) limited capacity of poor people and (b) apathy and low level of awareness among the local community (Tosun, 2000).

Tosun (2004) accepted that these limitations may be an extension of the prevailing social, political and economic structure in developing countries, which have prevented them from achieving a higher level of development. Conversely, it should be noted that community participation as citizen power is a complex matter as it involves different ideological beliefs, political forces, administrative arrangements and re-distribution of wealth and power in developing countries. Tosun (2004) states that most of the developing countries are characterized by a number of structural deficiencies, which can be clustered into three main features, that is,   (a) socio-economic features, (b) political features, (c) cultural features.

Socio economic factors take account factors such as low standard of living, lack of services of welfare state, high rates of population growth and dependency, low per capita national income, low economic growth rates, increasing income inequality, increasing unemployment and inadequate human resources. Secondly political features consists of features such as high level of centralization in public administration system, elite domination in political life, high level of favouritism and nepotism, and high level of clashes among supporters of different beliefs.

Finally a cultural feature includes indifference among the poor, lack of education and poor living in highly stratified societies. All these kind of deficiencies creates serious challenges in the process of community participation and stagnates the destination development process. Tosun (2006) suggested that future research should investigate preconditions for participatory tourism development approach and develop strategies to operationalize this proactive tourism development approach. Aref and Redzuan (2008) also pointed out that there are some factors which create hurdles in the actual participation of community in tourism development processes in case of developing countries.
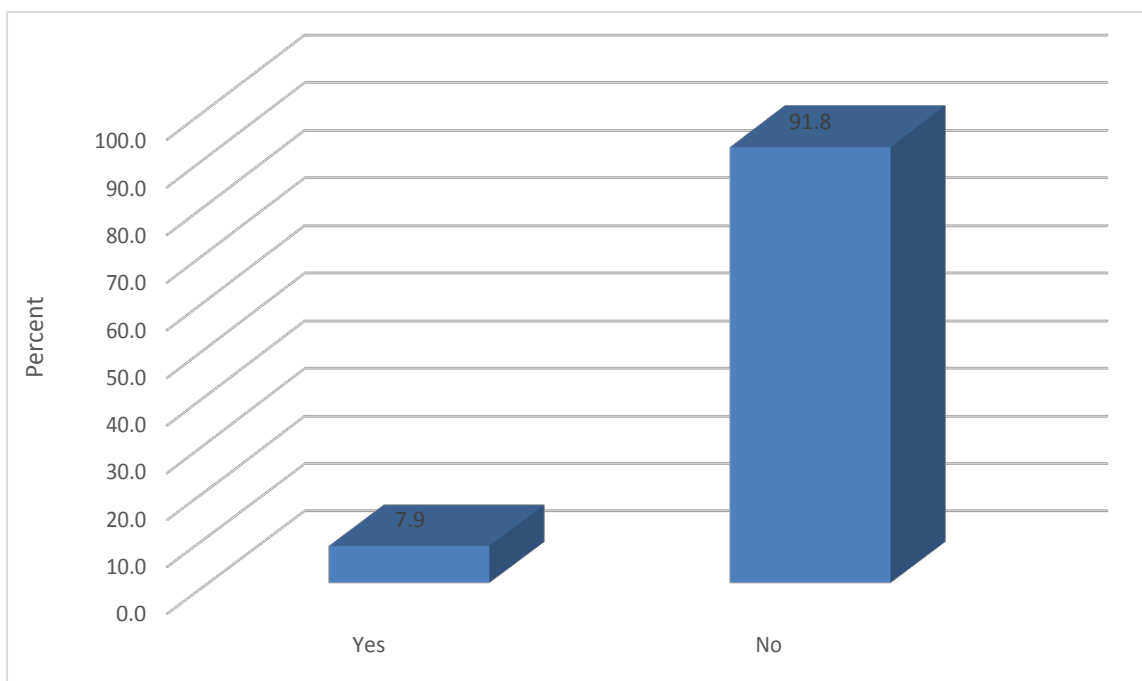
Figure 4.4: Individual benefits of the ZMTE

When the respondents were asked whether the ZMTE is individually beneficial, the majority of respondents (91.8%) indicated that they were not seeing any benefit from the project. The minority of 7.9% benefits from the ZMTE. The majority of the respondents (82.6%) indicated that local people were not very involved in the project. A community participation approach has long been encouraged as a means of maximizing the benefits of CBT to local communities (Haywood, 2008:98). This approach is ideal not only in achieving efficient and equitable distribution of benefits, but also in sharing knowledge (Connell, 2007:250). The Word Tourism Organisation (2006) asserts that the development of sustainable tourism must incorporate extensive and informed participation of all relevant stakeholders, particularly the local communities. A strong political leadership is crucial to ensure maximal participation and consensus building (WTO, 2006). According to Okazaki (2008), community participation in CBT empowers community members through skills development, knowledge and assurance required to take control over their land and resources, to promote their potential and obtain individual and widespread benefits. However, a number of critical concerns regarding community participation in CBT have restricted the benefits to local communities. Overlooking the principles for successful and sustainable CBT results in intensive costs. (Vignati, 2009).
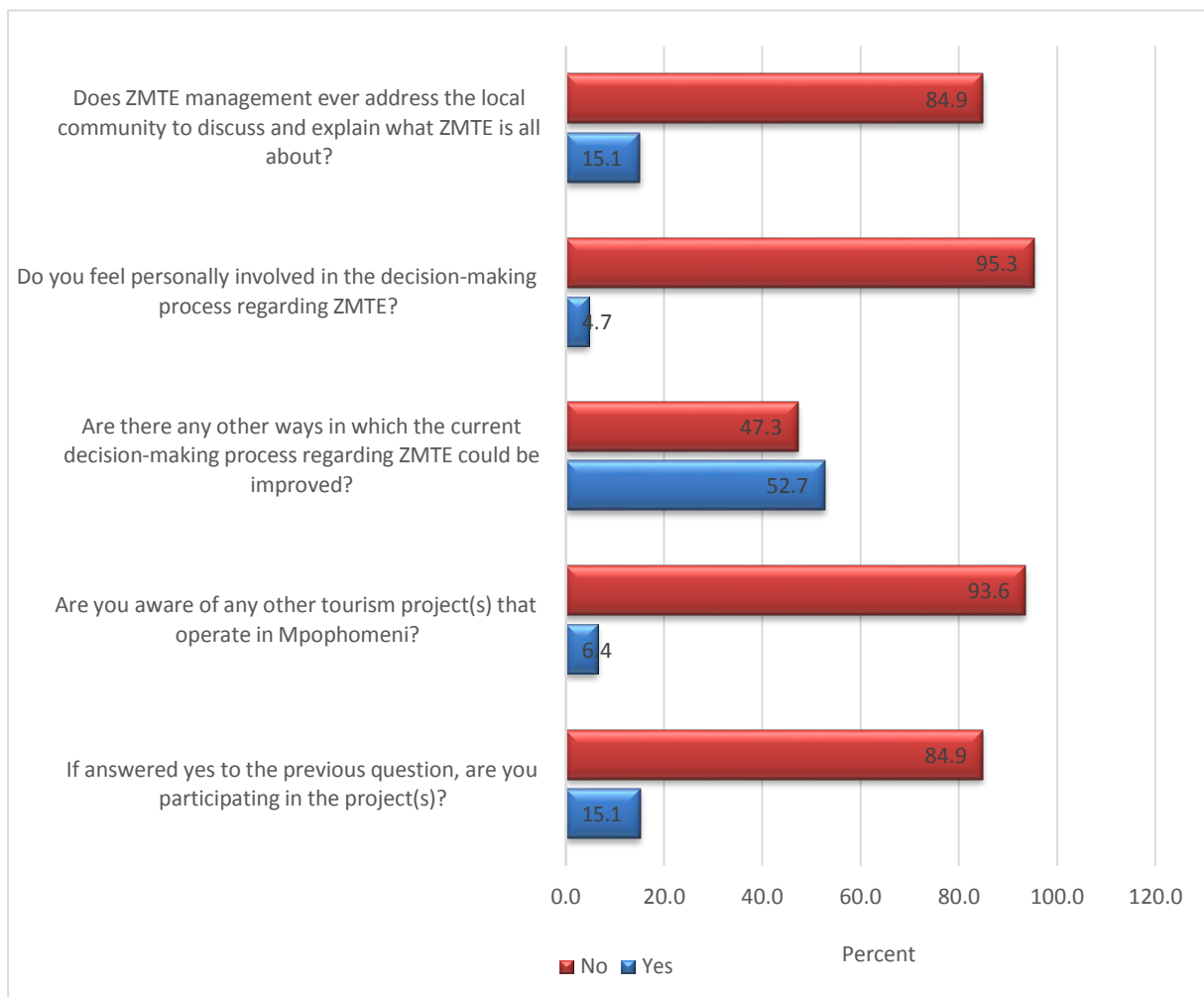
Figure 4.5: Decision making processes involving the Mpophonemi local community and the ZMTE

Figure 4.5 is a summary of the scoring patterns relating to decision making processes. There are high levels of disagreement with all of the statements except with the third which shows similar levels of agreement and disagreement. The levels of disagreement correlate with the indicated levels of non-participation, little benefit and knowledge of the ZMTE found earlier. There are various approaches that complement the development of CBT through effective decision-making and contribute to its success (Cooper 2004). These elements and approaches include a participatory process that is transparent and strong non-governmental organization (NGO) involvement.

Tourism that is going to be community-based or community managed needs to include the community from the inception of its development, starting with the planning process. CBT initiatives that have adopted an inclusive process from the onset of development have been successfully implemented (Cooper 2004).

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	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Informing and encouraging local people to invest in the tourism sector (accommodation, transport, other services,)	3.2	0.7	1.4	12.2	82.4
Encouraging local people to work within the tourism sector	1.8	0.4	2.5	16.9	78.4
Taking part actively in tourism decision-making process	1.8	0.7	3.6	15.9	78.0
Sharing tourism benefits	1.8	4.0	5.1	18.2	70.9
Attending tourism related seminar, conference, workshops	1.8	0.4	2.9	21.0	73.9
Training people to understand and participate in tourism	1.8	0.0	1.4	16.6	80.1

Table 4.5: Means for ensuring maximal involvement of the local community in the ZMTE

Table 4.5 above is a summary of the scoring patterns in response to what the most suitable means of ensuring maximal involvement of the local people in ZMTE. The body of literature that addresses tourism as a viable economic tool for local community development has increased over the past years. However, there is minute evidence on the literature that describes the nature of interaction between local communities and tourism development (Aref, 2010) which is one of the core elements for developing a viable community-based tourism (CBT) initiatives. While the literature identifies the inclusion of the local community in CBT, their role has been debatable.

The incorporation of community interests in CBT initiatives is a complex issue that needs to be addressed carefully. There is unclear explanation of local communities' roles and how their views are integrated in the planning and development of CBT. While the literature by Bushell and McCool (2007) suggests a number of roles local communities could take in tourism development, little emphasis has so far been given as to how local communities themselves feel about these imposed roles. This creates a knowledge gap regarding what communities think of their role(s) in CBT development as opposed to the imposed roles.

According to Bushel and McCool (2007), local communities have traditionally coexisted with key tourism attractions. Figgis and Bushell (2007) further assert that "tourism development and conservation that denies the rights and concerns of local communities is self-defeating, if not illegal" (p.103). Therefore, the involvement of local communities in CBT development and implementation cannot be disregarded due to their vital roles. Jamal and Stronza (2009) assert that involving the local communities in CBT development is crucial in linking governance and use of the resources in a tourist destination. Apart from the economic impacts that the local communities can accumulate from tourism, their involvement can be beneficial to tourism development because they can generate an "effective environmental stewardship that builds on indigenous, local and scientific knowledge, economic development, social empowerment, the protection of cultural heritage and the creation of interpretive and nature-based experiences for tourist learning and cross-cultural appreciation" (Jamal and Stronza, 2009: 177). If decisions concerning development of tourism in a region are not made in consultation with the local communities during the design stage, it will be impossible for the local communities to be involved during implementation (Niezgoda and Czernek, 2008). Likewise there will be little support of local communities for tourism activities.
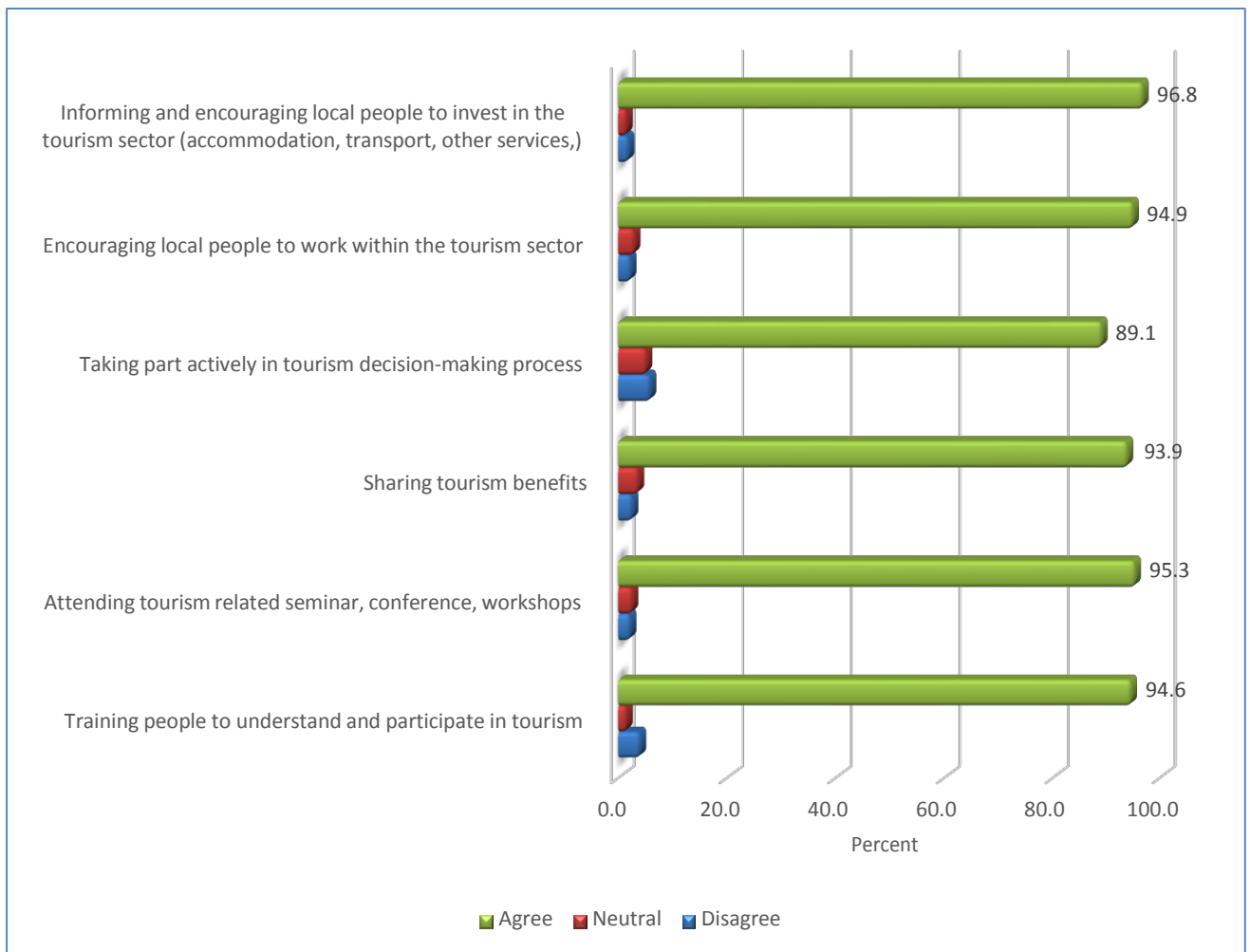
Figure 4.6: **Means for ensuring maximal involvement of the local community in the ZMTE**

The average level of agreement for this section is 94.1%. It is noted that the higher levels relate directly to benefits (assumed financial) with the lowest involvement being for being involved in the decision processes. The chi-square p-values ($p < 0.05$) are all significant implying that the scoring patterns were fairly skewed. This is evident in the figure as well. A total of 96.8% of respondents agree that informing and encouraging local people to invest in the tourism sector (accommodation, transport, other services,) will be an effective means of ensuring maximal involvement of the local community in the ZMTE. Other means listed include, encouraging local people to work within the tourism sector with the majority of respondents (94.9%) in its favour.

Taking part actively in tourism decision-making process with a total 89.1% resident as the majority supporting this statement. These findings are consistent with the literature from Matarrita-Cascante (2010), McIntyre (1993), Muhanna (2007), and Niezgoda and Czernek (2008) who assert that in order to achieve successful CBT initiatives, local communities need to participate in decision- making process. Local communities can participate in identifying and promoting tourist resources and attractions that form the basis of community tourism development. To accomplish and maintain durable positive outcomes, the local community needs to actively participate rather than being passive observers. Jamieson (2001) as cited in Pongponrat (2011) noted that extensive and direct local involvement in decision-making, for example, may empower residents to request a specific portion of tax benefits from tourism to be allocated to community development and the preservation of the tourism resource base. This is consistent with Sanoff (2000) who maintains that fundamental purpose of community participation is to involve people in the design and the decision making processes. It is further argued that community participation in decision making increases people's trust and confidence in local CBT initiatives. It also affords the local community with a voice in design and decision-making in order to improve plans, service delivery, and finally, promotes a sense of community by bringing together people who share common goals (Pongponrat, 2011). A total of 93.9% are for sharing tourism benefits and attending tourism related seminar, conference, workshops (95.3%) as well as training people to understand and participate in tourism (94.6%).

The table 4.6 below illustrates responses of the following question: Are there any other possibilities that you would like to recommend to be the most appropriate means of involving local people?

	Frequency	Percent
Yes	66	26.5
No	183	73.5

Table 4.6: Recommendations to improve local community involvement in the ZMTE

Respondents were asked to make any recommendations towards the improvement of the local community involvement in the ZMTE. A quarter of the respondents (26.5%) had further recommendations to make. These are listed in the box below:

"We must be informed through public announcements and activities in the area".
"The local people must be educated on their role in the ZMTE and what opportunities are available for them".
"The local community must be consulted when tourism projects are established".
"Informing local people about the aim of the ZMTE establishment".
"If people are aware of the benefits of tourism, maybe they can be encouraged to be involved".
"There must be local school projects to teach youth about tourism offerings in their area".

Table 4.7: Some of the additional comments from the respondents regarding the improvement of local community involvement in the ZMTE

The results below are a summary regarding what should be an appropriate role of local people in the ZMTE.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Local people should take the leading role as entrepreneurs	0.4	0.0	1.1	9.3	89.2
Local people should take part as workers at all levels	0.4	0.0	2.5	15.8	81.4
Local people should have a voice in decision-making	0.7	0.0	1.1	13.1	85.1
Local people should be consulted when tourism policies of the ZMTE are being made	3.0	1.1	0.7	13.4	81.8
Local people should be consulted but the final decision on the development of ZMTE should be made final by formal bodies	59.4	2.9	2.9	10.5	24.3
Local people should not participate by any means	89.6	4.3	2.5	1.4	2.2
Local people should be financially supported to invest in ZMTE	46.0	2.9	2.5	8.3	40.2

Table 4.8: The role of the local community in the ZMTE

There are various role-players involved in CBT, including private sector, government, donor agencies, civil societies and local people themselves. Local communities are regarded as a significant asset in CBT as it is within their area of residence. Local communities are also considered legitimate, authentic and ethical stakeholders in tourism development (Haukeland 2011; Jamal and Stronza, 2009) because their interests affect and are affected by decisions of key policy makers (McCool, 2009).

Mayers (2005) divides stakeholders into two categories: the first are the stakeholders who affect decisions and the second category are those stakeholders who are affected by decisions. The degree of local community involvement in various decision making and policy issues is determined by the extent to which they affect or are affected by these decisions and policies. In the same token, Pongponrat (2011) noted that CBT requires people who are affected by tourism to be involved in both the planning process and the implementation of policies and action plans. This ensures that development meet the perceived needs of the local community.
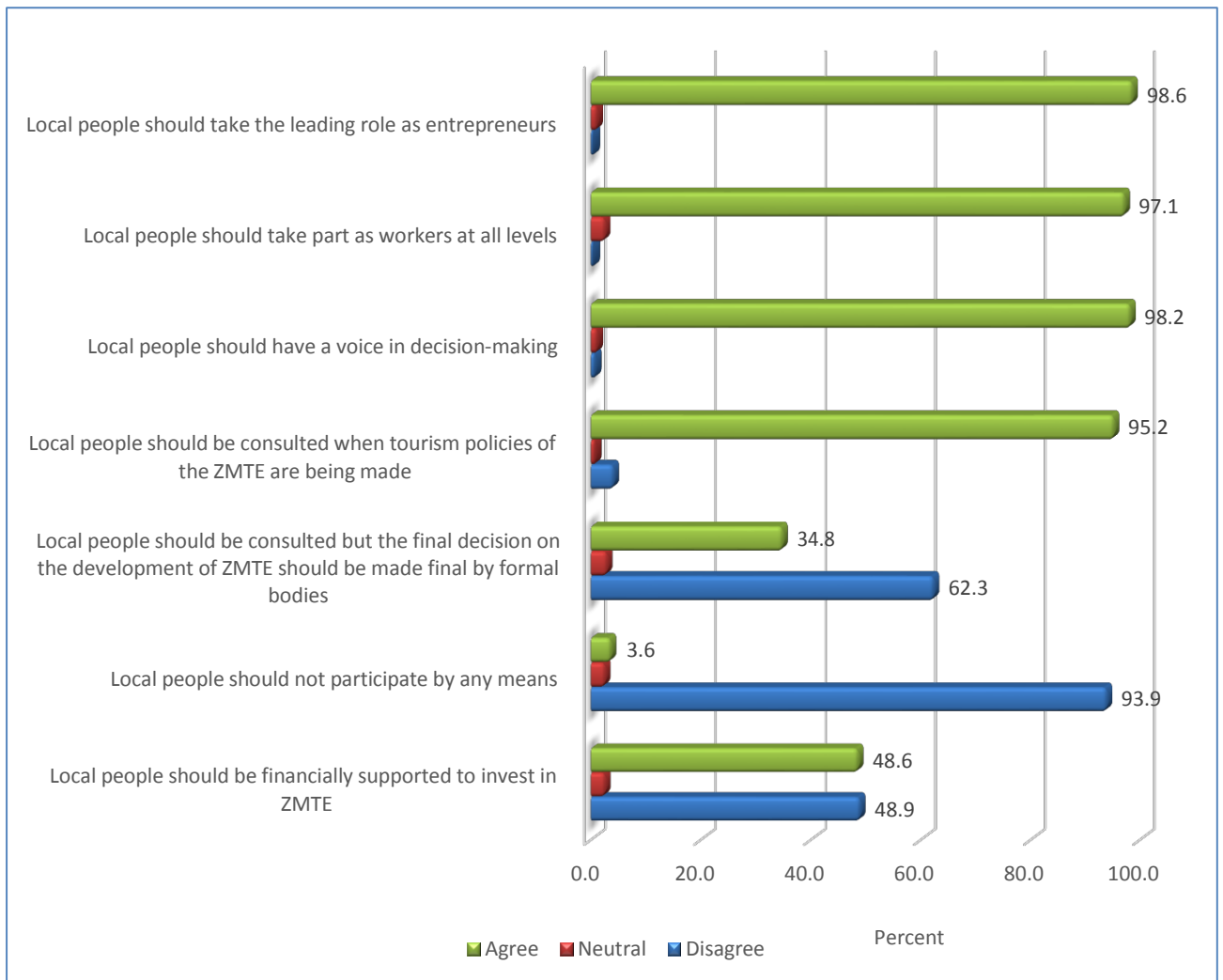
Figure 4.7: The role of the local community in the ZMTE

The first four statements show high levels of agreement as these relate to the respondents directly and their involvement in the ZMTE with 98.8% respondents stated that local people should take the leading role as entrepreneurship, 97.1% considers that local people should take part as workers at all levels. Additionally, a significant totality of respondents (98.2%) stated that local people should have a voice in decision-making while 95.2% highlighted that the local people should be consulted when tourism policies of the ZMTE are made. The last three statements show higher levels of disagreement. This contrasts the results in the top half of the graph as the last three statements look for responses where there is dissolution of the community involvement, and respondents do not agree that the community should be excluded. It is interesting to note that there were similar numbers of people who supported the last statement as there were against.

On the other extreme, respondents overall rejected the statement that the 'local people should not participate by any means in the ZMTE. The remaining statement, 'local people should take the leading role as workers at all levels' is positively worded.

However, it seems there was a wider series of responses to two statements: local people should be consulted but the final decision on the development of the ZMTE should be made by formal bodies; and local people should be financially supported to invest in the ZMTE (Figure 4.7). This suggests that there were relatively more respondents who seemed to favor extreme responses (agree and disagree) when responding to these statements and the minority was selected 'neutral'. Additional analysis of the responses across the profile variables revealed that overall respondents, age, gender, occupation, and education, embraced five out of seven statements, but showed mixed views about two statements: local people should be consulted but the final decision on the ZMTE should be made by formal bodies and local people should be financially supported to invest in the ZMTE.

Test Statistics

	Local people should take the leading role as entrepreneurs	Local people should take part as workers at all levels	Local people should have a voice in decision-making	Local people should be consulted when tourism policies of the ZMTE are being made	Local people should be consulted but the final decision on the development of ZMTE should be made final by formal bodies	Local people should not participate by any means	Local people should be financially supported to invest in ZMTE
Chi-Square	619.738	488.240	540.491	656.149	310.123	841.532	251.029
df	3	3	3	4	4	4	4
Asymp. Sig.	.000	.000	.000	.000	.000	.000	.000

Table 4.9: Test statistics for the significance in differences per option

To determine whether the differences per option per statement was significant, a chi-square test was done. Since all of the p-values are less than 0.05, the level of significance, it implies that the scoring patterns across the options were significantly different per statement.

	Frequency	Percent
Very Poor	140	50.5
Poor	89	32.1
Neutral	36	13.0
Good	11	4.0
Very Good	1	.4

Table 4.10: Respondents' views on the rate of local community involvement in the ZMTE

Table 4.10 addresses the question: In your view, how do you generally rate the level of local people's involvement in the ZMTE? The majority of the respondents (82.6%) indicated that local people were not very involved in the project. A total of 50.5% respondents rated local community involvement in the ZMTE as very poor. The results in Table 4.11 below indicate the scoring patterns of the respondents with respect to benefits associated with the Zulu-Mpophomeni Tourism Experience to the local community.

	Significantly Improved	Partially Improved	Did not Improve
General wellbeing of the local people	5.4	13.3	81.3
Employment opportunities for local people	3.6	16.9	79.5
Income-generating projects for the local community	5.0	12.2	82.7
Quality of goods & service, such as water supply, health services, telecommunications, health services, etc.	6.1	9.4	84.5
General entrepreneurial development and local participation in entrepreneurial activities	8.6	12.9	78.4
Stewardship of the natural, cultural and historical resources	10.8	10.1	79.1
Increase skills and capacities within the community	9.1	6.5	84.4
Other	0.0	100.0	0.0

Table 4.11: Benefits associated with the ZMTE to the local community
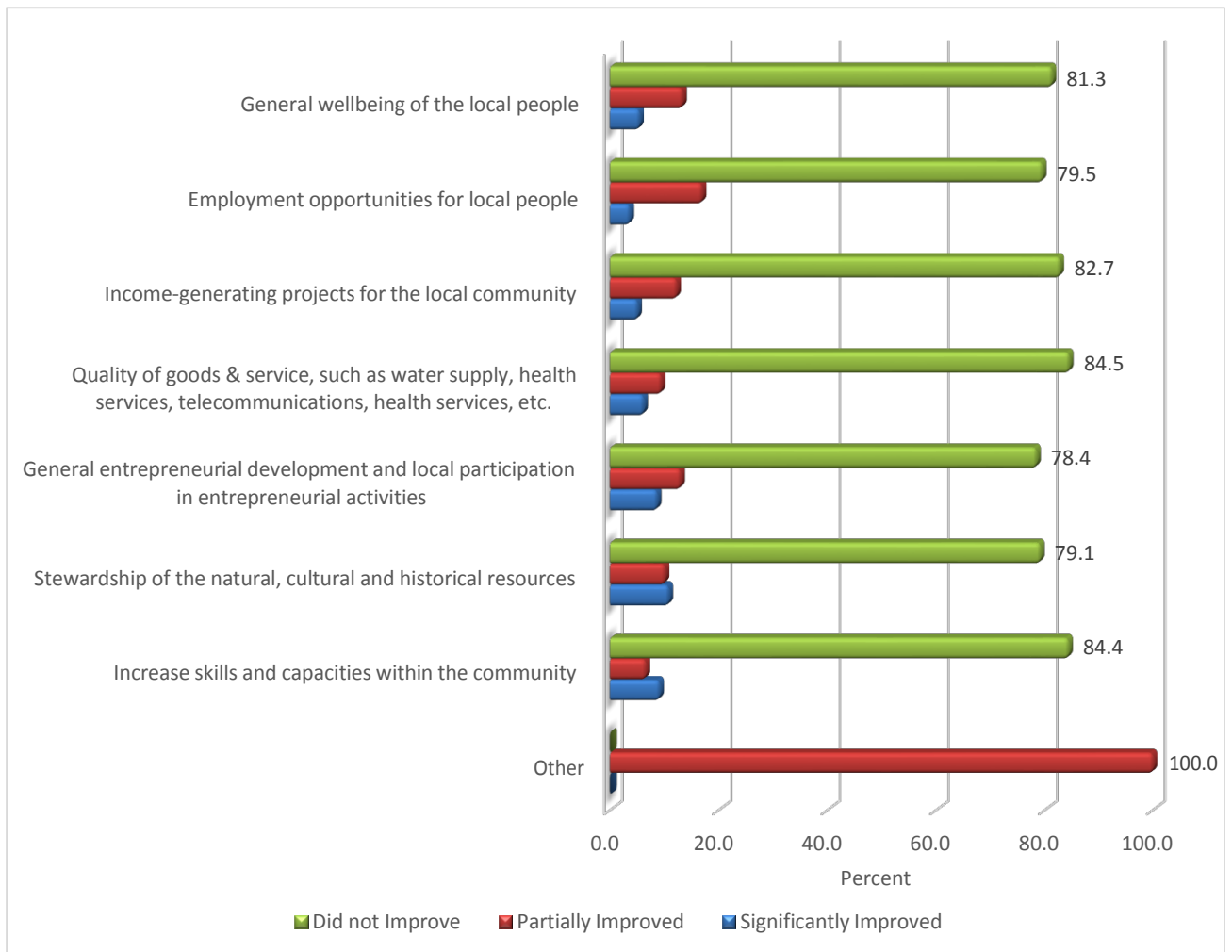
Figure 4.8: Benefits associated with the ZMTE to the local community

The average percentage score for the level of "Did not improve" (excluding the last statement) was 81.4%. CBT is a strongly developing market that is showing remarkable growth in this current scenario by spreading its arms all over the world. CBT contributes enormously to local economies, employment creation and sustainable development, although it has not enjoyed the recognition it deserves at the tables of policymakers and world leaders (UNWTO, 2010). CBT generates positive outcomes in the development of destinations trough heritage, culture, infrastructure and economies and on the other side it is also creating challenges in the existence of destinations and other tourism products like culture, ecology, etc. The success of tourism depends on the active support of the local population, without which the sustainability of the industry is threatened. Residents should be the central point of the tourism decision making process (Choi & Sirakaya, 2005).

The Table 4.12 below addressed the question: Do you think the expansion of ZMTE would bring any benefits to the local community?

	Frequency	Percent
Yes	242	87.1
No	36	12.9
Total	278	100.0

Table 4.12: Likelihood of benefits as a result of the expansion of the ZMTE

Respondents did see the benefits of expanding the ZMTE as 87.1% agreed that expansion would benefit the community. Nonetheless, 12.9% of the respondents do not think the expansion of the ZMTE would benefit the local community. This is an indication that the local community does not reap any rewards from the existence of the ZMTE. When respondents were asked about the potential benefits resulting from the expansion of the ZMTE, many were optimistic. Community involvement in community-based tourism holds the potential to transform the attitudes of local people from passivity to responsibility and forms a new relationship between individual and destination, based on a sharing power and decision making (Dinham, 2005). This statement is supported by some of the views and opinions expressed by the local community regarding the benefits of expanding ZMTE, as listed in Table 4.7.

"There will be ample employment opportunities related to tourism and this will help our youth to refrain from social ills".
"More youth will be selected to be ambassadors of the ZMTE and hopefully the employment rate will increase".
"I think within the next five years Mpophomeni will develop into a better place and hopefully more tourists will flock into the local taverns and enjoy traditional meals".
"Employment opportunities will lead to the enhancement of a variety of skills amongst local communities. " Maybe one day this ZMTE project will encourage many young people to establish their own tourism ventures".
"We can be informed about tourism in our local area and the role of the ZMTE in particular".
"There will be good exposure of Mpophomeni if the number of visitors increases". "More tourists will gain knowledge about history and culture of Mpophomeni and will hopefully bring in investment opportunities, bursaries for the youth and positive word of mouth.
"I think more business opportunities will be created through the expansion of the ZMTE such as arts and crafts". "The expansion of the ZMTE can open business opportunities and more training centres can be opened to develop youth skills and knowledge".
"Employment opportunities will be created for the youth so that they shift their focus from drugs and alcohol abuse as well as criminal activities".
"I believe Mpophomeni will be a safer place to live in as a result of the youth being occupied by tourism related jobs"
"It will help develop infrastructure". "Improvement in infrastructure such as roads, schools and clinics".
"Better relationships will be formed amongst the community members and the creation of employment opportunities will eliminate crime."
"Creating a good image for Mpophomeni and it will be known as one of the prominent townships in the province as well as in the country."
"Employment opportunities will be created mainly for our youth and crime rate will decrease because their focus will be shifted".
"I believe that ZMTE will be well known and our township will be established as a preferred township tourism destination".

Table 4.13: Respondents' positive views about the expansion of ZMTE

With the majority of the respondents believing that the expansion the ZMTE will be beneficial some beg to differ. One responded stated that there is a lot of corruption from the local municipality, they do not inform the locals on any opportunities available for community development. Dredge (2006) argues that there is a need to involve wider community in tourism planning instead of that local government claiming that they represent the wider communities. Table 4.14 below provides some of the statements from the local community. These statements are in contrast with the findings illustrated by figure 4.3 wherein respondents were asked to rate their general understanding of tourism in their area. Most respondents (81.7%) had some idea of the tourism in their area. A total 0f 30.0% of the respondents fully understood the tourism activity in Mpophomeni. The least the sample (18.3%) had no understanding of tourism in the area.

"I say no because myself and the majority of the Mpophomeni community do not understand the significance of tourism. To us, tourism in a new phenomenon".
"*There is lack of information about the ZMTE".*
"I think this project is for the benefit of the ZMTE management and not for the local community
"ZMTE in my observation will never grow, it will remain useless as it is now"
"It has been around for some time and have not seen any changed within the community"
""I have no faith in this, I do not see any tangible benefits"

Table 4.14: Respondents negative comments on the growth and expansion of ZMTE

	Percent
Increase in crime	10.4
Modernization of local lifestyle & culture to meet tourists' expectations & demands	6.4
Loss of identity	5.7
Increased congestion and pollution	3.2
Competition with foreign ownership of local tourism enterprises	3.2
Over-use of the area's resources	2.9
High leakage of revenue	1.8

Table 4.15: Problems encountered by the local community as a result of the ZMTE

Table 4.15 above indicates the rank order of the respondent's opinions regarding external factors and problems the local community has encountered during the inception of the ZMTE. Crime seems to be the biggest issue (10.4%) with the next highest issue being 4% lower regarding modernization of local lifestyle & culture to meet tourists' expectations & demands.

4. 4 ZMTE SERVICE PROVIDERS

A total of 6 service providers were interviewed regarding their role in the ZMTE, the viability of the ZMTE as well as the benefits and costs they have encountered since their involvement in the ZMTE. The sample comprised of a single individual of the following service providers:

- Bed and Breakfast owner
- Local tour guide
- Trading Enterprise owner
- Craftsman
- Tour operator
- Local traditional healer

The aforementioned service providers are fully registered as official members of the ZMTE.

4.4.1 Service providers in the ZMTE

The Bed and Breakfast is one of the officially registered service providers of the ZMTE with a role of providing accommodation to tourists visiting the area. This establishment has been with the ZMTE for over ten years. A Trading Enterprise offers catering services for any ZMTE related events as well as those of the local community. The local craftsman created leatherworks including bags, belts, wallets, sandals and other accessories to sell to the tourist market visiting Mpophomeni as well as the general public. The local tour operator provides transport to all attractions within the area and beyond. This service provider has been with the ZMTE for eight years. The local traditional healer provides interested visitors with knowledge about traditional medicine and its role in the culture of the local community.

The local tour guide does not only take groups of tourists on a guided tour around the area but is also a communications officer. As a communications officer, responsibilities include facilitating communication between services providers and the community.

4.4.2 Knowledge and motivation to be part of the ZMTE amongst service providers

The service providers were asked about their involvement in the ZMTE and how did they know about the existence of such a project. "I was in the founding committee of this project and was extensively involved during the planning stage. Furthermore, I realized the potential benefits not only for me but for the entire Mpophomeni community as well". " Being informed about the ZMTE could be described as informal because I heard about through rumours so only then did I decide to approach the manager and director of the project to obtain more information of how can I be involved and benefit from it. One of the service providers states that they were informed and approached by the ZMTE director during the time when all the local community members were informed about this project.

In terms of motivation to be part of the ZMTE, one of the service providers indicated passion for working with people and interaction as one of the key motivators. The respondent further states that bringing people together through tourism is fulfilling.

Amongst other motivating factors, being part of a viable tourism organisation will create exposure for the establishment and therefore broadening the potential for the business to thrive was a views from one of the service providers. One respondent felt that they can be a catalyst to accelerate local community development through tourism in the area. Restoration of culture and sharing of indigenous knowledge was noted as one of the factors that led one of the service providers to be part of the ZMTE.

4.4.3 Benefits derived from the ZMTE by the service providers

Being part of the ZMTE is beneficial to the currently existing service providers. The benefits service providers derive from being part of the ZMTE include recognition through marketing in the ZMTE official website. This also provides a powerful marketing tool as the internet is easily accessible to a large number of existing and potential internal and domestic tourist markets. Skills development in terms of communication and being multi linguistic. Customer care and the ability to deal with complex individuals is also a critical benefit as it allows for the provision of better services to tourists.

Networking with people from foreign countries provides great exposure and possible business relationships. According to two services providers, that it, the local tour guide and Bed and Breakfast owner, workshops are often held which focus on entrepreneurial skills development and also emphasize on the role and preserving important resources for tourism to flourish and as a result, the community to benefit.

4.4.4 Challenges and/or problems encountered by service providers that are associated with ZMTE

Due to the interdependence of tourism services, some of the challenges indicated by all six service providers are interlinked. The absence of adequate training resources results in a lack of local capacity that is critical for proper management and administration of tourism businesses, hampering the success of CBT (Cooper, 2004). Insufficient financial support and training limits and demotivates communities to actively participate in the tourism development process which is crucial for the successful implementation of CBT initiatives (Tosun, 2000).

One respondent stated that some ZMTE service providers provide poor quality products and services. However, in the consumers mind this will not only affect the establishment concerned, but it will jeopardise the entire ZMTE service providers unit. This has resulted in many establishments pulling out of the ZMTE and working independently as non-members of the ZMTE. There is also insufficient funding provided to service providers to help improve their establishments.

One major barrier to successful CBT is inadequate resources. A lack of resources is associated with initial funding sources and opportunities for training to skills development, knowledge and expertise related to tourism (Graci, 2008). Lack of funding is a continuing difficulty largely identified in tourism development, most particularly in rural communities in developing countries (Choi and Sirakaya, 2006). Start-up funds are also often seen as the necessary catalyst needed to initiate CBT (Cooper, 2004). Insufficient funds can minimize opportunities for communities to acquire the necessary training for tourism.

Theft has also impacted upon some establishments. A respondent stated that crime in the area has partially resulted from tourism activity in the area because some incidents are criminal activities directed to tourists. This creates an unfavourable image of the area, the business and negative word-of-mouth.

There are similarities between the views expressed by the service providers and the local community regarding the issue of crime in the area. Table 4.15 indicates the rank order of the locals' opinions regarding external problems the local community has encountered during the inception of the ZMTE. Crime seems to be the biggest issue (10.4%) with the next highest issue being lower regarding modernization of local lifestyle & culture to meet tourists' expectations and demands.

Despite the existing commonalities regarding the issue of crime, there is however a contradiction to what the general local community members (non- service providers of the ZMTE) believe. According to the locals, the expansion of the ZMTE will increase visitor numbers to the area which will in turn aid in making Mpophomeni a safer area to live in. These views were obtained when the local community was asked to elaborate on the potential benefits that will result from the expansion of the ZMTE. Some of the opinions and views shared by the local community are shared in Table 4.14.

Marketing one other major barrier to establishing a viable CBT industry and it arises from the first barrier identified, that is, inadequate resources. Cooper (2004) recognizes that a lack of marketing capacity and lack of knowledge on how the marketing structure operates have caused CBT projects to fail. A CBT project will lack marketing capacity if not trained properly on how to market their community or if they do not have funds to market themselves effectively.

The World Wildlife Fund International (2001) has identified that the main reason CBT projects have largely been unsuccessful in the past is because of the lacking number of visitors, which has resulted from misdirected marketing or a lack of tourism knowledge among local communities. Many of the barriers mentioned effectively limit the ability of a community to participate, control, manage and make decisions over their tourism industry, which are the crucial elements to a sustainable CBT project (Tosun, 2000).

4.4.5 Contribution of the ZMTE to the area of Mpophomeni and its local residents

All respondents believe that the ZMTE poses positive contributions to the local area and its residents. The creation of employment opportunities and the provision of a variety of tourism services by the local community was listed as one of the positive contributions to the local community. Another respondent stated the creation of business opportunities amongst local community members. Entrepreneurial savvy amongst the local community has resulted from the inception of the ZMTE was another contribution to the community. Contrary to the views of the service providers, figure 4.4 reflects the locals' views on the individual benefits they derive from the ZMTE. The majority of respondents (91.8%) indicated that they were not seeing any benefit from the project with only 7.9% benefiting from the ZMTE.

4.5 ZMTE DIRECTOR AND MARKETING MANAGER

4.5.1piration and purpose for the inception of the ZMTE

According to the ZMTE director and marketing manager, the idea of developing a CBT project in the area was stimulated by the interest amongst overseas researchers about Mpophomeni Township during the apartheid era. The township was severely affected by various political and social factors such as political instability and segregation to mention a few. Other factors that inspired the inception of the ZMTE include the provision of the authentic experience of the township to these people who came to explore the area for research purposes.

It was identified that these people require accommodation, transportation and they were interested in exploring the lifestyle of the local community, thus, this is where the idea to develop a variable tourism project was born. Such a project was aimed at developing tourism in Mpophomeni Township while benefiting the local residents.

The director and marketing manager of the ZMTE alluded that the interesting factor that put Mpophomeni Township on the map was the development of the first computer hub in the province of KwaZulu-Natal. The director/marketing manager further states that: "The township had the attractions (the history, culture and the local people themselves) as well the market, what was left was to mobilize these into a beneficial and viable tourism project for the community". Technological development as indicated by the director/marketing manager of the ZMTE began between the years 1993 and 1994. Therefore, Mpophomeni seemed to have a great potential for the successful development of CBT than any other township in the province.

Community-based tourism was introduced in the mid-1990s as a form of tourism that allows for community participation in tourism development (Asker, et al.20100:2). Tosun (2010:3) asserts that it is a tool that aims to readjust the balance of power and to reassert local community views against those of the developers or the local authority. The unemployment rate in the township was standing at 82% at the initiation stage of the ZMTE which was during the apartheid era (Zulu-Mpophomeni Tourism Experience: 2012).

The global evolution of special interest tourism had been reflected in the experience of the community when hosting guests from Germany, Norway and Belgium who opted for stays with the township families over hotels. The community realized that there was substantial further development potential in Bed and Breakfasts and cultural township tours (Zulu-Mpophomeni Tourism Experience: 2012).

4.5.2 The initiation of the ZMTE

"The ZMTE is by the community, for the community", this was a comment from the director/marketing manager of the ZMTE. This implies that the ZMTE was initiated by the community, they too identified the opportunity to meet the needs of the people visiting the area. Accommodation at that time appeared to be key service that the local people may offer, so that is when local Bed and Breakfasts started thriving. However, not all accommodation was officially made Bed and Breakfasts, as some people just offered their extra rooms to visitors.

This was mutually beneficial to the local community and visitors. The local people had the opportunity to interact with various individuals and profit from offering accommodation services, whilst the visitors gained a first-hand, authentic experience and interaction with the local residents. The fact that the local people were able to provide a non-staged experience to the visitors created an ideal competitive advantage for the Mpophomeni Township.

Bed and Breakfasts were the first services to thrive, however due to increased demand this sector expanded and all other services were later offered by the local community including transport, tour guiding to local attractions and places of historical significance, taverns, restaurants, entertainment in a form of traditional music and dance as well as local arts and crafts. ZMTE as mentioned earlier is an acronym for Zulu Mpophomeni Tourism Experience. The word 'Zulu' was deemed appropriate as it is representative of the majority of the local residents' tribal group and due to political reasons that cannot be disclosed.

4.5.3 Consultation with the Mpophomeni local community prior to implementation to establish community involvement

According to the director/marketing manager of the ZMTE, there was extent communication with the local community regarding the development of a viable CBT project. This was done through public announcements as churches, clinics all other public places where people gathered. In addition, the director/marketing manager further commented that: " During political gatherings, I would usually ask for a slot so that I can inform the people about this CBT project, such gatherings provided an ideal platform to send the message across as they were attended by a large number of people".

A forum was also established which was comprised of local residents only. The forum was responsible for facilitating brainstorming sessions with the local community in order to identify their needs, incorporated their ideas and allow them to make an effective contribution to the development of the CBT project in their area. Regular meetings were also held with the local community and a data base of all interested individuals was developed.

This is however in contrast with what the local people indicated when questioned about their involvement and knowledge about the ZMTE. The study findings reveal that of the 85.4% of the respondents who were local residents of Mpophomeni Township before the inception of the ZMTE, the majority (77. 7%) indicated that they were not involved with the ZMTE (Table 4.4). A total of 69.3% of the respondents further indicated that they did not know what to do in order to be involved with the ZMTE with only 14.3 % indicating that they are simply not interested in the project.

4.5.4 The level of community participation in the ZMTE

When the local community was posed with a similar question, a minute 4.0% rated the level of community involvement in the ZMTE as good (Table 4.10). Nonetheless, the director/manager of the ZMTE stated that: "The involvement is very good since people are consulted and they always respond positively when engaged". "There are currently two structures put in place to enhance the community involvement in the decision- making process. One is a trust and the other is an executive committee comprising of local residents", the director/marketing manager added.

4.4.5 Individual and community-wide benefits of the ZMTE

The majority of respondents, amongst other things highlighted the improvement of skills and self-development as individual benefits. Additionally, the benefits to the local community include management and ownership of small-scale tourism businesses. An understanding and appreciation of tourism in the area is also a significant value added by the ZMTE to the local community. Despite the advantages associated with the existence of the ZMTE, there are challenges as well. The respondent highlighted pollution and congestion which is often linked to the lack of adequate infrastructure, such as roads and basic services.

4.7 CONCLUSION

This chapter provided a detailed analysis of the study findings. The first section of the chapter provided a descriptive analysis and interpretation of community demographics, which include, gender, age and length of stay in the Mpophomeni Township. The level of community participation and awareness about tourism amongst local communities was also covered. The second part of the chapter discussed the data obtained from the ZMTE service providers and management. An overall conclusion with recommendations is made in chapter five.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The primary aim of the study is to identify the community-based tourism (CBT) model adopted by the Zulu-Mpophomeni Tourism Experience (ZMTE). ZMTE is a CBT initiative in the Mpophomeni Township that aims to provide visitors with a combined experience encompassing the elements of culture, history and nature. Chapter 5 provides a summary of the main results of the study and several recommendations on the current state of the ZMTE. The chapter further recognises avenues that can be adopted by the ZMTE as well the local community to ensure maximal benefit and long-term sustainability of the ZMTE. The discussion in this chapter is guided by the research objectives stated in Chapter one.

5.2 OBJECTIVE ONE: To identify the community-based tourism model of ZMTE

Mtapuri and Giampiccoli (2013) proposed a model depicting types of CBT. Type 1 (Figure 2.11) comprises a single entity that is owned by the community, such as a community lodge. In this type of model, Rogerson (2003) asserts that such a model has a great potential for community empowerment and support through income generation. Preferably, the lodge should operate as a trust wherein profits generated are injected back to the community to promote other projects that will benefit the community. Novelli and Gebhardt (2007:475) recognise the need of developing a model for community-based enterprises to eliminate minimal income generation by small joint ventures with commercial partners.

Type 2 (Figure 2.12) CBT model involves various micro and small enterprises operating under one organisational umbrella. The key characteristic of this model is whole ownership and management of all enterprises by the local community. External partners participate only as supporting and/or funding bodies and are not in any way involved in the management and ownership of enterprises (Giampiccoli, 2010). The multiple enterprises model expands the direct revenue and profit base of community members.

This results from direct involvement of the local community in the accommodation, food and transport sectors which are commonly associated with profitability. The participation of the local community in CBT must be facilitated and linked by the umbrella organisation. The umbrella organisation thus promotes cooperation amongst the ventures. Furthermore, it serves as a representative of the local community when formalizing agreements with external bodies (Giampiccoli, 2010). Therefore, based on the study findings, the ZMTE has adopted type 2 CBT model as proposed by Mtapuri and Giampiccoli (2013). The ZMTE is a CBT organisation with a single director/marketing manager and several service providers registered with the ZMTE. As mentioned earlier, six small entrepreneurs were interviewed for this study. As recognized by the study findings, all currently existing ZMTE service providers are local residents of Mpophomeni. This is in accordance with Ramsa and Mohd's (2004:583) argument that the viability of CBT ventures requires that the ventures be owned and managed by communities. These service providers offer various key products and service including local arts and crafts, traditional dance, local accommodations establishments, restaurants, transport, tour guiding to mention a few.

Within the ZMTE, there is a director/marketing manager of the project. This is where the idea and concept of CBT in Mpophomeni originated. Based on the study findings, there are various reasons provided by the ZMTE director which motived the inception of this CBT project. Amongst others, the need to create awareness about tourism attractions in the area that possess a huge potential to transform Mpophomeni Township into a preferred township tourism destination. This idea was also influenced by the increasing demand for township tourism in South Africa.

Mpophomeni is also rich in history and is surrounded by some of South Africa's prime tourist attractions such as Midmar Dam and Resort, the Howick Falls as well the Nelson Mandela Capture Site. Mpophomeni is also ideally located in the province's most popular tourism route known as the Midlands Meander. The primary aim of the ZMTE, as stated by the director, is to benefit the local community through CBT and reduce the high employment rate in the area, particularly amongst the youth. The director saw ample opportunities to uplift the community through the creation of employment opportunities and creating a sense of pride amongst locals about their area of residence.

Thus, the main concept of CBT is suitable to foster community development, especially to enhance empowerment and self-sufficiency which are the core of enduring community sustainability. The ZMTE managing director is responsible for coordinating skills development workshops for small entrepreneurs and facilitating possible funding mechanism to assist these ventures to operate successfully. Furthermore, the director represents the service providers when agreements with external supporting and/or funding organisations are formalised. Additionally, service are also exposed to marketing platforms such as the Tourism Indaba, which is Africa's top travel show held annually in Durban. The director attends this exhibition event in in order to market the existing service providers as well as the Mpophomeni Township in general. Thus, within the ZMTE, the fundamental role of the director is to act as intermediary between the service providers and external bodies.

The main conclusion derived from this study is that regardless of the CBT model adopted, the ventures within the community should remain fully owned, managed and controlled by the community members. Participation by external partners should provide support in terms of marketing, skills development, resources and funding. This is to eliminate some the barriers highlighted by the ZMTE service providers, in which funding and marketing are the main hindrances in the success of the small enterprises. In order to widen the scope of existing and potential ventures, it is recommended that the ZMTE promotes initiatives to develop other potential small ventures that once formed, should also operate under the umbrella organisation. The variety of ventures will however depend on the geographical context, skills and resources available within the community.

5.3 OBJECTIVE TWO: To assess the level of community participation in the ZMTE

This study has identified and discussed the extent to which the local community participates in the ZMTE. The findings reveal that there is extremely poor local community involvement in the ZMTE. It is found that local residents believe that they should be extensively involved in decision making processes and locals should be informed about means of getting involved in tourism related projects in their area.

In contrast, the director/marketing manager of the ZMTE indicated that to engage the community, extensive communication was made to create awareness about the ZMTE. This was done through public poster and gathering venues such as churches, clinics and other relevant places that presented an ideal platform to send the message across. With reference to Arnstein's ladder of participation the consultation stage is essential as it allows for communication with local residents in order to encourage them to express their own views and opinions.

The director/marketing manager of the ZMTE also note that a forum had been established which was representative of the local community and was responsible for facilitating and enhancing communication and community engagement. This was done through regular meetings with the local residents. Reinforcing Arnstein's ladder of community participation, during the 'informing stage' the local people are informed about potential opportunities available to them as well as their rights and responsibly. This is a crucial stage as it determines the need and significance for the local people to support and participate in CBT development (Arnstein, 1969). The author further proposed stage of 'placentation' where the development in public influence and participation is visible but still needs rapid improvement. As per the study findings, within the ZMTE are six locally owned and managed small-scale businesses that are currently officially registered, this indicates that local participation exists but still at the minimal. Thus, the ladder of participation as proposed by Arnstein (1969) is a critical tool in determining the current status of local community participation. Thus, the ZMTE is within the 'degree of tokenism' with reference to the ladder of participation (Arnstein, 1969).

Despite the minimal level of community participation, local residents believe that Mpophomeni has a huge potential to attract more and more tourists and become one of the most renowned township tourism destinations in the country. Such lack of active participation by the local community in the ZMTE is associated with the lack of information about the role and significance the ZMTE to the community. The study further revealed that the majority of the people are not involved with the ZMTE because they do not know what to do in order to be involved. The study therefore reveals a lack of crucial information that can be useful in encouraging local residents to be active participants in the ZMTE.

The existing lack of community participation can be viewed as a hindrance in maximizing benefits for the local community derived from the existence of the ZMTE. There is an urgent need to create awareness about the ZMTE so that there should be as minimal barriers as possible in the CBT development process and more local people get involved in the tourism development process and benefit out of the CBT initiative in their area. There is also a crucial need to develop the skills of locals, so that they can choose tourism as their career and can play their role in tourism development in their destination. Motivational schemes along with short term tourism courses like 'Tourist Guide course' should be organized by the tourism authorities to involve and motivate locals in the development processes. There is a need to implement change in the attitudes of tourism development authorities and the concerned government agencies so that the locals should feel free to share their views with them.

The findings have revealed that Mpophomeni local residents acknowledge the need and significance of their involvement in the tourism decision making process regardless of their literacy level. However, they also recognize and acknowledge the need to involve tourism experts when formulating tourism polices because these formal bodies often consists of people with wide knowledge and expertise. Before making such policies, local people need to be consulted so that the outcome (the policy) meets stakeholders' needs and addresses their concerns. While the study findings have revealed that the local community wished to play an active role in decision making, there is a need to conduct similar studies in areas with a great potential for CBT to flourish.

Such studies would provide empirical information regarding the basis of formulating sound policies in relation to tourism establishments at local levels as well as active participation by local communities. As mentioned by Tosun (2006) the most common form of local community participation is functional. This means that local communities have to endorse decisions regarding issues made for them rather than by them. Communities may be participants in the implementation stage through owning and managing small scale tourism enterprises. According to the study findings, there are currently a few service providers under the ZMTE, some of which are not necessarily enterprises, such as a tour guide. For this study, only six could be interviewed.

Some of the reasons given by the ZMTE director was that other establishments had pulled out and some had not renewed their registration with the ZMTE. One of the most crucial elements that need to be available from the initial stages of CBT development is an integrated approach by the ZMTE. An integrated approach will commence with regular community meeting which will aid on fostering community participation and involvement in CBT. Community participation is an essential element that promotes awareness in the community regarding the potential of tourism in their area. In the long run, community participation will foster education and empowerment amongst the local community enabling them to identify and address their needs. Extensive community participation will also create an ideal opportunity for the community to plan, manage and control necessary actions towards the development of CBT in Mpophomeni.

A local tourism committee should be developed from these meetings. The committee should be representative of local stakeholders, community leaders and community residents. The committee will serve as a catalyst to elevate rate of CBT development and community involvement. In addition, the committee will work cooperatively with the ZMTE. In conjunction with the ZMTE, the committee will assist in identifying local entrepreneurs and potential viable tourism products/initiatives in the area that need to be developed. The committee will also assist in developing and finalising decisions regarding a plan of action that will maximize community participation and enhance CBT in the area. The local tourism committee, local entrepreneurs and the ZMTE must also develop and brand for the community, which will distinguish the Mpophomeni area and its residents from other townships in the country.

The brand must therefore be communicated to the rest of the community prior to using it in any marketing and promotional material to ensure community approval of the brand. The local tourism committee must not disband once it has accomplished its objectives, but must continue to coordinate and advice the ZMTE on further CBT development. Once entrepreneurs and products have been identified and developed, it is critical to arrange training programs focusing on the needs of identified entrepreneurs so that they are able to manage their ventures effectively.

The training programs should be centred on skills development, business planning, management and marketing. With these programmes available, viable and suitable tourism ventures will flourish. The unavailability of sufficient funding remains the ultimate hindrance for local communities to invest and participate actively in the ZMTE and CBT in general. An effective mechanism for financial support including provision of soft loans, needs to be in place in order to encourage local communities to invest in CBT in their area. Consecutively, this would generate employment opportunities for the local community, reduce poverty, improve living standards and make them much more supportive towards the ZMTE. Also, there is a feeling that ZMTE management is reluctant to involve the rest of the community in decision-making process hereby creating an information and communication gap with the community members of what is going on. This implies that transparency needs to be enhanced.

To ensure enduring success of the tourist destination, strong community support and participation is crucial in the development process (Tosun, 2000). The process should not only be participatory but transparent as well. Transparency will aid in eliminating and managing any conflicts that may arise (Cooper, 2004). A community that is engaged in the planning and development process will simultaneously build their capacity for the tourism industry, one of the main barriers initially identified (Mitchell and Reid 2001).An agent that will aid in the capacity building process will be non-governmental organizations (NGOs) (Simpson, 2008). NGOs are seen as agents of development for local communities, are closer to the people and therefore understand them better and bridge the communication gap (Tosun quoting Mathur, 1995).

NGOs will have an integral role to play especially at the beginning stages of tourism development, which has proven to be invaluable in various CBT initiatives (Cooper, 2004). When respondents were asked to make recommendations on improving the decision making process, one of the respondents aided: "Forming a community group that will represent the Mpophomeni community and be its voice when it comes to matters of the ZMTE and community participation".

To support this recommendation, other respondents further expressed their views stating the following: "I believe communication is key and therefore I would suggest that frequent meetings are held to inform people about the role and significance of the ZMTE because personally, I would never support something I am not informed about." One of the respondents also stated that: "A campaign by the ZMTE should be developed to extensively spread the word about ZMTE and how will it benefit us.

This can be done through local media, social gatherings, etc. NGO's are an essential tool to empower local communities through various educational, organizational, financial, socio-cultural and political means and have the ability to move the community towards a more participatory tourism development approach (Tosun, 2000). If communities can develop, organize and manage a sustainable community-based tourism industry, they will be able to benefit their communities economically, socially and environmentally.

5.3 OBJECTIVE THREE: To determine successes and failures of the applied community-based tourism model based on the benefits as well as challenges associated with ZMTE to the local community since the inception of ZMTE.

5.3.1 Benefits to the local community

CBT enables people to realise the value of their community assets, including culture, heritage, cuisine and lifestyle. It empowers and motivates them to convert these assets into viable income-generating projects while offering a worthwhile experience to visitors (TPDCO, 2007:1). In contrast to this statement, the study findings reveal that the majority of the local community members do not gain any individual benefits from the existence of the ZMTE. A total of 91.8 % (figure 4.4) respondents indicated that they are not benefiting by any means from the ZMTE with only a minute 7.9% minority agreeing to be benefiting. In table 4.10, it is evident that the majority of the local people (69.3 %) are not aware of how to be to be involved in the ZMTE. Therefore, it can be concluded that the majority of the local community is not benefiting from the ZMTE because they are unaware and uninformed of the means of getting involved.

When respondents were further asked to rate the level of community involvement in the ZMTE, 82% of the respondents believed that the local community in general is not involved in the ZMTE with 50.5% (Table 4.3) rating local community participation as very poor. Respondents were further asked to indicate the benefits associated with the ZMTE in the area and the average score of "Did not improve" (excluding the last one) was 81.4% (Figure 4.8). Alternatively, ZMTE services providers indicated that their ventures do benefit from being part of the ZMTE. Amongst others, marketing through ZMTE website was listed as one of the benefits for these ventures as the website can reach a mass audience thus creating an ideal platform for unlimited exposure to various markets, both local and international. Skills development through entrepreneurship-oriented workshops also assists service provider in enhancing their business acumen. However, most respondents (81.7%) had some idea of the tourism in their area. A total 0f 30.0% of the respondents fully understood the tourism activity in Mpophomeni.

The least the sample (18.3%) had no understanding of tourism in the area (Figure 4.3). To increase the level of understanding of tourism, to an extent whereby the local community will see tourism as a platform for poverty alleviation, reduction of the unemployment rate in the area and a channel to economic growth, the external bodies such as the local tourism authority and all other relevant tourism authorities must develop a strategic and action plan as initiative that will focus on community involvement in tourism within the Mpophomeni community. In the devising of the plan, the local community must consulted and their views must be integrated. To maximize the income base and obtain extensive support of CBT in the area, external bodies must not interfere in any way in the ownership and management of the local tourism ventures. These external bodies must also market and develop existing attractions and activities that make the area Mpophomeni unique from other destinations.

The scale of marketing these activities must not be limited to the local area, but must also encompass exposure to provincial, national and international markets. This can contribute to enhancing Mpophomeni as a preferred township tourism destination. Some of the activities may include tours around the community, history of the Mpophomeni Township, traditional activities in the community as well as traditional food that the tourists would like to experience.

5.4 CONCLUSION

This study was conducted with an aim of evaluating a CBT model adopted by the ZMTE in order to assess the level of local community participation in this CBT project. The study findings revealed that there is very limited local community involvement in the ZMTE due to lack of awareness about this project and its contribution to the enhancement of tourism in the Mpophomeni Township. However, the few Mpophomeni local community members that actively participate in the ZMTE have full control over their enterprises. Tosun (1999) developed a community participation model that provided an ideal tool for assessing the nature of community participation in the development of tourism, thus including CBT. According to Tosun (1999) there are three forms of local community participation in tourism development, namely, spontaneous participation, induced participation and coercive participation. Spontaneous participation is where the community has full managerial responsibility and authority. Induced participation is where the community has the opportunity to have a voice in the tourism development process but do not have the overall power to ensure that their views are taken into consideration by those in power. Coercive participation is a substitute for genuine participation wherein the actual motive is to prevent host communities from active participation but allow those with power, such as governmental agencies to educate and enlighten host communities in order to prevent any potential or existing threats arising from the development of tourism.

Based on the study findings, it can be concluded that as per Tosun's (1999) community participation, the community has full managerial control and responsibility of the ZMTE because the director and marketing manager as well as the existing service providers are local community members of the Mpophomeni Township and they have full control, ownership and management of their establishments. This type of community participation is this known as spontaneous participation (Tosun, 1999). The extent and nature of community participation in the ZMTE is spontaneous which is the ideal form of participation but it cannot be overlooked that the level of participation is still very limited due to the lack of awareness about the ZMTE.

CBT is one form of tourism that is highly distinct because of its characteristics of being small –scale and allowing for full local community participation. CBT projects must be therefore developed in the best interest of the local community which will ultimately result in community development. An array of literature in the field of tourism development has recognised that there are many barriers to local participation (Tosun, 2000; Scheyvens, 2002), even in CBT projects (Stone & Stone, 2010). Due to the small-scale nature of CBT projects, most have been unsuccessful. However, other factors that have contributed to the lack of success for most CBT include lack of investment and connection with conventional tourism (Mitchell & Muckosy, 2008; Goodwin, 2006).

For the purpose of the study, the CBT model adopted by the ZMTE and level of community participation in this CBT project was determined. Furthermore, the study looked at the benefits and challenges associated with the ZMTE to the local community. It was found that the model the ZMTE has adopted is one that comprises an umbrella organisation with various service providers operating other the umbrella organisation. The study also revealed that there is inadequate local community participation in the ZMTE, thus minimizing the benefits for the local community. This is due to the lack of awareness about the existence of the ZMTE and its contribution to lives of the Mpophomeni residents. Involvement of local communities in CBT is critical for these types of projects to flourish (Muganda, 2009). Tosun (2006) asserts that in order to align community participation with the maximisation of benefits, the local community must be part of the decision-making process and but be represented by means of an elected local committee.

Community participation allows for the creation of employment opportunities and the host communities are able to utilise existing natural and cultural resources to produce CBT products and services (Akyeampong, 2011:197). It is therefore recommended that an effective system of communication amongst Mpophomeni local residents and the ZMTE management is developed in order to strengthen means and frequency of communication. This will aid in creating much needed awareness about the role of the ZMTE, its significance as well as its contribution in transforming the Mpophomeni Township through the development of tourism in the area.

The ZMTE must utilise all available platforms to ensure that the community is well informed about ZMTE and tourism in general. Communication and information dissemination regarding the ZMTE can be done through social gatherings, posters in local landmarks such as garages, churches, libraries and taxi ranks. If the local people understand what ZMTE stands for, they can be able to support the project, actively participate and as a result, benefit from it.

The local people should not only be informed about the ZMTE in particular but it is also crucial that they understand the overall concept of tourism and how it operates as an industry. Governmental bodies must intervene in this regard to develop and fund educational programmes for the local community. These programmes must incorporate introductory studies to tourism in general, the positive impacts of tourism, skills on how to start and manage a tourism business as well as customer services. This type of knowledge will allow for greater acceptance and understanding of tourism development in Mpophomeni and it will also promote entrepreneurship among local community members. However, this should be controlled so that locals do not become over-dependant of tourism as the only source of income.

Existing and potential service providers must obtain formal education on business management. This can be done at their own account, provided they have the financial means to do so, if not the local government must provide and fund a formal educational programme that will be compulsory for all willing and existing service providers. This will ensure excellent service standards to visitors and that all businesses are sustained. If need be, a formal qualification must be issued upon completion.

No registration must be granted by the ZMTE if service providers have not completed a formal course. All relevant tourism grading organisation must also be on board to continuously ensure that enterprises are maintained in an acceptable standard.

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ANNEXURE : BIOGRAPHICAL DATA OF MPOPHOMENI RESIDENTS

			Gender		Total
			Male	Female	
Age group	18-29	Count	67	90	157
		% within Age group	42.7%	57.3%	100.0%
		% within Gender	51.9%	60.4%	56.5%
		% of Total	24.1%	32.4%	56.5%--+
	30-39	Count	48	38	86
		% within Age group	55.8%	44.2%	100.0%
		% within Gender	37.2%	25.5%	30.9%
		% of Total	17.3%	13.7%	30.9%
	40-49	Count	10	9	19
		% within Age group	52.6%	47.4%	100.0%
		% within Gender	7.8%	6.0%	6.8%
		% of Total	3.6%	3.2%	6.8%
	50-59	Count	2	8	10
		% within Age group	20.0%	80.0%	100.0%
		% within Gender	1.6%	5.4%	3.6%
		% of Total	0.7%	2.9%	3.6%
	60+	Count	2	4	6
		% within Age group	33.3%	66.7%	100.0%
		% within Gender	1.6%	2.7%	2.2%
		% of Total	0.7%	1.4%	2.2%
Total		Count	129	149	278
		% within Age group	46.4%	53.6%	100.0%
		% within Gender	100.0%	100.0%	100.0%
		% of Total	46.4%	53.6%	100.0%

Dear Respondent,

MTech Research Project

Researcher: Miss Thulile Ndlovu (078 2097 953)

Supervisors: Miss NP Mazibuko (031 373 5512)   Dr. Andrea Giampiccoli (031 373 5508)

I, Thulile Ndlovu (student no. 20708623) am a registered MTech student at the Durban University of Technology. You are invited to participate in a research project entitled: Modelling community-based tourism: The case of Zulu Mpophomeni Tourism Experience. The aim for the study is to identify the community-based tourism model applied by Zulu-Mpophomeni Tourim Experience (ZMTE) in order to assess the level of local community participation in ZMTE.The purpose is to recognize the significance of local communities in ensuring tourism growth, enhancing their understanding of tourism and suggest methods they can adopt to ensure extensive participation in tourism development.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey. Any information obtained in connection with this study and that can be identified with you will remain confidential and will be disclosed only with your permission.

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The survey should take you about 10-15 minutes to complete. I hope you will take the time to complete this survey.

Sincerely

Investigator's signature _   Date_

Durban University of Technology

Department of Hospitality and Tourism

MTech Research Project

Researcher: Thulile Ndlovu (076 633 2070)

CONSENT

I…………………………………………………………………… (Full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

_____   _____

SIGNATURE OF PARTICIPANT   DATE

DEMOGRAPHIC INFORMATION

1. Gender

Male		Female	

2. Age group

18-29		30-39		40-49		50-59		60+	

3. Educational qualifications

Primary		High School		Tertiary		Post-graduate		Other	

4. Length of stay at Mpophomeni

Born in Mpophomeni		Less than 10 years		Longer than 10 years	

5. Are your currently employed?

YES		NO	

6. Please indicate the type of employer

Public sector		Private Sector		NGO		CBO		Retired	

If retired, please state previous employer……………………………………………..

7. Please indicate nature of employment

Professional	
Manager	
Self-employed	
Technical	
Sales personnel	
Farmer, forester	
Mining	
Administrative	
Civil service	
Education	
Home duties (domestic)	
Pensioner	
Other(please specify)	

THE NATURE AND EXTENT OF LOCAL COMMUNITY PARTICIPATION IN THE ZULU-MPOPHOMENI TOURIM EXPERIENCE (ZMTE)

8. How would you rate your general understanding of tourism in your area?

Fully Understand		Partially Understand		Do not Understand	

9. Were you a resident before the inception of the ZMTE?

YES		NO	

10. Are you involved in the ZMTE?

YES		NO	

11. If no, what hinders your involvement in the ZMTE?

Not interested	
Do not know what to do	
Other (please specify) …… ………	

12. If yes, in what way are you involved in the ZMTE?

………
………
………
………

13. Is the ZMTE benefiting you as an individual?

YES		NO	

14. If yes, please explain how

………
………
………
………

15. Does ZMTE management ever address the local community to discuss and explain what ZMTE is all about?

YES		NO	

16.Do you feel personally involved in the decision-making process regarding ZMTE	Yes	No
If yes. Please comment how…………………………………………………………………………………. ……..		
17. Are there any other ways in which the current decision-making process regarding ZMTE could be improved?		
Please comment how………………………………………………………………………………………….. …….		
18. Are you aware of any other tourism project(s) that operate in Mpophomeni?		
19. If answered yes to the previous question, are you participating in the project(s)?		
20. What is your role on the project(s)?		

NB: SD=Strongly Disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly Agree

21. In your own views, what are the most suitable means of ensuring maximal involvement of the local people in ZMTE?	SD	D	N	A	SA
Informing and encouraging local people to invest in the tourism sector (accommodation, transport, other services,)					
Encouraging local people to work within the tourism sector					
Taking part actively in tourism decision-making process					
Sharing tourism benefits					
Attending tourism related seminar, conference, workshops					
Training people to understand and participate in tourism					
22. Are there any other possibilities that you would like to recommend to be the most appropriate means of involving local people?	**Yes**			**No**	
If yes, please specify …………………………………………………………………………………………… ……..					

23.In your views, what should be an appropriate role of local people in the ZMTE	SD	D	N	A	SA
Local people should take the leading role as entrepreneurs					
Local people should take part as workers at all levels					
Local people should have a voice in decision-making					
Local people should be consulted when tourism policies of the ZMTE are being made					
Local people should be consulted but the final decision on the development of ZMTE should be made final by formal bodies					
Local people should not participate by any means					
Local people should be financially supported to invest in ZMTE					

24. In your view, how do you generally rate the level of local people's involvement in the ZMTE?

Very Poor		Poor		Neutral		Good		Very Good	

Kindly comment of the level chosen above

……

……

BENEFITS ASSOCIATED WITH THE ZULU-MPOPHOMENI TOURIM EXPERIENCE TO THE LOCAL COMMUNITY

NB: SI =significantly improved, PI = partially Improved, DNI= did not improve

25.Based on your experience, what positive impacts has the ZMTE since its inception had on:	SI	PI	DNI
General wellbeing of the local people			
Employment opportunities for local people			
Income-generating projects for the local community			
Quality of goods & service, such as water supply, health services, telecommunications, health services, etc.			
General entrepreneurial development and local participation in entrepreneurial activities			
Stewardship of the natural, cultural and historical resources			
Increase skills and capacities within the community			
Other (please specify)			

26. Do you think the expansion of ZMTE would bring any benefits to the local community? (Please support your response).

YES		NO	

……
……
……
………

PROBLEMS THE LOCAL COMMUNITY HAS ENCOUNTERED SINCE THE INCEPTION OF THE ZULU MPOPHOMENI TOURISM EXPERIENCE

27. What are some of the problems the local community has encountered during the inception of ZMTE?	
Increased congestion and pollution	
Loss of identity	
Modernization of local lifestyle & culture to meet tourists' expectations & demands	
Increase in crime	
Over-use of the area's resources	
High leakage of revenue	
Competition with foreign ownership of local tourism enterprises	
Other (please specify)	

28. What do you recommend in order to address these problems?

……
……
……
………

THANK YOU FOR YOUR TIME AND COOPERATION