INDIGENOUS CULTURE, HERITAGE AND TOURISM:

AN ANALYSIS OF THE OFFICIAL TOURISM POLICY

AND ITS IMPLEMENTATION IN THE PROVINCE

OF KWAZULU-NATAL

BY

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DECLARATION

I declare that this research study entitled: *Indigenous culture, heritage and tourism: An analysis of the official tourism policy and its implementation in the Province of KwaZulu-Natal,* except where it is specifically indicated to the contrary in the text, is my own work both in conception and execution. All theoretical sources that have been used or quoted have been duly acknowledged by means of complete references. In addition, all generic Internet and electronic sources have been duly acknowledged. It is further declared that this thesis has not previously been submitted to any institution for degree purposes.

Musa K. Xulu

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July 2007

DEDICATION

This thesis in, its entirety, is dedicated to my wife Dr Smangele Xulu, my sons Sakhile and Ndumiso and my daughters Nontuthuko and Sibahle. It is also dedicated to my mother, my late father, my two brothers and one sister, my in-laws, who were all very supportive of my entire research activities.

PREFACE

It is worth mentioning that during the investigation of this research study, I have been exposed to many exciting moments. Firstly, I finished my first doctoral degree in Ethnomusicology in 1992, at the then University of Natal, now University of KwaZulu-Natal. Subsequently I was involved in the drafting of various policies in my various work-related capacities in the public sector.

Secondly, my current study, with its focus on cultural tourism, relates very well to my previous study, which focused on the study of music in its social and cultural settings. My realisation of this relationship has expanded my knowledge and understanding of cultural matters, through empirical research.

I am humbled by the level of co-operation that I received from all concerned, as indicated in the subsequent acknowledgements of this document. At the time of massive development in our country, and especially at the time when tourism is seen as a key player in economic development, it becomes clear that the generation of new knowledge is happening at a very high speed. It is also hoped that the new knowledge

acquired will go a long way in providing some insights into the role tourism authorities are playing in formulating tourism policies, which can be easily and effectively implemented. Hopefully, this exercise would facilitate the alignment between policy formulation and policy implementation in the tourism industry in KwaZulu-Natal

ACKNOWLEDGEMENTS

ABSTRACT

It has been observed that the tourism industry is facing many challenges in KwaZulu-Natal. First and foremost, the ownership of tourism resources still does not reflect the demographics of the population of the province. Second, indigenous Zulu culture remains under-packaged for tourism purposes. The little that is packaged generally lacks cultural authenticity and the dignity associated with it. This research study has therefore, identified that Zulu culture is one of the most important reasons for patronage of foreign tourists. This was evident in comments coming from the filling-in of visitors' records at each of the tourist attractions. It became apparent that there is a general desire out there to learn more about Zulu culture and heritage.

The fundamental objectives of this research inquiry are three-fold: (a) to identify the levels of engagement in systematic alignment between policy formulation and policy implementation in the tourism sector in KwaZulu-Natal; (b) to reveal the various recreation and tourism practices taking place and experienced at the three case-study sites of Impi YaseNcome Museum, the Spirit of eMakhosini Valley and the Inanda Heritage Route, all in KwaZulu-Natal; and (c) to determine the extent to which

international benchmarking in tourism policy formulation has been adopted in the study area.

To achieve these objectives the research adopted both a qualitative and quantitative approach, each of these approaches was expected to address the intangible and tangible aspects of the tourism attractions and resources in the study area. Analysing the material and non-materials facets of tourism is a challenge on its own, because the fields of recreation and tourism, are a fairly virgin field of study. The qualitative and quantitative approaches as applied in the empirical investigation of cultural and heritage tourism phenomena, are utilised and married in chapters five and six of this thesis.

The findings of the study reveal that, although the tourism promotion strategies in KwaZulu-Natal centre around the concept of the Zulu Kingdom brand, there is general under-development of the very tourist attractions which would maximise the presence of Zulu culture on the ground. At Impi YaseNcome Museum, there is a static permanent exhibition. At the Spirit of eMakhosini, there is a misrepresentation of Zulu symbolism to be antiquated. The Inanda Heritage Route was found to be exceedingly underdeveloped.

Considering that the study has found a deficiency in the systematic alignment between policy formulation and policy implementation in KwaZulu-Natal, it has nonetheless succeeded to put forward a theoretical model that seeks to align policy and practice in the context of achieving a broad based black economic development in the tourism sector. The model proposes the integration of policy, resources and the industry towards developing the community.

The study has focused on the development and promotion of cultural tourism in KwaZulu-Natal, for the benefit of communities, through utilising cultural, heritage and historical resources. Moreover, the study has strongly recommended that the economic and development value of cultural tourism ought to be taken seriously by those involved with tourism policy development in the province, so as to be of benefit to one and all. In this regard the study raises many possibilities for further research.

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CHAPTER ONE

ORIENTATION TO THE STUDY

1.1   INTRODUCTION

The planning and management of cultural and heritage policy and the related involvement of local communities in tourism activities not only justify government policy, but also benefits the community and improves the quality of the tourist experience.   Local communities can become involved in the planning and development of heritage tourism operations, as well as in the provision of knowledge, services, facilities and products, if government were to support these initiatives (Page and Dowling, 2002).

Notwithstanding heritage tourism delivery, there seems to be no clearly defined planning and management programme of cultural and heritage tourism systems in KwaZulu-Natal.   Consequently, there is a need for a study which evaluates a whole range of material issues about planning and management of the burgeoning field of cultural and heritage tourism systems.   Such a study should incorporate the policy of cultural and

heritage tourism and the implementation of such policies for the benefit of local communities. However, the planning in cultural and heritage tourism are very complex. Planning could be defined as "the systematic regulating of resources for future benefit" (Shivers, 1987:67). In support of this notion, Hall (2000:11) argues that:

> Planning is concerned with anticipating and regulating change in a system, to promote orderly development so as to increase the social, economic and environmental benefits of the development process. Therefore, planning must be regarded as a critical element in ensuring the long-term sustainable development of tourist destinations.

This research study is, therefore, about the development of cultural and heritage tourism in the province of KwaZulu-Natal. Official policy for tourism is made by any of the three levels of government; namely, national, provincial and local government.

Over the past two to three decades tourism has globally come to be regarded as the main player in local economic development. Several official pronouncements, including policy statements have indicated that in South Africa and indeed in KwaZulu-Natal and most of its municipalities

tourism is currently seen as a major player in local economic development. Most municipalities in the province look to integrated development planning documents as a source for cultural and heritage tourism development.

In tourism, like in many other disciplines, it is the norm that government creates and develops policy. In some cases such policy, once approved, is implemented either directly by government, or by government agencies. In some cases the private sector is heavily involved in government policy implementation. In yet other cases policy implementation is done through various types of partnerships, including public-private partnerships, municipal-community partnerships and public-public partnerships. In the latter case, government appoints a para-governmental agency to implement its policies.

Tourism policy and its implementation, tend to centre around the development of tourism attractions and tourist destinations. Tourism attractions are not always developed for tourism purposes in the first place, but many gain the status through visitations that they receive from the tourist public. In this particular study, an attempt has been made to test the policy formulation-execution dichotomy, at three relevant heritage tourism attractions as case studies. These are the Impi

YaseNcome Museum, some 40 km east of the town of Dundee in northern KwaZulu-Natal, the Inanda Heritage Route, some twenty kilometres to the north-west of the coastal city of Durban also in KwaZulu-Natal and the Spirit of eMakhosini Heritage Site, some twenty five kilometres to the north of the town of Melmoth in the central-northern KwaZulu-Natal [Refer to Figure 1.1]. Each of these tourism attractions was created in the post-1994 democracy era, that is, the era following the emergence of democracy and the new efforts at balancing the heritage landscape in South Africa. Additionally, each case study area was developed by a different sphere of government.

To this end Impi YaseNcome Museum, (commonly known as Ncome), was developed in 1998 by national government through the then Department of Arts, Culture, Science and Technology. It is managed by the Voortrekker/UMsunduze Museum, a parastatal museum in Pietermartizburg. The Spirit of Emakhosini was developed in 2001 by the KwaZulu-Natal provincial government, through Amafa aKwaZulu-Natali, a parastatal organization tasked with the development and management of heritage resources in KwaZulu-Natal. The Inanda Heritage Route was developed in 2000 by the Durban Metropolitan Municipality. Each of these parastatal agencies presents a different perspective in the development and implementation of tourism policy by government.

FIGURE 1.1 LOCATION OF CASE STUDY SITE
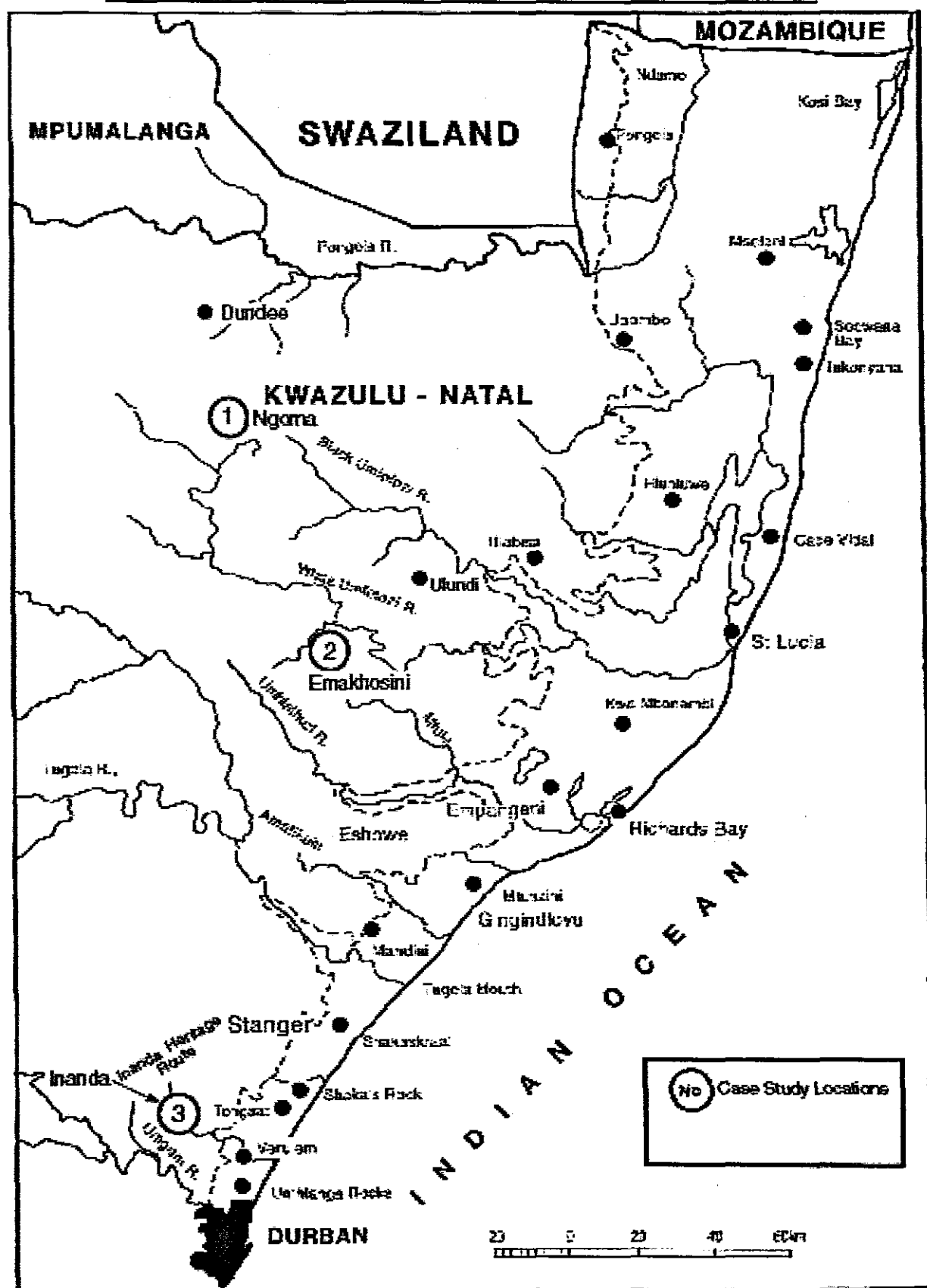
Fundamentally, the broad objective of this study is to analyse the alignment between the official policy framework and the policy implementation with regard to the development and promotion of cultural tourism in KwaZulu-Natal. As such, tourist attractions which fall within the category of cultural tourism have been selected as case studies. Such an identification was expected to afford us a better understanding of the policy relations between the various spheres of government and parastatals in the cultural tourism sector in the province.

The tourism practitioners are the implementers of the policy framework. While these may be in the private and public sectors, the present study focuses on public sector organisations because this is where policy development and implementation are closest to one another. In this instance, some of the policy framework is implemented by such institutions as museums, monuments councils and other forms of public sector tourism attractions.

1.2 BACKGROUND TO THE PROBLEM

The years 1994 to date, have seen the emergence of democracy characterised by a new Constitution, a new public policy framework in almost every aspect of life, and a transformatory legislative framework in

many spheres of life in South Africa. This has given birth to a new culture of doing things. Such a culture is supported by a kind of democracy which is termed participatory democracy. Participatory democracy aims at maximising citizen participation in every aspect of planning and development in the country.

Through the Constitution, policies and legislation, new institutions have been set up throughout the country in support of a new way of life for the country and its citizens. Tourism has emerged as one of the strategic instruments for economic and cultural growth and development in South Africa. Consequently, there have been many initiatives to project tourism as an economic driver in its many forms.

The province of KwaZulu-Natal, one of the nine administrative provinces created after constitutional negotiations in the early 1990s, has vigorously pursued the promotion of indigenous culture and heritage, especially Zulu culture and heritage, as the main thrust of its tourism branding process. This is evidenced by the branding of the province of KwaZulu-Natal as the "Kingdom of the Zulu" and even the "Zulu Kingdom" by the tourism marketing authorities in the province. Chapter three of this thesis deals with the promotion, the efficacy and relevance of this brand, in relation to

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such critical issues as product ownership, commodification and presentation.

It is becoming a trend for governments to pay serious attention to tourism development as part of their broad economic development strategy (Lichorich and Jenkins, 1997). This is not unique to South Africa. This is so because tourism development planning tends to cut across many sectors of the economy, including accommodation, transportation and infrastructure development, while impacting on such matter or processes such as cultural development, ecological concerns and rural economic development (Butler and Hinch, 1996). The Senegalese tourism development model portrays some of these planning and development principles and bears testimony to this reality. The model is presented in some detail in chapter two.

In South Africa, since 1994, tourism policy development has been pursued nationally, mainly by the Department of Environmental Affairs and Tourism. In the province of KwaZulu-Natal, tourism policy development was pursued by the Department of Economic Development and Tourism until 2004. In 2004 the tourism function was given to a new provincial Department named Department of Arts, Culture and Tourism and the heritage competency was given to the Office of the Premier of KwaZulu-

Natal. All these are departments that should play a significant role in the planning, management and development of heritage tourism in KwaZulu-Natal.

There seems to be a discrepancy in the location of various tourism-related government functions within government departments both at national and provincial level. This discrepancy has tended to impact on policy formulation and implementation processes. In tourism policy and practice it is not unusual for a government department to pursue policy development, and for most of the implementation and practice to be handed over and made to happen at the private sector and parastatal level. Amafa aKwazulu-Natali and Tourism KwaZulu-Natal are examples of such parastatals who implement government policy. There are many private sector organisations which promote tourism.

It is this discrepancy or seemingly uncoordinated situation between the policy formulator and the policy implementer, which forms the core of the problem statement in this thesis. The main question which this thesis poses is: 'is there a synergy between the development of tourism policy in the province of KwaZulu-Natal and its implementation by the various implementation agencies?' The latter is the fundamental question which this research investigation seeks to answer.

This research inquiry seeks to establish, through case studies and applied models, if there has been any varying relationship between the official tourism policy development and its implementation and practice in KwaZulu-Natal, from the year 1994 to the present. The research study also evaluates any such discrepancies through policy benchmarking and model utilisation. The policy application practices that have played themselves out on the tourism arena, have tended to depict what the future holds for the tourism industry.

1.3 STATEMENT OF THE PROBLEM

Tourism is broadly defined in much of the tourism related literature as the movement of people from their place of permanent residence to a destination to which they do not plan to work or stay for a long time (Shaw and Williams, 1994; Lichorich and Jerkins, 1997, Moscardo, 2000). Many tourism theories conclude that the tourist must go back home after the temporary stay at a tourist destination. Such a movement must include expenditure in items like transport, accommodation, catering, various activities associated with the destination and even the logistics for the trip.

A recent study commissioned by South Africa Tourism (SAT, 2004:34), revealed that:

> Whilst the diversity and richness of South Africa's culture appears to be well recognised by many tourists, the key challenge seems to be showcasing it with dignity and authenticity.

The study then cites quotations taken from transcripts of qualitative interviews with international tourists on the issue of cultural tourism in South Africa in general. The study, therefore, indicates that there is a problem in the presentation of cultural and heritage tourism in South Africa.

At another level, promotional materials in the form of brochures and magazines are an important source of information about the relationship between policy and its implementation. The "Zulu Kingdom" magazine, an official mouthpiece of Tourism KwaZulu-Natal promotes Zululand, in its December 2005 edition as follows (TKZN, 2005:46):

> Your Zulu experience includes traditional beadwork, basket making, sorghum beer and communication with the ancestors during a session with an inyanga (healer). Don't miss a visit to Esikhawini Township tour includes

visits to a Tavern, an inyanga, Zulu cuisine, craft centres and a trip to Professor Gabela, a skilled raconteur on Zulu history and tradition.

Now, this is a promotion of Zulu culture and traditions by an official magazine of Tourism KwaZulu-Natal, a parastatal organisation that promotes tourism in the province. The Zulu experience is presented as beadwork, basket making, sorghum beer, an inyanga, and a tavern, among others. The question that needs to be asked and answers thereto sought is: 'is the packaging of the "Zulu experience in this promotional material in sync with a dignified presentation of the Zulu experience'? The study by South African Tourism has established that such a promotion is sporadic, lacking a focal point of what would symbolise dignity in the presentation of the "Zulu experience". While this kind of promotion is reflective of the official policy framework, being published in the official magazine of a government agency, it nevertheless may not reflect the situation on the ground. The advertisement does not indicate, in what manner, does a tavern relate to a Zulu experience.

The study by South African Tourism (SAT, 2004) also implies that there is a lack of dignity and authenticity in the showcasing of cultural products in South Africa, as a whole. The current research study has investigated and

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analysed matters such as those that are cited above, in order to contribute to future policy development and its implementation in the province of KwaZulu-Natal.

1.4   DELIMITATION OF THE PROBLEM

The main objective of this study is to analyse the development and promotion of cultural and heritage tourism in relation to the official framework in the KwaZulu-Natal province of South Africa. The researcher in this study has argued that cultural and heritage tourism promotion and development need to happen within a controlled policy framework environment where policy and its implementation complement each other. Failure to do so, may serve only to reinforce the negative bi-products of this type of tourism, namely, cultural erosion and distortion.

The present research inquiry has also highlighted the need for dignity and authenticity in the presentation of culture, for tourist consumption. The commissioned study cited earlier testifies to this fact. The study has been further limited to focusing on indigenous culture and heritage and its incorporation in the promotion of tourism in KwaZulu-Natal. Such an incorporation constitutes cultural and heritage tourism.

1.5 STUDY OBJECTIVES

It is of utmost importance that the objectives which underpin this study be stated as they serve as guidelines and give direction to the analysis of the problem. Furthermore, in order to elucidate the intention of the study, it is necessary to work out the study objectives, which are contextualised to the hypotheses of the research study. These objectives that are set for this study would help to accomplish the main goals of the study. To achieve its targets, the study, therefore has been narrowed down to the following objectives:

(a) To identify the levels of engagement in systematic alignment between policy formulation and policy implementation in the tourism sector in KwaZulu-Natal.

(b) To reveal the various recreation and tourism practices taking place and experienced in the three case-study localities in KwaZulu-Natal.

(c) To determine through various models, the extent of international benchmarking in tourism policy formulation in the study area.

(d) To propose a theoretical model that seeks to align policy formulation and policy implementation, towards achieving a broad based black economic development in the tourism sector.

The above-mentioned objectives are structured on the basis of general intention of the research question, that is, analysing the development and promotion of cultural and heritage tourism in relation to the official provincial policy in KwaZulu-Natal. Cultural tourism forms the cornerstone for community development on the basis of established provincial policy framework. The objectives cited above are intended to map out the research objectives, as well as translate them into related hypotheses, which constitute an educated guess about what could be the outcome of the research investigation.

1.6 STATEMENT OF THE HYPOTHESIS

It is common knowledge that tourism has been identified as one of the major growth industries in the South Africa, and further that tourism planning and development is at the centre of official economic development policy in South Africa. In KwaZulu-Natal there has been, for the past ten years, a seemingly deliberate drive on the part of policy makers and tourism practitioners to market the province as a unique destination that offers products which are specific only to the province. One such product is the cultural mix dominated by Zulu culture, heritage and traditions. This study therefore focuses on the development and promotion of cultural tourism through highlighting Zulu culture, history,

arts, heritage and traditions, all summed under the broad generic term of cultural tourism, in the of KwaZulu-Natal.

On the basis the above discussion on the Zulu cultural mix and the investigation of the existing policy framework and its implementation, as well as the cited objectives of this research study, the following hypotheses have been postulated:

(a)   That there is a conspicuous lack of a systematic alignment between policy formulation and policy implementation in the tourism sector in KwaZulu-Natal.

(b)   That the various recreation and tourism practices taking place and experienced in the three case-study localities in KwaZulu-Natal differ from each other.

(c)   That there is substantial international benchmarking of tourism policy formulation, on the basis of the application of various models in the case studies.

(d)   That a theoretical model that seeks to align policy formulation and policy implementation, towards achieving a broad based black economic development in the tourism sector, is achievable.

The assessment of the above-stated hypotheses is informed by the various changes that have taken place in kwaZulu-Natal, since the advent of the new democratic order. The introduction of new local municipalities has led to the promotion of the concepts of local economic development and integrated development planning. The Municipal Systems Act, no 32 of 2000, compels municipalities to involve their citizens in all their business, including integrated development planning. Consequently, municipal Integrated Development Plans, or IDPs, which are assumed to have been compiled in partnership with local stakeholders, almost always highlight tourism as one of the development focus areas. For example, the eNdondakusuka Municipality,on the Kwazulu-Natal north coast, in its Local Economic Development statement (KZ291) [2002:45], has prioritised tourism, as a major area for growth and development. The municipality further sees itself as sitting on a world-class attraction of eNdondakusuka Military Kraal. It further sees itself as being home to the rich Zulu history through its being established in the site of the 1856 Battle of eNdondakusuka.

Another example is that of Umhlabuyalingana Local Municipality, near the KwaZulu-Natal border with Mozambique, wherein its Integrated Development Plan (IDP) [ULM, 2002:36], identifies a traditional hut decorated in Thonga style, a stone dipping tank and sacred burial sites as

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potential national monuments and tourist attractions that need further development. The municipality further highlights its ecosystems and biodiversity as its competitive advantage for tourism growth.

These cases of development planning which focus on tourism development at local government level drawn from two local municipalities located in separate geographic areas, indicate the extent to which policy makers embrace tourism for local economic development. It is also worth noting that these Integrated Development Plan (IDP) policies are reinforced or supported by the existence of the Provincial Growth and Development Strategy, (KZN-PGDS, 2002), which identities tourism as a strategic objective for the province. It is furthest elaborates as follows (KZN-PGDS, 2002:11):

> To develop a framework for the promotion of KwaZulu-
> Natal as a leading tourist destination, nationally and
> globally and to provide strategic support services to
> develop a sustainable and competitive tourism industry.

As illustrated in the cases cited above, it is clear that tourism is a major issue in the economic development and growth in KwaZulu-Natal. Built into the heritage tourism ethos, is a strong desire to engage in the revival of indigenous Zulu culture and heritage. Zulu culture, history and

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heritage have always been a cause for curiosity. This was more the case with the mythical way in which King Shaka forged a Kingdom in less than twelve years as well as the way Zulus and the Zulu army fought with the Voortrekkers of Boer origin, and the English, especially at Isandlwana in 1879 (Knight, 1995.27). The effect of the mystification of the Zulu is well articulated by Knight (1995: 43):

> With no great military adventures to focus the attention of the wider empire, the romantic image of the Zulu flourished among their former enemies even as their country went to the dogs. When King Cetshwayo was brought to London in 1882, curious crowds cheered him through the streets.

This curiosity was brought about by the fact that, at that time in the nineteenth century, Africa was regarded as a dark continent, yet what the Zulus did at Isandlwana, standing up to and defeating the most feared army on Earth at that time, was bound to create curiosity.

Contrary to public policy statements, indigenous culture and heritage are not yet regarded as being central to tourism development in KwaZulu-Natal. The promotion brand of "Zulu Kingdom" is not matched by much realistic commodification of Zulu culture and history.

1.7 ASSUMPTIONS

To place the objectives and hypotheses of this study in their proper context and to strengthen some of the loose ends in the research approach in stating the problem, it is necessary to put forward some assumptions. In this regard, the study accepted an assumption that the province of KwaZulu-Natal has been engaged in tourism policy development since 1994, when a provincial government department dedicated to tourism, the Department of Economic Development and Tourism, was first established. It is also assumed that the tourism policy framework so developed was part of a deliberate plan to systematically develop this economic sector with a view to addressing such issues as job creation and rural economic growth and development.

It was further assumed that policy formulation attempts in the "Tourism White Paper" (DEAT 1996) policy framework, identified as tourism weaknesses or "missed opportunities" (DEAT 1996), was actually a genuine effort towards addressing tourism policy shortcomings in South Africa. These weaknesses include : (a) inadequate funding directed towards tourism; (b) deficient tourism education and training; (c) limited involvement of local communities; (d) ineffective safety and security measures and crime prevention; and (e) the lack of integrated national,

provincial and local tourism development and management structures. It was assumed that new principles and policies aimed at achieving responsible tourism, community-driven tourism, integrated and sustainable tourism and tourism accountability, were actually strong and viable (Magi and Nzama, 2002).

Lastly, the study assumed that it is possible to establish synergy between tourism policy and its implementation, in order to create an environment where development and growth were possible and systematic.

1.8 IMPORTANCE OF THE STUDY

The study seeks to analyse the relationship between tourism policy and policy implementation and practice in selected case studies. The standpoint of this research study is that efficient planning and development of cultural and heritage tourism should lead to the upgrading of the province's rural economy by creating economic opportunities around tourism. It is further anticipated that the study would facilitate the mobilisation of human resources and tourism products associated with Zulu culture and heritage.

The continued romanticisation of a glorious Zulu Kingdom of the past could act as an effective catalyst if matched with realistic products conceptualised and authenticated by the Zulus themselves. The study contributes to existing literature by introducing a perspective that argues for policy and systems alignment in the tourism sector in KwaZulu-Natal.

It is clear that uncontrolled tourism development which is not in sync with the economic and tourism policy framework would ultimately lead to the prostitution of Zulu culture and heritage, and its distortion even before Zulu culture, history and language are properly and systematically documented and preserved. This study would make a contribution in ameliorating that negative position.

The study advises on possible strategies and a future conceptual model, which contribute to sustainable cultural and heritage tourism in the future. This tourism practice is anticipated to bestow dignity and respect to the Zulu culture, history and language.

1.9   DEFINITION OF TERMS

Researchers in general have always stressed the need to understand the terminology and usage of concepts in a research inquiry (Magi, 2005).

For purposes of better and contextualised understanding of concepts, these have to be spelt out in clear and unambiguous terms, which should offer appropriate operational meaning to the research document. A variety of definitions exist and these have been used in a number of ways. In the next section a number of concepts that are key and operational to the study are explained. This section, by explaining some terms in relation to this study, therefore highlights some key concepts, which are expected to offer explicit and unambiguous meaning.

1.9.1 Indigenous

Several studies have been conducted on indigenous cultures, people and tourism (Cuckier, 1996; Gurung *et al*, 1996; Keesing, 2003). The studies by these scholars tend to place indigenous in the same category as native or original only to a specific culture or geographic place.

The term 'indigenous' is used interchangeably with native. The Constitution of the Republic of South Africa (1996) defines isiZulu language as one of the indigenous languages of South Africa. From the perspective of the constitutional framework, it is accepted, therefore, that the isiZulu language and its cultural context is native or indigenous to South Africa. Language is an aspect of culture, and culture is the subject of this thesis, at least in relation to its applicability to tourism.

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The applicability of the term indigenous to tourism makes the term to be intertwined with culture. Cultural tourism can, therefore, be indigenous tourism in a given context, as Butler and Hinch (1996:9), put it:

> Indigenous tourism refers to the tourism activity, in which indigenous people are directly involved either through control and / or by having their culture served as the essence of the attraction. The factor of control is a key one in any discussion of development and tourism development is no exception to this rule. Whoever has control can generally determine such critical factors as the scale, speed and nature of the development.

Thus, indigenous culture in the context of this thesis would be Zulu culture in the province of KwaZulu-Natal, or at least in the case studies which have been pursued. The present research inquiry argues that indigenous Zulu culture, perceived or real, is the majority culture in this province and should dominate any discourse on cultural and heritage tourism policy and practice going forward. Indigenous also tends to be associated with tradition and heritage (Shorupski, 1976; Nettl, 1983; Bohlman, 1988). Indigenous is at times associated with cultural behaviours that are traditionally authentic and not commercialised.

1.9.2 <u>Culture</u>

Culture tends to lend itself to a plethora of definitions. One of the more generic definitions, which looks at culture as the way of life of a given people, is behavioural in its character (Moscardo, 2000). Other definitions tend to be experiential. Culture tends to be defined as the sum total of knowledge systems, music, dance, live performances, dress code, customs, traditions, architecture and language of a given people.

Historically, culture has been viewed by such cultural anthropologists as Franz Boas as having a separate existence to their human carriers (Welsch and Endicott, 2003). It was seen as the attainment of a higher level of living, through the appreciation of the arts. In this context a cultured person is someone who has an intricate knowledge, understanding and appreciation of the arts in their most sophisticated forms, like opera.

Culture, in the context of this thesis, is definable as the way of life of a people both among themselves and as they interact with others. The inclusion of culture in the tourism discourse raises the issues of authenticity, commoditization, the packaging and scale of culture, re-

invention of cultural traditions and acculturation as foreign tourists flock into a culture to consume and influence it (Butler and Hinch, 1996).

What could show up as Zulu culture would be the way of life of Zulu people as reflected in their music, knowledge systems, customs, traditions, dress code and so on. However, to isolate Zulu culture we would have to isolate Zulu people and define and study them in detail. For the purposes of this thesis the researcher has relied on further definitions as offered by field work, and interaction with such experts as cultural practitioners, academics as well as culture bearers (Burnim, 1985).

Keesing (2003:33) argues that a culture is represented by its material artefacts. He further argues that its people could preserve a culture through its material forms and performance genres like music. Thus the performance of music, dance, story-telling, painting and architecture to name but a few, can be seen as cultural indicators.

In KwaZulu-Natal, while it can be argued that Zulu culture has by and large, been preserved to reflect its pre-colonial past, the re-inventing of the pre-colonial images of the Shaka traditions does not always reflect the

present reality of the past. It nevertheless brings to life a romantic past which the tourist may find attractive.

It should also be taken into account that culture is a political commodity and its rules have been bended and manipulated many times. Cultural tourism would be about journeys, which involve cuisine, performances, festivals, crafts and the consumption of other cultural commodities (Moscardo, 2000:4).

1.9.3   Heritage

Heritage is often viewed as the sum total of a people's cultural and environmental inheritance from the past (Bohlman, 1988; Butler and Hinch 1996). For purposes of this thesis the notion of heritage is confined to and made to uphold the meaning related to cultural heritage. Notwithstanding, Miller (1999) argues that the term heritage is unable to render or translate into a single meaning. She avers that a meaning that is complex includes components such as museums, historic houses, country parks, archaeological sites, nature reserves as well as collective memories, cultural and artistic productions, landscapes all of which are linked to the past, relate to the concept of heritage. Miller (1999:3) also maintains that the meaning "provides symbols of continuity, icons of identity and places for pleasure, enjoyment and enlightenment", which are

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all regarded as representatives of heritage in this research inquiry. Furthermore, Miller (1999:3) contends that:

> Heritage is much a dynamic concept, a springboard for future action – as a catalyst for nostalgia. Continuities can be maintained only through discovery and re-discovery, invention and reinvention, positioning and repositioning. Heritage is a culturally constructed past.

It is clear from the above statement that there is a close relationship between culture and heritage, and that this accepted wisdom about heritage advocates what is acceptable for this research investigation.

1.9.4   Tourism

The concept of tourism has been defined in numerous ways. The official global definition of tourism that was derived from the definition propounded by the United Nations World Tourism Organisation [UNWTO], which according to Shaw and Williams (1994:6) views tourism as including:

> All travel that involves a stay of at least one night but less than one year, away from home.

The tourist, being a person who engages in the act of tourism, must return home, as an objective decided upon before leaving home. In support of the above-stated view, Lichorish and Jenkins (1997: 2) argue that there are a number of features associated with tourism which are quite explicit, and are that:

> Tourism implies that a person undertakes a journey, the journey may be for less than a day ... or it may be a journey within a national boundary, therefore constituting a domestic tourist trip; or it might be a journey which crosses an international boundary.

Therefore travelling, particularly to cultural and heritage destinations, is an inherent feature of tourism. Lichorish and Jenkins, (1997) further argue that the reasons for tourism travel may include business, pleasure, recreation and leisure, education, health and religion. What is important for this research study is that cultural and heritage tourism and travel has to encapsulate the visiting of cultural and heritage sites.

Several writers (Page and Downing, 2002; Cooper *et al.* 2004; McIntosh *et al.* 2005; have maintained that tourism can be subdivided and discussed under various sub-disciplines. Some of these forms of tourism are fairly modern and include the following: eco-tourism, cultural tourism,

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heritage tourism, sports tourism, industrial tourism and adventure tourism, to name but a few. All these forms depends on the nature of the attraction, and cultural and heritage tourism are the focus of this thesis.

1.9.5   Cultural and Heritage Tourism

Cultural and heritage tourism are often intertwined because of the role of culture in the construction of heritage and the role of heritage in the interpretation of culture.   In culture and heritage tourism, participants make an effort to travel to tourist destinations where they interact with their past and present as well as the past and present of others. Moscardo (2000: 5) argues that:

> Cultural and heritage tourism is best understood as an
> experience which is produced by the interaction of the
> visitors with the resource [tourism resources].

Cultural and heritage tourism is thus an experiential concept, which necessarily has to be planned for and managed in order to make a contribution to the local community, local tourism agencies and government in its inclusive sense, the local, provincial and national sectors.   Such planning must also aim at meeting the needs of the tourists, not only interested in aspects of culture and heritage, but also

natural resources which are interpreted in a special manner by the indigenous people on that particular place.

1.9.6 Policy

Policy can be defined as an intended plan of action in a specific matter put forward by an institution or organisation which operates publicly or privately. Craythorne (1990: 59) states that:

> Policies are concerned with events to take place in the future arising from or based on the events in the present or past. It also follows that before a policy can be adopted there must be a recognized issue, that issue must be considered or investigated, a decision must be taken and that decision has to be translated into action.

Now, this statement implies that policy development is always intentional, and not left to chance. It is also futuristic, although reacting to the events of the past and present (Dror, 1994). In addition, Dror (1994) differentiates between various types of public policy making, such as constitution writing, governance reform, organization design and decision process management.

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Policy, without effectiveness, becomes useless, and often gets relegated to a paper and rhetoric status. The effectiveness of a policy depends on its implementation. According to Calista (1994: 124):

> Policy implementation is a gradualist phenomenon. Its outcomes result from aggregated choices occurring within organizational roles ... Roles and relationships are always constrained by how tractable policy aggregation has become across institutional contexts. Consequently, outcomes will appear slowly and unevenly.

This is a cautious definition of the policy implementation environment. Researchers are urged to be mindful of the seeming discrepancy between policy formulation and its implementation. This is the focus of the present study with a special reference to KwaZulu-Natal. Calista (1994) goes on to state that policy choice may evolve, or adapt, or drift as various issues play themselves out in the policy environment.

Policy determinants are the often scarce resources of land, manpower and capital. A tourism policy would draw developmental parameters in terms of tourism products marketing, target tourists, and outlining alternatives, choices, strategies and plans. Lichorish and Jenkins (1997) have stated that government has a complex role to play in tourism policy

development. This may be achieved through its political philosophy and policy intervention.

A more comprehensive definition of tourism policy useful for this research study, which is devised by Hall (2000: 8), regards it as a "course of action guiding principle, or procedure considered to be expedient or advantageous in the planning and management of recreation and tourism." In situations where governments are involved, public policy is devised and is therefore seen as the structure or confluence of values and behaviour involving a governmental prescription. According to Hall (2000: 8) policy as such "should therefore be seen as a consequence of the political environment, values and ideologies, the distribution of power, institutional frameworks, and of decision-making processes". The cited cluster of definitions presupposes that tourism policy formulations are superseded by government ideologies and prescriptions. This definition of policy, which is rather complex, is contextual to this study to the extent that it aligns itself with the objectives of the study.

1.9.7   Development

On the one hand the White Paper on Environmental Management (DEAT, 1997) describes *development* as a process of improving human well-being through the reallocation and re-utilisation of resources, which would lead

to the modification and beneficiation of the environment. It addresses basic needs, equity and the redistribution of wealth to communities. On the other hand, Wall (1997: 34) describes the term development as follows:

> It (development) is one, which means different things to different people, and these meanings have changed over time. The term is value-laden, incorporating a mix of material and moral ideas encompassing both present and future states, what currently exists and how it came to be, as well as what might be brought into being in the future ... in its basic form development is concerned with human betterment through improvement in lifestyles and life opportunities.

According to Wall (1997), the term 'development' has strong political undertones. He advocates that development should be seen as a systematic progression of people and opportunities from a bad to a better situation with measurement indicators such as poverty, employment, equality, self-fulfilment and upward mobility. In all its shapes and forms development involves the mobilisation and deployment of resources so that they transform an untenable existing situation into a tenable and celebrated one. Issues of time and space feature prominently.

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A qualitative concept, which is closely associated with development, at least since the 1990s, is sustainable development. Sustainable development embraces the careful and strategic utilization of resources in development so that not only the present, but the future generations as well, benefit from the resources. Sustainable development is widely applied in tourism development planning. Weaver (2000: 300) defines sustainable tourism as follows:

> Sustainable tourism can be defined as tourism that meets the needs of the current generations without compromising the ability of future generations to meet their own needs.

Sustainable tourism is also designated as alternative tourism, which is supposed to be practice with due consideration for sustainability. Tourism is therefore a major component of development and is a consequence of development planning.

1.9.8   Promotion

Promotion is an important aspect of marketing. Together with product, place and price, promotion forms part of the four Ps of the marketing mix. Tourism marketing is often done through various forms of promotion, that

is, to make something positively and competitively known, as compared to similar others. The main strategic tool for promotion is branding. Tourism promotion assumes the existence of competition in the tourism market place.

Branding, as a critical aspect of promotion, aims at product differentiation. Promotion in the context of this thesis departs from the premise that there is a deliberate strategy within the official tourism policy framework to market the province of KwaZulu-Natal as a tourist destination, where there is an abundance of Zulu cultural and heritage experiences packaged for the tourist.

The Zulu cultural and heritage experiences, unique to KwaZulu-Natal, distinguish the province as a tourist attraction worthy of a unique tourism experience. This presumes that any tourist attracted to Zulu culture and heritage would choose destinations in KwaZulu-Natal compared to other provinces, because the province is imbued with Zulu culture and traditions.

In the context of this research inquiry, the definition of these terms, creates a framework for their usage in various shades and meanings. This

is done so as to remove any ambiguity in the meaning of terms used in this thesis.

1.9.9 <u>Benchmark</u>

The concept of 'benchmark' also used in the sense of 'benchmarking' means various and different things to different people. It recreation and tourism it has been equated to the notion of standardisation of a process or procedure, such that it becomes uniformly accepted in different places and countries. It also means setting accepted criteria, standards, yardstick or reference point. For the purpose of this research study to benchmark a resource or phenomenon suggests a way of establishing best practice of a procedure, which is internationally determined and accepted. In this regard a benchmark is a point of reference for any tourism practice or destination management.

1.9.10 <u>Black Economic Empowerment (BEE)</u>

Notwithstanding that the concept of Black economic empowerment is not the central focus of this thesis, it is important for contextualising economic development. This concept refers to the systematic campaign by government, business and other organisations to improve the financial, social and skills of previously disadvantaged groups of people in South Africa, by empowering them in areas where they were previously

disadvantaged, neglected, or discriminated against (Lubbe, 2003). For purposes of this study the Black Management Forum BMF, (2003) defines the concept BEE as an integrated and coherent socio-economic process that seeks to directly contribute to the economic transformation of South Africa communities and bring about significant increases in the number of Black people who manage, own and control the country's economic resources and services, as well as significant decreases in income inequalities.

In this study, the BEE is defined as the designed to engage Black people in entrepreneurship opportunities, skills development, enable to them to own their tourism-related businesses. The BEE also means aspirant entrepreneurs are aware and have accessible to the available means of production, and marketing of tourism products. The promotion of Black people's entrepreneurship is seen as the responsibility of the state, tourism business, and funding organisations.

1.10 STRUCTURE OF THE STUDY

For purposes of clarity and specific focus, this research study does not incorporate the implementation of official policy by the private sector, as a major objective of this study. In chapter one the orientation to the study

is given, and the main aim is mapped, which is to analyse the relationship between tourism policy development and its implementation, with special reference to cultural tourism in KwaZulu-Natal. Also covered in this chapter are the statement of the problem, objectives delimitation of the study, basic assumptions, hypotheses, and definition of terms.

In chapter two, the relevant theoretical and conceptual frameworks as well as analytic models are also examined. Related models include: the Senegalese tourism development model, the conjoint analysis model, the policy analysis model, and the construction of ethnicity model. These models are by no means exhaustive. However, the ones chosen have been found to sufficiently address and create a reasonable context for this study.

Chapter 3 is dedicated to analysing the existing frameworks for cultural and heritage tourism development and promotion in KwaZulu-Natal. These include the national, provincial and local government tourism policy instruments. This chapter attempts to build a sound theoretical framework for tourism policy formulation and implementation.

In chapter 4 research methodological issues are discussed utilising a combination of qualitative and quantitative approaches. Some of the

methodology components addressed in this chapter include: research design, research sample, data collection, data analysis, and piloting of the study. Related conceptual frameworks were also examined.

The emphasis in Chapter 5 is on the presenting of case studies, which deal with the analysis of spatial reality. In each case-study locality, namely, the Impi YaseNcome Museum, the Spirit of Emakhosini Heritage Site and the Inanda Heritage Route, different sites and cultural events are explored. The specific environment of cultural and heritage tourism in the case studies, as well as the role of various institutions, role players and stakeholders, are discussed.

Chapter 6 analyses, evaluates and integrates the findings of the case study investigations, using the analytical models presented in chapter two. These findings relate to the main themes of the policy framework, as well as the state of cultural tourism development and promotion in the selected case study sites. The findings were connected to the stated objectives and hypotheses of the study. Furthermore, generic conclusions are formulated and a generic theoretical framework and model for the future development and promotion of cultural tourism in KwaZulu-Natal are proposed.

In chapter 7 the summary, conclusions and recommendations of the study are presented. The findings and conclusions of the study were highlighted. A conceptual model suitable for tourism development and promotion in KwaZulu-Natal is arrived at.

1.11 CONCLUSION

This first chapter is introductory. Its main focus was to report in anticipation about the processes that were followed in compiling the thesis as well as to state the objectives of the study, delimit the study, identify its problematics, give the necessary background to the study, as well as provide hypotheses and assumptions informing the point of departure for the study. The study is located within the broad academic field of tourism studies and terms used frequently in the text are defined. A physical and geographic context for the study is thus created.

This chapter has made an effort to orientate the reader to the study, set out the various components of the study to prepare for the actual theoretical and empirical procedures presented in the subsequent chapters. Successful orientation to the study at the outset means that the reader is able to anticipate what the intentions of the study are, as well as what possible insights and answers we can expect from the study. It is

therefore envisaged that the totality of these chapters would facilitate the execution of the fundamental objective of this study; to analyse the alignment between tourism policy development and its implementation, paying particular attention to cultural and heritage tourism in KwaZulu-Natal.

CHAPTER TWO

THEORETICAL AND CONCEPTUAL FRAMEWORK

2.1 INTRODUCTION

In this chapter the writer reviews selected literature, relevant to the thesis. This review is by no means exhaustive, but serves as an indicator that the choice of title and the direction of study falls within the broad field of tourism policy, and especially the analysis of cultural and heritage tourism development and promotion.

In essence, this chapter, attempting to craft a theoretical framework for the study, needs to recognise that, central to all policies on tourism development, is the possibility of them being implementable. Also important is the fact that engagement in tourism by most stakeholders is a voluntary and rewarding experience. The latter relates to an individual as a total human being; who is rational, emotional creature with needs and aspirations, and who can communicate and live in relationship with his/her environment. From this cultural and heritage driven environment, the

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human being can achieve new experiences and a better quality of life for his/her community (Mwandla, 2002).

2.2   RELATED LITERARY SOURCES

Policy documents such as the new South African Constitution, the Tourism White Papers (DEAT, 1996) and the KwaZulu-Natal Provincial Growth and Development Strategy (KZN-PGDS, 2005) advocate democratic rights and privileges, accountability, transparency, inclusiveness, community-based decision-making and so on, to set the scene for policy formulation and implementation.   These general guidelines would apply to a theoretical framework for cultural and heritage tourism development.

The underlying philosophy or purpose of formulating a cultural tourism policy should be the creation of conditions under which all stakeholders can develop their total experience for the benefit of society. It has often been generally argued (Magi 1989a, 1989b, 1999a) that the delivery of tourism resources to all people is mainly the responsibility of government, and much less that of non-governmental organisations (NGOs) and the South African society in general. If the government has the prerogative to dictate tourism policy then it also must retain the responsibility to fund tourism related policies.

2.2.1 Sustainable Tourism Development

Lichorish and Jenkins, (1997) have noted that tourism is now generally recognised as a leading global economic activity that cuts across economic, cultural and environmental issues. It is in this book where the issues of definition of tourism, the history of tourism, tourism research and the philosophical basis of tourism are dealt with. Tourism statistics, survey methods, policy development, promotion and marketing, the social and cultural impact of the tourism trade as well as the role of government in tourism planning and policy making are all dealt with.

In their reader Faulkner, *et al* (2000), debate a range of issues related to cultural and heritage tourism. These include cultural tourism types such as eco-tourism, which is nature-based tourism, the role of transport, the development of tourist attractions, qualitative tourism research, sustainable tourism, and many others. This book relates to this study because it outlines the interrelated issues that inform tourism development practice. Authors such as Moscardo (2000) on cultural and heritage tourism; Pearce (2000) on tourism attractions; Yin and More, (1984) on qualitative research, have all cut an image that provides valuable understanding to tourism for the future, mainly in the 21st Century. Each topic put forward by these authors fills its own space in as

far as the broad field of tourism is concerned, and more specifically as it relates to this study.

2.2.2 **Anthropocentric Tourism Development**

At another level, Welsch and Endicott, (2003) adopting an anthropological view on culture and heritage matters, have created a platform for debate on diverse views on such critical issues as the invention of tradition, as well as the sometimes parochial and patronising role of western researchers on indigenous cultures. They also address the question of ethics in cultural anthropology, by adopting both protagonist and antagonist views of the seventeen critical issues which they raise.

The relevance of cultural anthropology and even ethnomusicology to cultural tourism is clearly due to the closeness of scholars in these fields to the cultural discourse involving the arts, culture and tourism. Cultural and heritage tourists do become influenced by published research in cultural anthropology and ethnomusicology in particular. As stated above, and relating to seventeen critical issues, Welsch and Endicott (2003), have raised, debated and post scripted the importance of these critical issues. More extended readings on each topic are then suggested. The book by Welsch and Endicott (2003) is relevant to this research study because it outlines the issues which inform cultural tourism.

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Regarding the subject matter of tourism development and growth Wahab and Pigram (1997), introduce a topic that is critical to this research investigation. The concept of sustainable tourism is treated through various case studies and tourism development models. Challenges are highlighted and solutions suggested by various contributing authors on sustainable tourism. The most relevant chapter is by Wall (1997) who addresses relevant matters such as sustainable tourism policy, cultural and landscape tourism and mass tourism to name but a few. This book relates to this study because of its focus on tourism development in the context of policy-making authorities.

2.2.3 Tourism and Indigenous People

According to Butler and Hinch (1996) tourism development has to be studied on the basis of history. In their argument they highlight the cultural motive of tourism as dating back to the Elizabethan era in England. A critical issue, however, which is raised throughout, is that of the role of indigenous people in the commoditisation and marketing of their own cultures. Ownership of the means of providing a tourism atmosphere and the whole field of indigenous tourism is dealt with. Case studies of exotic environments such as Bali, the Maori of Aoteroa in New Zealand and Thailand gives a clear picture of how various indigenous

communities are dealing with tourism development, which is based largely on the appeal of their cultures and traditions to the tourist. The arguments posed in this reference are relevant to this research study because they deal with case studies in countries whose development level is the same as that found in South Africa.

In a reader by Butler (1999), tourism is depicted by various authors as playing a key role in the restructuring and revival of rural and indigenous economies. In a similar vein, the case of Impi YaseNcome Museum and the Spirit of eMakhosini Heritage site are rural heritage sites also with rural economies and potential to boost the local economy.

Focussing on another part of the world, Dell (1988) in a book "Policies for Development", portrays development issues and policies in Africa and the developing world. Roles of institutions such as the International Monetary Fund are discussed in the context of tourism and other economic sectors. Tourism features in most discussions on economic development over the past twenty years. A view is canvassed that tourism in Africa remains underdeveloped as a result of inadequate funding and management. It is tempting to make parallels between what is happening in Africa, with what is happening in KwaZulu-Natal, a province in South Africa. Learning about the generic problems of development in Africa enhances and

conceptualises the challenges faced by tourism development in KwaZulu-Natal.

2.2.4   Tourism Definition and Implementation

Shaw and Williams (1994) concentrate on highlighting various types of definitions in the field of tourism and leisure, sustainable development, entrepreneurship globalisation and many other critical issues.   The implementation of some economic development policies and the economic impact of tourism, by citing various case studies, are therefore reviewed. Although not the focal point of this study most municipal Integrated Development Plans, for example, look at tourism as a local economic development matter.

In a study conducted by Nagel (1994), policy development is examined, particularly as relating to policy evaluation and policy practice and implementation. Since most of the discussions have a policy framework theory approach, they prove very relevant to the discussion of the current thesis, which seeks to engage in policy analysis at both development and implementation levels. The approach by Nagel (1994) seems relevant to this research study because it introduces methods for policy analysis, which are central to this study.

2.2.5 Research Approaches

There are various ways of analysing data or information related to tourism development in the context of existing policy frameworks. Ross, *et al* (2003), have utilised the concept of conjoint analysis to achieve analytical results. The conjoint analysis focuses on the development of an interpretation centred and involving the holistic analysis of a given situation. This quantitative approach is used to determine factors that influence tourism preference, using the least square regression. Items like new product development, conjoint analysis research methodology, and limitations of his work are highlighted. The study (Ross, *et al.*, 2003: 243) concludes by stating that:

> Recreation manager's perceptions of what visitors
> prefer often differ from what is desired by visitors.
> Visitors' preferences should always be examined, as an
> area of further study.

This research methodological approach is of particular relevance to the present study conjoint analysis is applied in analysing the case studies in later chapters.

Related to the conjoint analysis, is an approach advocated by Kriesel (2004), which traces the history of tourism research in the German

speaking world. The technique uses three historical steps to analyse the tourism development situation, namely (a) the holistic approach around 1939; (b) the rise of the Munich School in the 1950s and (c) the current approaches in which the applied sciences approach is emphasised. An interesting part of this research approach, is noting the origins (blueprint) of the development of an ecologically and socially acceptable action plan for protected areas (Kriesel, 2004). In concluding this development approach Kriesel (2004: 181) remarks as follows:

> First of all, notwithstanding the advances made since Poser [1939], there remain large lacunae, not least in the adequate theorisation of contemporary patterns of productions and consumption of leisure and tourism.

The significant role of geography as an applied science in the development of a theoretical framework for tourism research cannot be understated. Knowledge of what happened in the German-speaking world provides a useful benchmark for informing the analysis of policy development and implementation in KwaZulu-Natal.

Another important aspect of the research approach to tourism development adopted in this work is to trace the emergence of cultural industries as major aspects of urban renewal in the Western countries.

Accordingly, Atchison and Evans (2003) have highlighted the fact that cultural industries have been utilised in the diversification of local economies, especially where industrial decline has been evident. The cultural industries are identified as being close to leisure and tourism, and thus capable of re-engineering ailing city centre economies. The study is relevant to the current study because music and cultural industries are some of the items that inform cultural tourism. Finally it should be mentioned that historical research in tourism studies is important for the evolution of tourism development. Cohen-Hattab (2004), has researched and highlighted the role of historical research in tourism analysis. This approach has been amply illustrated in the case study of the tourist–historic City of Jerusalem. This writer charts the way for the development of tourism in historic towns, using evolutionary models.

2.2.6   Cultural Tourism, Music and Gaming

Connell and Gibson (2004) have studied the interplay between cultural tourism and music located in a place of make-believe. In their approach they have introduced the concept of imaginary journeys and destinations which are experienced through listening to music. The relationship between tourism, music, place and identity was explored in their work. They have successfully explained that musical lyrics shape geographical

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perceptions of particular themes and places. Connell and Gibson (2004) argue that music constructs contexts and entrenches identities of class, ethnicity, gender, sexuality and geographic belonging. Therefore, vicarious journeys are virtual journeys, sustained through the creation of the image of the past, present and future as presented through musical melodies, lyrics and instrumental combination. Music in tourism is a new and challenging subject that is relevant to this thesis. Cultural events such as musical festivals and traditional music performances feature prominently in cultural and heritage tourism.

With another emphasis it has been argued that cultural tourism may be demonstrated in recent cultural-inspired casino environments in various countries. According to Piner and Paradis (2004) in a case study undertaken in a native American Village in Central Arizona, it came to light that a cultural project linked to a casino development had led to cultural growth and development in a semi rural environment. In support of studies on tourism and gaming in a casino, Magi (2006) investigated the role of casinos in KwaZulu-Natal in promoting creative and cultural tourism. Using the case of Sibaya Casino he argues that the casino also known as the 'Entertainment Kingdom':

> Prides itself as having an innovative and creative look, which focuses on the traditional Africa architectural

designs with various motifs and themes putting emphasis on and exploiting the popularity of King Shaka, the Zulu warrior-images, the beehive-shaped structures and images of African wildlife.

These creative images of Zulu traditional culture represent innovative spaces and spectacles that give new and invigorated meaning to visiting a gaming and gambling establishment. In addition, attractive and captivating creative cultural activities performed free-of-charge on the grounds of the casino, include indigenous open-air dancing, drumming, theatre and concerts all imbued with an African touch, motif or imagery.

In conclusion, the literature reviewed above is not exhaustive but highlights documented scholarship associated with cultural and heritage tourism, as well as policy development and implementation. These literary sources are relevant to this study because they place some emphasis on the relationships between culture, heritage, tourism and development. It is important to remind ourselves that this study looks at these components in the context of tourism policy formulation and implementation in KwaZulu-Natal. In the next two sections tourism related theories and models are addressed with a view to understanding the basis of formulating tourism policies in KwaZulu-Natal.

2.3 SOME THEORIES AND APPROACHES IN TOURISM

Tourism, as a practice, has been a significant factor in Western economic development, since the Industrial Revolution era. It is evidently becoming increasingly so in the developed world, particularly since the end of the Second World War.   Today tourism is a developed and globalised business, with a complex system of interrelated units and sub-units.

While the study of tourism has been recognised by international organisations for some time, the utilisation of theories and analytical approaches is, however, a recent phenomenon. This means that tourism, as an area of academic enquiry, is relatively young and still would thrive better with more theoretical and conceptual exposition.

2.3.1   Theoretical Analysis of Tourism

There has been a phenomenal growth of tourism studies in higher education institutions in recent years. Notwithstanding this growth, Urry (1990) argues that tourism studies as a field of endeavour still remains theoretically underdeveloped or under-theorised.   Central issues which still need more theoretical investigation include, among others, the commodification of tourism, which is a major aspect of tourism

consumption in modern economic systems. Remarking about tourism commodification as a process, Urry (1990:4) argues that:

> The processes of commodification rather than being a
> side issue are in fact central to the whole basis of
> tourism. ... Tourism is one aspect of the process of the
> global processes of commodification rather than a
> separate self-contained system.

In elaborating on this point, Urry (1990) further characterises tourism studies as relying mainly on descriptive empirical research while making little effort to create a definitive theoretical framework for itself. There is thus a discrepancy between empirical descriptive data and the lack of a theoretical framework in tourism studies. This discrepancy has led to tourism borrowing theories from disciplines such as sociology, economics, geography and anthropology. Examples include theories such as those relating to sustainable development, family cycles, diminishing returns and central place theories (Carlson et al., 1979; Cooper et al., 2004).

Modern tourism is an off-spring of the grand tours of the 19th Century in Europe (Holloway, 1999). The analysis of spaces and desire to experience spaces and places has led to the material production of places and sites. This spatial approach has led to the rise of another issue, which is that of

the recognition of the dynamics that exist between the global and the local as well as those of the host communities and their cultural values at the point of contact. The literature referred to in this section is related to the development of cultural tourism in KwaZulu-Natal.

2.3.2   Tourism Authenticity in Tourism Theory

When culture and people avail themselves to serve the needs of the tourist, system adjustments are usually made. This need for cultural and behavioural adjustment has led to the concept of authenticity as a key principle of the organisation and experience of tourism. According to Urry (1990) tourism and authenticity or lack of it, are inseparable. Authenticity and true tourism understanding and meaning are related. Urry (1990: 93) introduces the idea of loss of meaning as follows:

> The notion of loss of meaning for both the natives and
> the tourists is problematic. The former are either
> criticized for commodifying and selling their heritage
> or for being the passive victims of modernity, while
> the latter are (seen as) deluding themselves if they
> think that what they get is the real thing.

The assumption is that in cultural tourism, for example, both the native people and the tourists are engaged in a mutual enterprise to maintain

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authenticity. In the case of KwaZulu-Natal this research inquiry argues that the cultural insider plays a minimal role in the commodification of the indigenous culture of the people of KwaZulu-Natal. Another issue, of course, is the assumption that tourists become attracted to cultures, which they might see as trapped in the past.

The argument ensues that if tourism enactment is dominated by the presentation of staged authenticity then it lacks objectivity. It thus becomes a maze of symbols, traditions and other forms of social constructs and invented traditions, appreciated only by the uninformed. In this regard, Hobsbawm (1998: 94) argues that the museum definition of authenticity is problematic when applied generally. He states that:

> Traditions or indeed artefacts may come to be seen as
> the embodiment of cultural authenticity over a period of
> time. The search for origins of first causes of an
> artefact or ritual as proof of its authentic nature is
> therefore the application of the museum definition of
> authenticity where it is simply not appropriate.

Cultural tourism is, in this sense, a permanent search for authenticity and meaning. A tourist, in this context, becomes someone who views other cultures as possessing essential authentic attributes; such attributes are

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then preserved for the gaze of the tourist. Culture and heritage in the form of national culture, material culture, language, music, heritage, the arts, history and day-to-day means of coping with the life are the main attributes of most tourist attractions. Heritage is an important attribute in the cultural economy of tourism.

Heritage, which is the material and non-material cultural and natural inheritance of a people, expresses itself in the form of built and non-built environments of historical importance. National identities are embedded in their collective heritage as Hobsbawm (1998: 103) puts it:

> Tourism therefore is implicated in the creation and sustaining of national identities for both domestic and overseas visitors.

Because tourists continually search for authenticity they become attracted to heritage sites, because heritage lends itself to the definition of individuality, authenticity of places, cultures of people as well as trading itself as a socially constructed means of distinction. Heritage is a, social, political and an economic resource. Other related issues that continuously emerge in the cultural and heritage tourism discourse can be summarised (Moscardo, 2000; Atchinson and Evans 2003) and as including:

- Profiling the consumers of heritage

- The relationship between culture and power

- Cultural differentiation

- Cultural literacy

- Commodification of culture

- Aestheticisation of everyday life

- The consumption of space as culture

- Mass culture

- The nation state and boundaries of culture and

- Globalisation and the discourse of cultural differences.

In tourism, culture is sold to the tourist and through the process it is being commodified and reduced to a recognisable formula that can be consumed and engaged with ease. This results in the concept of cultural tourism. Cultural industries such as music, media, recreation, and sport present opportunities for culture to be commercialised and packaged in media and technology that promote its mobility. Thus the development of cultural industries has been studied and analysed as part of tourism analysis. Connell and Gibson's (2004) study of the "popular" music industry of Liverpool, and the heritage of the Beatles is a case in point. It may deduced that, in a similar vein, the development of cultural and heritage tourism attractions and facilities could enhance the tourism industry in KwaZulu-Natal

2.3.3   Other Tourism Approaches and Methodologies

Tourism research in its nature requires a range of methodologies, ethnographic approaches as well as qualitative techniques. However, with regard to the level of methodology, Hobsbawm (1998: 173) argues that:

> If tourism analysis is to move forward, there is a need to
> adopt and develop transformative analytical frameworks
> that account for the dynamics of change at both macro
> and micro levels, and the interactions that inform local
> knowledge and practices in the context of a globalised
> world.

Another issue that continues to come up and thus becomes a subject of debate is to approach tourism from the perspective of the tourist. Ryan (2002: 1), states that tourists generally have temporary marginal social roles that nonetheless possess the potential for life change. He further locates the tourist experience or tourist gaze within the broad discourse of postmodernism characterised by such features as deconstruction where compartmentalisation of grand designs into meaningful smaller designs, fragmentation of power, scepticism, acceptance of emotion and inter-textuality are normal

The tourism industry has been analysed in terms of supply chain economics (Cook and Farquharson 1998), which are characterised by marketing channels consisting of producers, wholesalers, retailers and consumers. This approach has led to the need for the tourism product to be conceptualised and analysed so as to be better understood. For example, Holloway (2002: 77) conceptualised the tourism product as follows:

> The tourism product consists essentially of transport, accommodation and attraction both constructed and natural. The producers or manufacturers of these services include air, sea, road and rail carriers, hotel or other form of tourist accommodation and the various forms of constructed facilities designed to attract the tourist, such as stately homes or heritage site, amusement parks and purpose – built activity centres such as skiing resorts. These services can be sold to the tourist in a number of ways, either direct, through agents (the retailer of the tourism industry) or through tour operators or brokers who can be described as wholesalers of tourism.

The location of the tourism academic discourse within the supply chain economics perspective leads to an analytic and conceptual framework that relates to quantitative methodologies in tourism research. The varied and disparate nature of the tourism product differentiates it from many other products in the business arena. The various aspects or business sectors that form the product can only work together in order to produce a coordinated product. It is observable that the various roles played are equitable to the various roles in business economics. Thus Holloway (2002: 77) further avers that:

> Tour operators can be accurately viewed as wholesalers
> because they buy a range of different tourist products
> such as airline seats, hotel rooms or coach transfer
> facilities in bulk, packaging these for subsequent sale to
> travel agents or to the tourist direct. By buying a
> number of individual services in this way and packaging
> them into a single product, the packaged holiday, they
> are seen by some theorists as producers of a new
> product rather than wholesalers of an existing product.

Holloway (2002:78) further equates travel agents to the retail sector who are distinct because they carry no stock. The role of the public sector in

tourism is also a basis for the formation of analytical and conceptual frameworks.

Tourism becomes one of the most obvious economic sectors where the private and public sectors are forced to work together because most sites are owned and kept by the public sector, while most wholesalers, producers and retailers of tourism are in the private sector. Tourism consumers also often do so in their private personal capacities. These tourism service providers ought to be initiated in the study area in KwaZulu-Natal.

2.3.4   Tourism and Environmental Impact

Tourism practice has some environmental effects. Both tourism development and travel results in many forms of pollution and degradation or upgrade of the environment. Emissions, noise and disfiguration of the rural scenic beauty as a result of developments around rural tourist attractions are all environmental issues impacting on tourism analysis.

The concept of sustainable development has become one of the icons of the tourism discourse. The principle of sustainable development in tourism is a relatively new form of tourism, which emphasises

sustainability and even responsible tourism (Holloway, 2002). It is also worth noting that the principle of creative tourism, has been recently recognised as a possible substitute for the principle sustainable tourism. According to Magi (2006: 4):

> The concept of creative tourism refers to the transformation of regular tourist attractions into innovative ones, which allow for higher touristic experiences. In other words it is the sum total of interactive phenomena such as spaces and spectacles that are incorporated in the creation of a better tourist action space or environment. Creative tourism relates to the regeneration or revitalisation of old tourist phenomena so as to achieve improved leisure experiences.

The principle of creative tourism is necessary as a methodological approach for effecting a positive influence or impact on the cultural environment as was seen in the modernisation of the Sibaya Casino in KwaZulu-Natal.

The cultural and social environmental effects of tourism to the host country are also a valid subject of tourism analysis. Value systems get transported and imported to the host destinations resulting in various

social and cultural responses by the affected hosts. Locals can also be subjected to exploitation such as happens in Thailand where, according to Holloway (2002: 374), local women are forced into human zoos, thus becoming a subject of curiosity.

These approaches are observable and relevant to this thesis in the sense that KwaZulu-Natal, as a subject of study is promoting itself as a tourist destination through the reconfiguration and modernisation of the tourism environment. This environment has been designated as the "Kingdom of the Zulu" and even smaller features like a casino as the "'Entertainment Kingdom" in the province of KwaZulu-Natal.

To conclude this section it should be mentioned that tourism related theories may be easily be clarified under the rubric of analytical models. The latter approach has gained acceptance as a form of tourism analysis that is gaining much currency. Models facilitate the conceptualisation of tourism policies and practices. Thus at the level of policy analysis, Atchison and Evans (2003), have been able to reveal the interplay between national and local policy in the development of cultural industries in the United Kingdom. The conceptual framework for the practice, planning, development and marketing of tourism, forms the basis of this thesis. The researcher is convinced that this investigation requires a

multi-pronged and multi-faceted strategy in order to achieve meaningful results.

2.4   ANALYTICAL MODELS

A well-founded or grounded conceptual framework can be achieved by utilising analytical models as a technique for translating theory into practice. Alternatively, this is a technique for relating policy formulation as reality-based policy implementation. Analytical models are a consequence of rigorous theoretical analysis and case study analysis. In the context of this research study, analytical models are used to clarify the following critical issues:

(a)   The relationship between indigenous culture and heritage as it applies to tourism.

(b)   The relevance of the latter in the analysis of the official tourism policy of KwaZulu-Natal.

(c)   The zooming in on the promotion of cultural tourism in the province or study area.

The raising of these issues is premised on the assumption that their evaluation flows from the analysis based on a specific methodology. Tourism policy analysis is an accepted subject of inquiry in the tourism

research discourse. The focus on indigenous culture and linking it with heritage and tourism, calls for an analytical approach, which links theory and practice. As discussed earlier in this thesis, there is an assumption that KwaZulu-Natal as a tourism destination is imbued with the proliferation of indigenous culture, and that because the Zulu culture is dominant, it should feature prominently in tourism promotion through the branding of KwaZulu-Natal as a tourist destination.

The employment of analytical models is part of the environmental scanning process that determines the extent to which similar work had previously been carried out elsewhere. It is also done in order to determine the extent to which parallels can be drawn between development models elsewhere and the KwaZulu-Natal tourism framework scenario. The latter is discussed in the next sections of this chapter.

2.4.1   The Senegalese Model

According to Diagne (2004: 471) the analysis of tourism development and its impact in the Senegalese environment presents an ideal geographic case study for revealing relationships between a developed centre and its periphery. This approach marks a significant in-depth analysis of how a former colonial country can utilise tourism to institute integrated development.

In this regard Diagne (2004) traces the history of tourism development in Senegal over a period spanning three decades from the introduction of legislated framework in 1971 as well as the regulation of investment in 1972. A government enterprise was set up in 1975 with its main focus and function being to facilitate tourism planning towards the construction of infrastructural systems. These were found to be indispensable for tourism development, mainly relating to features such as roads, electricity, water supply and telephone line, and so on (Diagne, 2004). The outcomes were that tourist arrivals improved coastal tourism, and thus development was encouraged resulting in the rise in arts, craft and handicraft industries. The main thrust of the growth in the Senegalese model was entrepreneurship.

The negative effects of tourism development and promotion were felt in the agricultural and fishing sectors. The social impacts were felt in such realities as the rise of HIV-AIDS, violations of established religious practices and the distortion of culture through modernisation and commercialisation of indigenous arts. The theory of developing the core or centre versus periphery nexus, is a model developed in early studies of tourism and its impact in developing countries is still under scrutiny. In the case of Senegal the metropolitan area is seen as the development

centre while the new development tends to take place outside of the existing metropolitan centre. This process resulted in the exploitation, penetration, fragmentation and marginalisation of the environment as a whole (Diagne, 2004).

The study concludes that as a result of systematically planning tourism development in the Petite-Cote, Senegal, the national government was able to engage in other types of infrastructure development, necessary for tourism prosperity. The thrust of the Senegalese Petite-Cote model was in the integrated approach in analysing tourism development. The Senegalese model is an African benchmark that should inform future tourism development planning in other regions, and more particularly KwaZulu-Natal. Of particular interest, it would be to develop the rural areas of KwaZulu-Natal, where there is general under-development [Refer to paragraph 5.2.2 and 5.3.3].

2.4.2   The Conjoint Analysis Model

The development of recreation resources and facilities is a key feature of tourism development. Ross *et al* (2003:227) researched the use of conjoint analysis in the development of new recreation facilities in South Carolina, United States. These authors present an analytical model for

the tourist experience of tourism products in their study area. Accordingly the conjoint analysis is seen by Ross, *et al* (2003: 230) as:

> Based on the assumption that consumers judge the value (utility) of a product or service by combining the individual amounts of utility provided by each attribute. After a comprehensive identification of all salient attributes that constitute an experience, a set of hypothetical products is constructed by combining the level of each product. These hypothetical products are then given to respondents who provide their assessments.

The case study by Ross, *et al* (2003) is located in South Carolina's Asheboro, Cambahee and Edisto River (ACE) Basin National Estuarine Research Reserve, in the east coast based tourism opportunities. The initiative consisted of a network of educational and information facilities, including an information centre at Edisto Beach State Park within the reserve. The entire study sought to establish the needs and wants of visitors to the reserve, and through conjoint analysis determine the visitors' preferences for the interpretation centre. The design techniques for a conjoint analysis were fully explained. However, the analysis itself consisted of three steps, namely (Ross, *et al*, 2003: 231)

(a) Identification of salient interpretive centre attributes and levels;

(b) data collection; and

(c) evaluation of the interpretive centre attributes (that is, data analysis).

The attributes themselves included price, length of stay, exhibits, educational opportunities, on-site information source, recreation opportunities, and payment types. While on the other hand attribute levels included 1 to 5 for price, full day length of stay, compactor touch screen, fish tanks, photographs, live animals, touch tanks for exhibits, self guided tours, educational boat trips, wild life observation deck, guided walking tours for educational opportunities, canoe/kinaki rentals, walking trails, picnic area, fishing pier for recreation opportunities, and occupancy per car per person, and per family for payment types.

The conjoint analysis technique is useful in the evaluation of visitor satisfaction in the development of new tourism sites, future planning and the design of tourism attractions. Notwithstanding that this technique was predominantly used in nature-based recreation facilities, it has valuable application possibilities for cultural or human-based recreation

facilities. In the case of this particular research study, the conjoin analysis seems applicable to the eMakhosini Valley case study as described in some detail in chapter five [Refer to paragraph 5.3].

2.4.3 Policy Analysis Model

Policy analysis is a significant feature in this research study. Atchison and Evans (2003) have argued that the development of policies for cultural industries and presentation of an analytical model for sustainable regeneration, illustrates the relations between policy development and practice in the various spheres of government. Whereas the case study illustrating the policy analysis model is located in the United Kingdom and although it focuses on the policy for cultural industries, it is very relevant to a study on tourism because: (a) of the conclusions it draws, and (b) the interdependence and interaction between tourism and the cultural industries like music, film, television, performing and visual arts, drama, dance (Atchison and Evans, 2003).

The key issues raised by the study include urban regeneration, mutual dependence of public and private sector investment as well as eleven principles which the study defines as features and the proposed model of sustainable cultural development. The principles are:

    (a) Valuing diversity

(b) Embedding local control

(c) Supporting local commitment

(d) Promoting equitable partnerships

(e) Defining common objectives in relation to actual needs

(f) Working flexibly with change

(g) Pursuing quality across the spectrum

(h) Connecting with the mainstream of art and sport activities

(i) Recognizing the importance of commercial investment

(j) Balancing flagship projects with smaller initiatives

(k) Working to develop existing skills based and cultural interests.

These principles can be specifically related to the three case study localities [Refer to paragraphs 5.2; 5.3 and 5.4].

The interdependence between culture and tourism means that these principles can be applied to tourism development. The study draws its case from the development of the 'pop factory', a new popular music production, entertainment and education centre in South Wales. In the model the eleven principles stated above are used as criteria to evaluate the success of a cultural intervention for the purpose of regeneration.

Evaluating the success of a project through bench-marking with set criteria is standard practice in project management. It is relevant to this

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thesis because it will enable the analysis of policy and its implementation to be evaluated against an international benchmark. Tourism policy and implementation models present opportunities for comparative studies of structural models. In most situations, for example, tourism policy development rests with a government department while its implementation rests with a semi-public and private sector entities (Gilmor, 1998). In France, policymaking is the responsibility of relevant ministry working with such diverse ministries as agriculture, education, environment and culture (Tuppen, 1998). Implementation happens through the private sector and such small local initiatives as a local tourism office, which is usually located in the local municipality. The study provides a useful benchmark for tourism policy development in KwaZulu-Natal, this is as described in chapter six, where the four models were applied in analysing tourism development.

2.4.4 Construction of Ethnicity Model

The construction of ethnicity and ethnic symbols is a major feature of the incorporation of indigenous cultures into the tourism practice (Morgan and Pritchard, 1999). The construction of ethnicity presents an opportunity for culture to be presented in its static form. This further raises the debate of authenticity versus staged or invented authenticity. The construction of ethnicity is an important feature of tourism promotion in the world.

According to Morgan and Pritchard (1999) the analytical model, which outlines the marketing of the developing world to the countries of tourist origins in the developed countries, play an important role in the understanding of the tourism development process.

The construction of ethnicity based model, as applied by Morgan and Pritchard (1999) uses language and imagery to highlight tourism development in Buenos Aires by using slogans such as "Buenos Aires the Paris of the Americans".   Other ethnic inspired phrases are: "the timelessness of exotic, ethnic Mexico" as well as depicting of the people of South America as "feminine", Latin America as the "playground" of the area and other stereotypes based on identities constructed for the tourism market.   By analysing the language and imagery in Morgan and Pritchard (1999; 34) the authors conclude as follows:

> This view of tourism destination as timeless and immutable to the forces of change is related to the so-called search for authenticity and the sacred.   In our industrialised, urbanised, fragmented world some of us search for the sacred, to compensate for our own alienated existence.   This search for the sacred is itself an outcome of nineteenth century (white, male, heterosexual) anthropology a social science constructed

around binary concepts like savage and civilised, and primitive and developed, them and us.

The analytical approach allows the present research study to analyse the promotion of tourism through highlighting indigenous culture as happens in the branding of the province of KwaZulu-Natal.

2.5 CONCLUSION

This chapter has presented a review of relevant literary sources, research methodologies used as the basis for carrying out the research for this thesis and the various analytical models related to this study. It has also outlined and created a tourism theoretical and conceptual framework for this study. The nature of tourism as both an academic discipline and a practice, demands that disparate approaches be employed in the design, packaging and presentation of its research basis.

The theoretical framework and related models presented in this chapter are an important precursor for the policy framework for culture and heritage development presented in the next chapter, as well as in chapter five.

CHAPTER THREE

POLICY FRAMEWORK FOR CULTURE AND HERITAGE

DEVELOPMENT

3.1   INTRODUCTION

Developing a sound policy framework for cultural and heritage tourism can be equated with what Hall (2000:11) calls policy planning, which is a consciously chosen course of action, directed towards some end, which may be seen as:

> Anticipating and regulating change in a system, to promote orderly development so as to increase the social, economic, and environmental benefits of the development process, ...(also) regarded as a critical element in ensuring the long-term sustainable development of tourists destinations.

Therefore, the underlying philosophy or purpose of formulating a policy framework for cultural and heritage tourism should be the creation of

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conditions under which all stakeholders can develop an understanding of the role of tourism policy and its implementation in the province. The decision-making takes place within a specific time-scale and it is mobilised around key strategic objectives. A key dimension of policy planning is a scenario wherein managers are able to implement the spirit and intent of designed policies.

3.2   TOURISM DEVELOPMENT

Tourism development is a phenomenon based on creating a framework for tourism implementation. It is an international trend that governments or government agencies develop tourism policy, based on the particular country's ideological or political philosophy (Hall, 2000). Tourism policy development may also form part of a broad economic development strategy of a country or region.

Tourism as a major form of development first emerged in the 1960s in the global stage (Meethan, 2001). At that stage tourism development was seen as a path to modernity. Its added attraction to economic development is its generally low demand for capital input, while the outputs often result in job creation, infrastructure expansion and destination development. Government tends to play an essential role in

terms of providing the physical space and a policy environment that attracts investments (Rogerson and Visser, 2004).

The private sector on the other hand tends to focus on the commercial returns of tourism. The latest trend, however, is to involve local communities even to the extent of equity shares and general contribution to local economic development. The researchers, Berkes, (1989); Hall, (2000); Rogerson and Visser (2004) argue that a partnership between government, the private sector and the local community provides an environment conducive to sustainable tourism development.

In the case of South Africa, when tourism development started under apartheid rule, Black participation was often limited, because blacks could not access all the facilities and amenities in terms of the law. As a result of the apartheid policies South Africa's global entry was delayed. Rogerson and Visser (2004) point out that in 1961 only 31 000 foreign tourists arrived in South Africa.

In the post-apartheid South Africa, a new framework was published through the publication of the White Paper on the Development and Promotion of Tourism in South Africa (DEAT, 1996). Some of the issues that were included in the policy made it possible for tourism development

to be viewed as an objective of reconstruction and development. Even the emergence of the White Paper for Sustainable Coastal Development in South Africa in 1998, (DEAT, 1999) emphasised this context for tourism development and its place in South Africa's new spatial economic framework.

According to the White Paper on tourism (DEAT, 1996), respect for local cultures, is a major issue. It is this respect for local cultures that raises the genuine authenticity versus staged authenticity debate in the development of tourism (Meethan, 2001). The most critical guidelines contained in the White Paper (DEAT, 1996: 23) are that:

- Tourism should be private sector driven.

- Government should provide an enabling framework for the industry to flourish.

- Effective community involvement must be encouraged.

- There must be a partnership and co-operation among key stakeholders.

- Tourism development must be underpinned by sustainable environmental practices.

- Tourism should be used as a development tool for the empowerment of previously neglected communities and

should particularly focus on the empowerment of women in such communities (Rogerson and Visser, 2004:7).

This present study seeks to establish the extent to which these guidelines are adhered to in the development of tourism in KwaZulu-Natal. In Chapter Six of this thesis the existence of a discrepancy between information obtained on the ground and what the national policy framework advocates, is seriously evaluated. In an attempt to state a policy position relating to the economic and employment matters the Tourism White Paper (DEAT, 1996: 32) also addresses issues such as:

- Tourism as an economic driver.

- Comparative advantage of South Africa's natural and cultural resources.

- Potential for private sector investment.

- Medium enterprise development.

- Employment intensive nature of tourism (job creation).

- The catalytic role that tourism can play in major infrastructure investments.

- The ability of tourism to link with other production sectors.

- The value of tourism as an export earner.

It is noteworthy that tourism development is seen as something that can address current economic issues of South Africa. However, there is an obvious problem in the case studies investigated in this study, in that none of them seem to address the Tourism White Paper issues listed above.

After the Tourism White Paper, a White Paper on Environmental Management Policy [DEAT, 1997] appeared. This policy document advocates for the protection of both natural and cultural resources in South Africa. These resources are seen as heritage resources to be enjoyed by both the tourists and local communities. Some of the South African cultural resources date back to about two million years, they include features such as:

- Rock Art, mainly found in the uKhahlamba (Drakensberg) area.
- Archaeological and paleontological sites.
- Battle grounds and sites of conflict.
- Oral histories and traditions.
- Historic buildings.
- Movable and immovable structures and objects.
- Burial sites and marked graves.
- Place names.
- Social and economic processes.

- Domesticated plants and animals.

The list above as suggested by Shaw and Williams, (1994) tends to focus only on those resources that tend to be ranked as most attractive to tourists. A focus on heritage resources given by the KwaZulu-Natal Tourism (TKZN, 2005) policy framework can easily be seen as enhancing the ability of tourism to address the issues of local economic development. However, it is also noteworthy that the resource list of KwaZulu-Natal Tourism also relates importantly to the three case studies of this particular research study. For example, Impi YaseNcome Museum is represented by a battleground, historical buildings are to be found in the Inanda Heritage Route and whereas parts of the Spirit of eMakhosini are well known for royal monuments and burial sites.

In April 2000 the National Department of Environmental Affairs and Tourism further issued another policy document on tourism development (DEAT, 2000). This policy document, known as the Domestic Tourism Growth Strategy (DTGS) emphasised the development of (a) pro-poor tourism, (b) large-scale tourism education, and (c) nature-based tourism. What needs to be closely investigated in this research study is whether the implementation of these policy positions are being carried out.

In South Africa tourism development is viewed as a major contributor to local economic development. Rogerson and Visser (2004) have given an outline of the Midlands Meander as a case study for the development of the cultural route tourism. The planning and execution or implementation of any cultural and heritage route tourism facility, relies on well established procedures. The policy procedure advocated by Lickorich and Jenkins (1997) represents some of the critical stages in the planning and development of tourism features or programmes. The procedure includes:

- The establishment of objectives.

- Incorporation of objectives into a policy statement.

- Formulation of policy guidelines to establish planning parameters.

- Implementation programmed to achieve what is set out in the plan.

- Monitoring mechanisms to assess whether the tourism development plan is meeting with the objectives.

- Review process to revise and refine objectives and policies as necessary.

These six policy procedure statements represent the most critical stages for the planning and development of tourism in KwaZulu-Natal. The procedure stages are important because tourism development is regarded as a complex enterprise that seeks to utilise a multi-strategy approach in

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meeting its goals. The six policy stages are applicable to any tourism planning exercise. The KwaZulu-Natal policy framework, *inter alia*, focuses on promotion and marketing of the province as a Zulu Kingdom.

3.3 TOURISM PROMOTION

Promotion is an element of marketing communication. Often promotion is done through any of the following: advertising, public relations, personal selling, network marketing and the promotion of sales. Any successful promotion exercise has clear objectives: a targeted audience, communication goals, a clear message, a specific choice of media, a budget and evaluation mechanism (Seaton, 2000: 234). A very important component of promotion is associated with research, which has to happen continually before, during and after the promotion activity. Promotion may be performed in order to re-enforce an existing idea, to introduce a new idea, to change attitudes, to direct attitudes in a particular direction and to create a general atmosphere of celebration. Promotion objectives are a consequence of data analysis.

One of the important features of tourism marketing is destination marketing. Remarking about the significance of destination marketing. Seaton (2000: 235) argues that:

Destination marketing is the heartland of tourism marketing. The destination is the catalyst link that precipitates all other industries in the tourism sector – transport, accommodation and attractions. Unless people want to go somewhere provision for transporting them, resting them, feeding them and amusing them will be in vain. Being there - the destination factor is the *sine qua non* of tourism.

A destination tends to vary from a country, a region or any other physical geographical entity that is recognisable in terms of measurable physical attributes. A destination is inclusive of its people, industrial profile, its landscape, heritage, environment 'local colour', traditions and way-of-life. In this regard, destination marketing takes into account the physical and the socio-cultural attributes of a place. A destination need not be something that exists in reality. It may also be something that is thought to exist or simply imagery based. It may be a mental concept that exists in the minds of the tourists and potential tourists. Destinations create themselves as a result of events in the present, the past and others, real or imagined. A destination may even be a route (Seaton, 2000).

According to Holloway and Robinson (1995) an aspect of destination marketing is destination branding. In branding the whole of the marketing mix, namely; product, pricing, promotion, place and distribution are activated and structured in a way that makes them to continuously inform each other. The differentiation of the product, goods or services is an important aspect of destination branding. Branding must take into account the political, budgetary and control factors (Holloway, 1999).

Imagery, which must correspond with the self-image of the target customer, is an important tool of destination marketing. Brochures, photographs and visuals are considered established tools of destination marketing. In KwaZulu-Natal most tourism brochures attempt to create an image around the theme of Zulu cultural symbols. Remarking about the destination branding of the Gold Coast in Australia, Scott (2004: 197) states that:

> The simple rationale underlining the concept of branding is that a product's image is as important as a product's physical attributes. Creating the right images can mean the difference between success and failure.

The branding of the Gold Coast is itself an invaluable case study. According to Keller (1993) there are six elements that enhance the branding process: a brand name, a logo, the use of appropriate symbols, giving the brand an identifiable character, packaging and creating an appropriate memorable slogan. These elements are commonly regarded as standard procedure in the destination branding process.

At a more general level, Scott (2004: 204) describes branding as based on the outcomes of market research, which includes element such as (a) market audits, (b) focus groups and in depth interviews, (c) systematic portfolio analysis, (d) identification of target markets, (e) distinctive positioning of each destination, (f) development of a joint marketing strategy, (g) development of an appropriate communication message, and (h) implementation branding process. These principles of branding contribute substantially to the promotion of cultural and heritage tourism in any study area.

The same notion of tourism promotion, viewed differently, George (2001: 291), suggests that promotion may be achieved through the concept of destination mix, which he describes as follows:

The destination mix (or destination amalgam) is made

up of four components: attractions, amenities,

accessibility and ambience.

These components play an important role in the assessment and

facilitation of tourism promotion, as well as the implementation of a

branding strategy for any business.

3.4 TOURISM PROMOTION IN KWAZULU-NATAL

It is worth reiterating that that the province of KwaZulu-Natal as a

tourism destination is branded as the 'Zulu Kingdom" (KZNTA, 2004). In

a case-interview, James Seymour, Marketing Research Manager of

Tourism KwaZulu-Natal, affirms that destination branding is a marketing

strategy used to profile Tourism KwaZulu-Natal nationally and

internationally. In a case study by George (2001), the province of

KwaZulu-Natal is depicted as a prime tourism destination with a range of

tourist attractions. The Drakensberg area, cultural history of the Indian,

Zulu and Western people, as well as beaches and museums are cited as

outstanding attractions.

Tourism KwaZulu-Natal is the government agency that promotes,

develops and markets tourism. Recognition of the province as a prime

tourism destination both nationally and internationally is the focus of the authority's vision while facilitation, initiation and co-coordination of the issues of marketing and product development feature in the mission statement of Tourism KwaZulu-Natal. However, nothing is said about the involvement of local communities and indigenous culture in this mission statement. Strengths and weaknesses of tourism in KwaZulu-Natal are discussed in the Tourism Authority's strategic planning documents [http://www.zulu.org.za, (2006)].

All goals and targets of Tourism KwaZulu-Natal centre around increasing tourist arrivals and, to a limited extent, employment opportunities are made available. Promotion is to be done through campaigns, brochures, media coverage, companies within the industry, trade shows and exhibitions as well as through information technology.

In as far as the importance of branding is concerned in the province of KwaZulu-Natal, Seymour (2006:304) declares that:

> KwaZulu-Natal is to be promoted as the magical Kingdom, which is multi-cultural in character. Imagery of Zulu Monarchy and the Zulu cultural identity feature prominently. The "Zulu" is chosen because Zulus are the best-known African people internationally.

In further clarifying the marketing strategy of the province of KwaZulu-Natal, the tourism authority has designed product offerings, which is communicated to the tourists utilising the theme "Wozani Our Kingdom calls." Seymour (2006:304) lists them as:

- The Berg

- The Beaches

- The Battlefields

- The Buzz

- The Bush

which are marketed as sub-brands. The "Kingdom of the Zulu" (KZNTA, 2000) later to known as the "Zulu Kingdom" (KZNTA, 2004) is the central brand, which together with its values include: world-class status, richness of experience, diversity, consistent safety and security, a welcoming and hospitable environment and a suggestion of excellent values. The idea of 'Zulu culture' is described by James Seymour (Seymour, 2006) as the element that makes the KwaZulu-Natal brand different from the promotion strategies of other destinations.

On the one hand, it can therefore be deduced that KwaZulu-Natal sees 'Zulu culture' as its unique advantage. It is expected that the Zulu and Zulu culture are well represented in the provincial discourse. On the other

hand, if we are to follow the model by Keller (1993) discussed earlier, which highlights the six elements of the branding process and apply these in KwaZulu-Natal the branding model would most likely look as follows:

(i)   BRAND NAME: Zulu Kingdom

(ii)   LOGO: a Zulu shield and the word Zulu Kingdom written in big red and black script.

(ii)   USE OF APPROPRIATE SYMBOLS: The Zulu shield

(iv)   GIVING THE BRAND AN IDENTIFIABLE CHARACTER: The Zulu culture and Zulu group are well recognisable internationally.

(v)   PACKAGING: Somewhat unclear, this is too diverse with too many sub-brands.

(vi)   CREATE AN APPROPRIATE MEMORABLE SLOGAN: "Wozani - Our Kingdom calls".

What is interesting from the branding process described above and what can be inferred from the analysis is that, to a large extent, Zulu culture, cultural identity and heritage are packaged for tourist consumption. It may be concluded that the tourism policy in KwaZulu-Natal, centres more around the promotion and marketing of Zulu culture, heritage and symbols than perhaps on its authentic preservation and sustainable development. It may also be inferred that the marketing and branding of

the three case study sites could contribute to the development of heritage tourism in KwaZulu-Natal as a whole.

3.5   TOURISM POLICY ANALYSIS

Tourism development and promotion are important policy matters. Policy is a statement of intent, which describes the path that is to be followed in order to arrive at a particular goal. Policy may be written down in detail or may flow from official pronouncements, commentary and written scripts (Craythorne, 1980). In some instances it may be a result of public inferences (Lichorish and Jenkins, 1997). The most critical issues in policy development include consideration of alternatives, scarcity of resources and best allocation of scarce resources. In practice, an official tourism policy will tend to outline the various roles of stakeholders, government, the private sector, parastatals, international protocols, as well as to locate the tourism policy within the overall development objectives of government (Lichorish and Jenkins, 1997).

As stated earlier the South African tourism policy framework seeks to address such 'burning' issues of the day, for example, as Black Economic Empowerment. The latter relates to the empowerment of the previously disadvantaged individuals, community empowerment and local economic

development.   In South African official circles tourism is seen as an important aspect of economic development (Rogerson and Visser, 2004).

Another point of view suggests that policy analysis confines itself to analysing the processes that are involved in the formation of policy. Remarking about the nature of the processes involved in policy formulation, Craythorne (1980: 59) states:

> It follows that policies are concerned with events to
>
> take place in future arising from or based on events in
>
> the present or past. It also follows that before a policy
>
> can be adopted there must be a recognized issue; that
>
> issue must be investigated, a decision must be taken
>
> and the decision must be translated into action.

The tourism policy under study in this thesis may not therefore only relate to what already takes place on the ground today, as shall be seen in chapter six, but what is actually intended for future action. Craythorne (1980:60) further lists fairness or equity, justice and balance as minimum requirements of the policy formulation process.

According to a former Chief Executive Officer of the KwaZulu-Natal Tourism Authority, Miller Matola (KZNTA, 2005:5), the province's tourism

destination branding strategy has seen the province being divided into eight sub-brands. The period under review saw the finalisation of the brand positioning statements and brand symbols for all eight destinations, subsumed under the Zulu Kingdom brand. In line with the brand strategy adopted in 2003, the province continued to be marketed as the Zulu Kingdom with eight sub-brands namely, (KZNTA, 2005:5):

(a)   Durban, Playground of the Zulu Kingdom,

(b)   North Coast – Jewel of the Zulu Kingdom,

(c)   South Coast – Paradise of the Zulu Kingdom,

(d)   Elephant Coast – Untamed Spirit of the Zulu Kingdom,

(e)   Ukhahlamba – Soul of the Zulu Kingdom,

(f)   Zululand – Heart and Pulse of the Zulu Kingdom,

(g)   Pietermaritzburg/Midlands – Capital of the Zulu Kingdom,

(h)   Battlefields – Legends of the Zulu Kingdom.

There is a marked emphasis on the words 'Zulu Kingdom' in each of the sub-brands of the province, which is in line with the overall destination branding of KwaZulu-Natal as the Zulu Kingdom. It should also be remembered that among the marketing objectives, the authority aims to: market the Zulu Kingdom; market the province; develop campaigns; facilitate marketing agreements and to market the province through events. At the same time the Zulu Heritage Forum in which District

Municipalities, Ethekweni Municipality and Amafa aKwaZulu-Natal are represented was formed.

The Inanda Heritage Route is one of the case studies in this thesis. It is also worth-noting that the Tourism Authority is working on tourism cultural development projects at Isibaya, Nongoma Royal Zulu House, Ondini Museum, including the interpretation of King Mpande's Grave, the Isandlwana, Thalana Museum, Rorkes Drift, especially the interpretive facilities and Memorial, Prince Dabulamanzi's Grave site, Ndlela ka Sompisi (Ntuli) Memorial, the Chief Albert Luthuli House Project and eMakhosini – which is also one of the case studies in this thesis.

These development projects, most of which are new, are aimed at adding a Zulu cultural and heritage content to the destination branding of KwaZulu-Natal province as the Zulu Kingdom. This shift towards new projects is indicative of intended future action. Tourism policy analysis should therefore take cognisance of intended future action.

According to the developers' guide [http://www.environment.gov.za. (2006)] the role of government in the development and promotion of the tourism industry are:

- Facilitation and implementation,

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- Co-ordination, planning and policy making,

- Regulation and monitoring, and

- Development and promotion.

These roles are shared between provincial and national government, although provinces are more expected to (DEAT, 1996:50):

- Implement and apply tourism strategies,

- Facilitate and develop the local tourism product at provincial level, as well as

- Market and promote tourism destination within the province. Local government is expected to do the same at a local level.

The South African Tourism Organization (SATOUR), which is now known as South Africa Tourism [SAT], is a statutory body, which markets and promotes South African tourism products at national and international levels [http://www.southafrica.net, (2006)].

According to Tourism KwaZulu-Natal [TKZN] [http://www.zulu.org.za (2006)] the national body South Africa Tourism [SAT], performs the following duties for all provincial tourism authorities and agencies:

- International marketing and promotion

- Research, market intelligence and information management

- Industry standards setting

- Product development, and

- Human resource development.

What may be inferred in this responsibility is that South African Tourism [SAT] not only influences policy in KwaZulu-Natal, but in all provinces. In other words SAT has intended actions of relating tourism policy of KwaZulu-Natal to international benchmarks. The three case studies presented in this thesis, also under the influence of South Africa Tourism. It should, however, be noted that at the provincial level there are various provincial bodies that play a role in influencing and facilitating tourism policy. In KwaZulu-Natal, for example, the provincial organisations are District Municipalities, Ethekweni Municipality and Amafa aKwaZulu-Natal. While policy development and promotion are the role of the public sector, the private sector invests in the tourism business.

According to Tourism KwaZulu-Natal [http://www.zulu.org.za (2006)] the private sector is expected to play the following business and development roles in tourism:

- Tourism industry investment.

- Efficient and profitable operation of tourism plant.

- Advertising and promotion of individual tourism services.

- Capacity building for the tourism industry.

- Development and promotion of socially and environmentally responsible tourism.

- Community participation in tourism development.

The website goes on to list such other organisations as Durban Africa, which markets and promotes tourism within the Durban Metropolitan boundaries and other smaller municipalities. According to the Durban Metropolitan website [http://www.durban.gov.za, (2006)] the tourism elements which are facilitated by the Durban Municipality include the following: accommodation; transport; conferences, conventions and exhibitions; food and beverages (gastronomy); casinos, gambling and gaming; sports tourism; eco tourism and cultural tourism. Some of these elements are also found as promotion materials in other municipalities in KwaZulu-Natal.

It should be remembered that the focus of this thesis is on cultural and heritage tourism, with a special focus on indigenous culture, which in this case is Zulu culture. In this regard, Tourism KwaZulu-Natal, as an organisation [TKZN, 2005: http://www.zulu.org.za (2006: 8)] avers that:

Cultural tourism is a relative newcomer to the tourism field and is undergoing significant growth throughout South Africa and within KwaZulu-Natal. KwaZulu-Natal

is in a unique position in the country with regards to cultural tourism and offers a wealth of possibilities in this regard. A home to the Zulu nation and its King, as well as the location of the Zulu and Boer wars, the variety of cultural attractions within the province is enormous. The value of the concept of Zululand as a unique resource is being developed and related support industries are increasing.

In contributing to this debate the White Paper on Tourism (DEAT, 1996) looks at cultural tourism in terms of tradition, heritage, history and a way of life of a given people. It can be argued that this is a steady view of cultural tourism but it does not differ significantly from the earlier definitions given in this thesis. It should be understood that the present study is not necessarily focusing on all the elements of cultural diversity found in KwaZulu-Natal. This means that the cultures of Indian origin, Edwardian architecture especially in cities of Durban and Pietermaritzburg, for example, are not receiving any detailed attention. Notwithstanding, the mother organisation Tourism KwaZulu-Natal [TKZN, 2005: http://www.zulu.org.za (2006: 8)] believes that the possibilities of cultural tourism development in the province are endless.

Mike Mabuyakhulu, the former Tourism Member of the Executive Council of the Government of KwaZulu-Natal, aligns the branding of tourism with the concept of African Renaissance [TKZN, 2005: http://www.zulu.org.za (2006)]. Again, this approach is a reflection of the existing and intended future policy position and action. The latter creates an environment of tourism policy analysis which seeks to dispel any static view or approach in KwaZulu-Natal. On the issue of product development, the Tourism KwaZulu-Natal study [TKZN, 2005: http://www.zulu.org.za (2006: 8)] states that:

> In essence this entire exercise of developing a tourism
> development strategy must result in a match between
> the perceived needs of tourists and investors and
> communicate the appropriate image through product
> and sense of place marketing.

This relationship between the needs of the tourist and the investors determines what eventually gets developed, irrespective of policy imperatives. On another website [http://www.durban.co.za/factfile, (2006)] addressing "Zululand – a detailed overview: History, Mystery and Startling Beauty", cultural tourism is explained as being inextricably linked to economic upliftment in Zululand. The reader is given mental images of traditional skills, living Zulu culture, township tours, music festivals, local

shebeens and social living. According to this publicity material a tourist can sleep in a mud hut, indigenous cuisine, access his future through bones thrown by an iSangoma, learn the language of the people and get exposed to drums and their mystery.

In yet another online advertisement entitled "A brief Introduction to Zululand, South Africa: Savage Splendour and the People of Heaven" [http://www.durban.co.za/factfile, (2006)], the reader is attracted to a vibrant living culture of the "powerful Zulu Nation." In addition the Anglo-Zulu War is featured prominently, and the Zulus, described as the people of heaven, are called hospitable tourist hosts.

An online site "Zulu History – The history of the Zulu Nation" [http://www.durban.co.za/factfile, (2006)] gives a historical perspective that goes back to a 150 000 years of life in the past in South Africa. The role of the Bushman, the Zulu roots in the Great Lakes in Central to East Africa, the Nguni people, the first movements to the South of the Great Lakes which started more than 3000 years ago, is described. Furthermore, the genealogy or line of Zulu Kings from Malandela, his son Zulu and his settlement along the Mkhumbane River in the eMakhosini Valley, the building technology of the time, the nature, routine, hunting and warfare, are discussed.

This historical perspective is the anchor of cultural tourism development and promotion based on Zulu culture in KwaZulu-Natal. The KwaZulu-Natal Tourism Authority has developed a number of new tourism products and projects in the geographic areas perceived to be the hub of Zulu culture, history and heritage. Some of these have been mentioned above. Publicity materials and advertisements marketing tourist attractions with Zulu cultural themes often bear images of Zulu traditions.

3.6   CULTURAL TOURISM PRACTICES IN ACTION

It has been intimated earlier that tourism policy is a young field of study, so is cultural tourism emerging to be.   Notwithstanding, tourism authorities in KwaZulu-Natal are advocating for the delivery of cultural and heritage tourism, which supposedly should be based on some policies. This section presents some of the cultural and heritage features and activities, which attempt to depict traditional life in KwaZulu-Natal, as well as illustrating how some of the sites appear.   The photographic images given in the next few pages reflect traditional accommodation, traditional attire, residential huts and indigenous technology.   The traditional artefacts and practices depicted in this section are those that are expected

to highlight cultural and heritage, with a view of later showing if there is any balance between policy formulation and implementation.

PLATE 3.1

TRADITIONAL SINGING GROUP PRESENTING A MUSICAL ITEM

In this photographic image [Plate 3.1] promoting Simunye Zulu Lodge a private tourist attraction near Melmoth, on the north coast of KwaZulu Natal, three woman and a man all dressed in traditional Zulu attire, which were invented around the turn of the 19th century. The group sings to entertain tourists visiting the Simunye Zulu Lodge.

The group through its attire and performance, the head-gear of the group, the beaded head rings, depicts some of the cultural and heritage artefacts, which are meant to promote tourism development. The participation of the local community in tourism activities, such as singing and entertainment, is expected to promote tourism development in the study area localities.

PLATE 3.2

TYPICAL TRADITIONAL SKIN ATTIRE

What is shown in Plate 3.2 are three Zulu men and a woman showing off their typical traditional attire used during various ceremonial events. These events include weddings, funerals, coronations and various cultural events. The attire is mainly made from skins of domestic and wild animals, which may vary in terms of age, gender, social rank and community position held by the individual.

There are various types of traditional Zulu huts with different forms, materials and architecture. Depicted below in Plate 3.3 is the traditional Zulu hut known as the Tugela types.

PLATE 3.3
A TRADITIONAL HUT: The TUGELA TYPE

The Tugela hut is often seen in the Msinga area near the Tugela River. This is another variety of the traditional beehive hut, which has some modern materials used in its construction.

PLATE 3.4

A TRADITIONAL HUT: THE MAGOGO TYPE

Slightly different from the Tugela type of hut is the Magogo style hut, shown in Plate 3.4, which is typically traditional and has a less modern shape and more natural materials used in its construction. These are

some of the cultural artefacts which are well-regarded as tourist attractions. The Magogo hut was named after Princess Magogo and is built in the traditional beehive style.

The remains of traditional technology such as spear-making are some of the human skills that are of importance in attracting tourists from various parts of the world. Shown in Plate 3.5 is traditional technology is practice
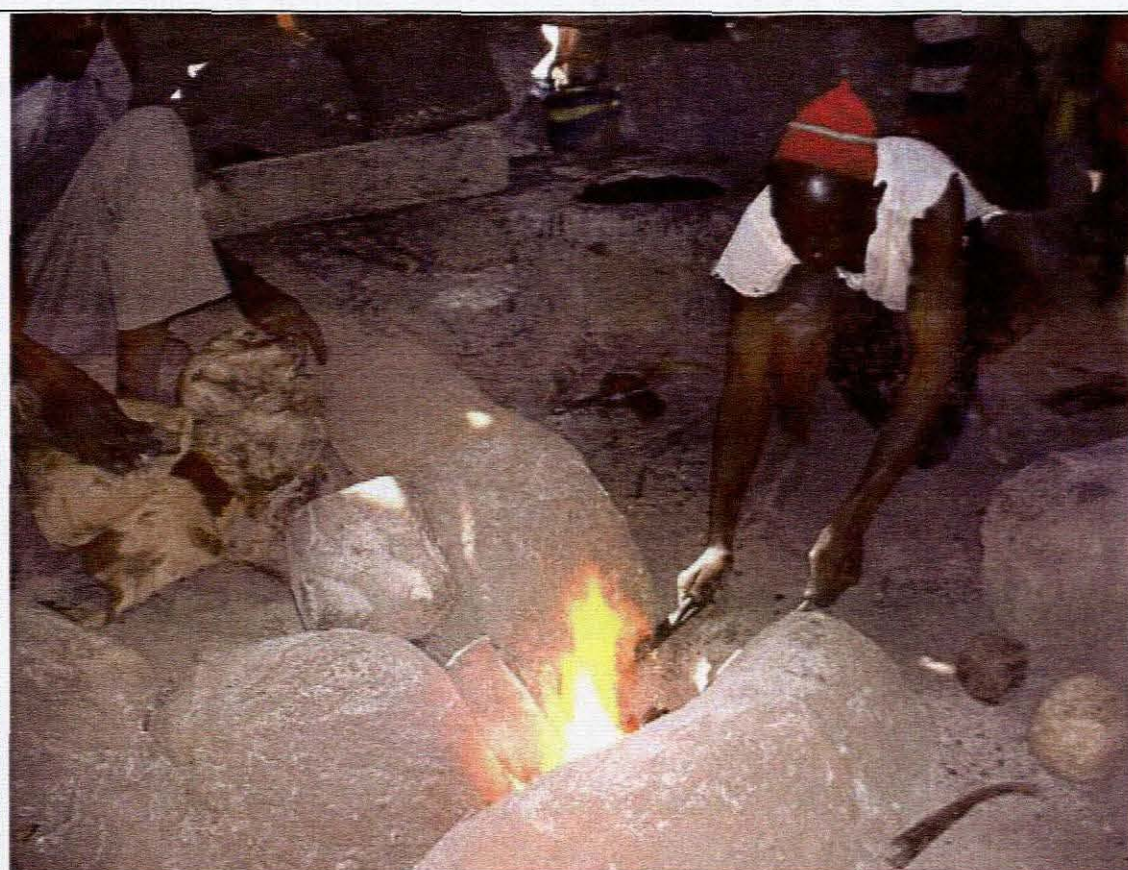
PLATE 3.5.
INDIGENOUS TECHNOLOGY

which is not found in many places in KwaZulu-Natal. It is a form of skill which represent traditional Zulu heritage, practiced extensively during the 18th and 19th Century.

One of the most interesting and indigenous cultural activities which is used to entertain tourists in KwaZulu-Natal is stick-fighting. As shown in Plate 3.5 two traditional Zulu young men engage in stick-fighting. This form of activity is actually play stick-fighting, which is more of a game than actual fighting.

PLATE 3.6
TRADITIONAL GAME: STICK- FIGHTING

In the last six plates [Plate 3.1 to 3.6] we have seen images depicting some of the most prominent and widely used Zulu cultural symbols and icons of cultural tourism promotion in KwaZulu-Natal. These symbols, namely beads, traditional music, traditional games and indigenous technology, as well as the Zulus as the cultural group associated with them form the basis of the marketing and branding of KwaZulu-Natal: "Come our Kingdom calls" [http://www.zulu.org.za (2005)].

These images do create an atmosphere of cultural, heritage and historical offering. This also means that there is a relationship between Zulu cultural tourism promotion strategies and the spirit of the 1996 White Paper on the Development and Promotion of Tourism in South Africa. The emergence of projects seeking to create new tourism products based on Zulu culture, heritage and history which were referred to earlier, is an indication that there is a synergy between policy and product in this case.

The promotion of tourism in KwaZulu-Natal is not only based on cultural and heritage tourism, but also on the natural physical landscape, which is endowed with mountains, rivers, beaches, estuaries, forests, and so on. The three case study sites are located in some of the most picturesque environments in KwaZulu-Natal, similar to the one depicted in Plate 3.7. The various sites in and around Impi YaseNcome area, Spirit of

eMakhosini Emakhosini Heritage Site and the Inanda Heritage Route are located near valleys and mountains as shown in Plate 3.7.

PLATE 3.7
TRADITIONAL LANDSCAPE

It is the picturesque landscape of KwaZulu-Natal that has contributed to the cultural and heritage growth of the province, which has been marketed and promoted in various ways. Thus the brand of "Zulu Kingdom" is being supported with the development of relevant products on the ground. This is more the case when the policy framework is analysed in relation to the present and the future. Indigenous culture,

heritage and tourism are evidently being brought together so that the intended development of Zulu themes in product development is realised.

3.7 CONCLUSION

In this chapter the writer has given a theoretical and generally accepted framework for cultural tourism development and promotion. General aspects of government policy framework for tourism development and promotion has been looked at. The role of various parastatal institutions involved with tourism development and promotion has been outlined. Attention has been paid to the development and promotion of cultural tourism in KwaZulu-Natal. This has been done at a general level. Later in chapter five, which describes the three case studies: The Spirit of Emakhosini Heritage Site which is the cradle of modern day Zulu cultural Kingdom; Impi YaseNcome Museum, site of the 1838 Zulu – Boer War; and the Inanda Heritage Route depicting modern Zulu cultural heritage sites initiated by missionary education.

However, the over-arching role of Zulu history, culture and heritage in the development and promotion of cultural tourism in KwaZulu-Natal has been established. The next chapter specifies the research procedure.

CHAPTER FOUR

RESEARCH METHODOLOGY AND PROCEDURE

4.1 INTRODUCTION

Any cultural tourism system has at least three core elements which operate in an integrated fashion to meet the needs of a local community: resources, policy and the discipline (tourism), (Magi, 1986, 2006). As a community, the people are seen to be interacting with policy-makers, the resources or physical environment and the emerging discipline of tourism (Magi, 1986). In this regard, the planning and execution of policy in a tourism system, is "an artistic, political, and pragmatic function" (Shivers, 1987: 253). It requires the combined talents of a landscape architect, historical and political scientist, and the consultation of a tourism expert.

To accomplish the desired outcomes in analysing the objectives of a tourism system, such as is intended in this research study, the perceptions, preferences, activities, reasons for visiting or not visiting a destination by the tourism stakeholder, need to be analysed by the researcher. In addition, stake-holders' policy stance, participation mode, willingness to pay for opportunities, and their socio-economic status all

need to be analysed. The researcher needs to embark on an appropriate research methodology. In doing so, this chapter becomes crucial and is divided into two broad sections: First, the `research design' is presented in which the research population and sample, pilot work, questionnaire format, collection of data, translation of the questionnaire and coding of the questionnaire are discussed. Second, the `data analysis' component in which the various methods of analysing data are presented.

The participation and engagement in this particular research investigation is motivated by the involvement of the researcher in activities related to culture and heritage promotion within the province of KwaZulu-Natal. These activities were more associated with consultation on culture and heritage for various stakeholders in the province. The researcher observed that culture and heritage, especially Zulu culture and heritage were increasingly becoming a major part of tourism development and promotion strategy in KwaZulu-Natal. This therefore, led the researcher to design a research study, which would investigate and analyse heritage tourism policy formation and its implementation in KwaZulu-Natal. This thesis was born out of this curiosity.

To delve into the research process and procedure, the researcher was guided through the flow diagram [Figure 4.1] shown below. These stages

FIGURE 4.1   THE FIELD RESEARCH PROCEDURES

IN CLASS & IN THE FIELD	IDEA GENERATION [Through observations, readings, fieldwork, research and inquiry]

| IN CLASS | PROBLEM STATEMENT |
| | OBJECTIVES & HYPOTHESES FORMULATION |

| IN THE FIELD | PILOT WORK |
| | EMPIRICAL FIELDWORK |

IN CLASS	ANALYSIS & INTERPRETATION	FEED BACK LOOP
	CONSIDERATION OF RESULTS	
	ACCEPT HYPOTHESIS REJECT HYPOTHESIS	
	FURTHER GENERALISATION	
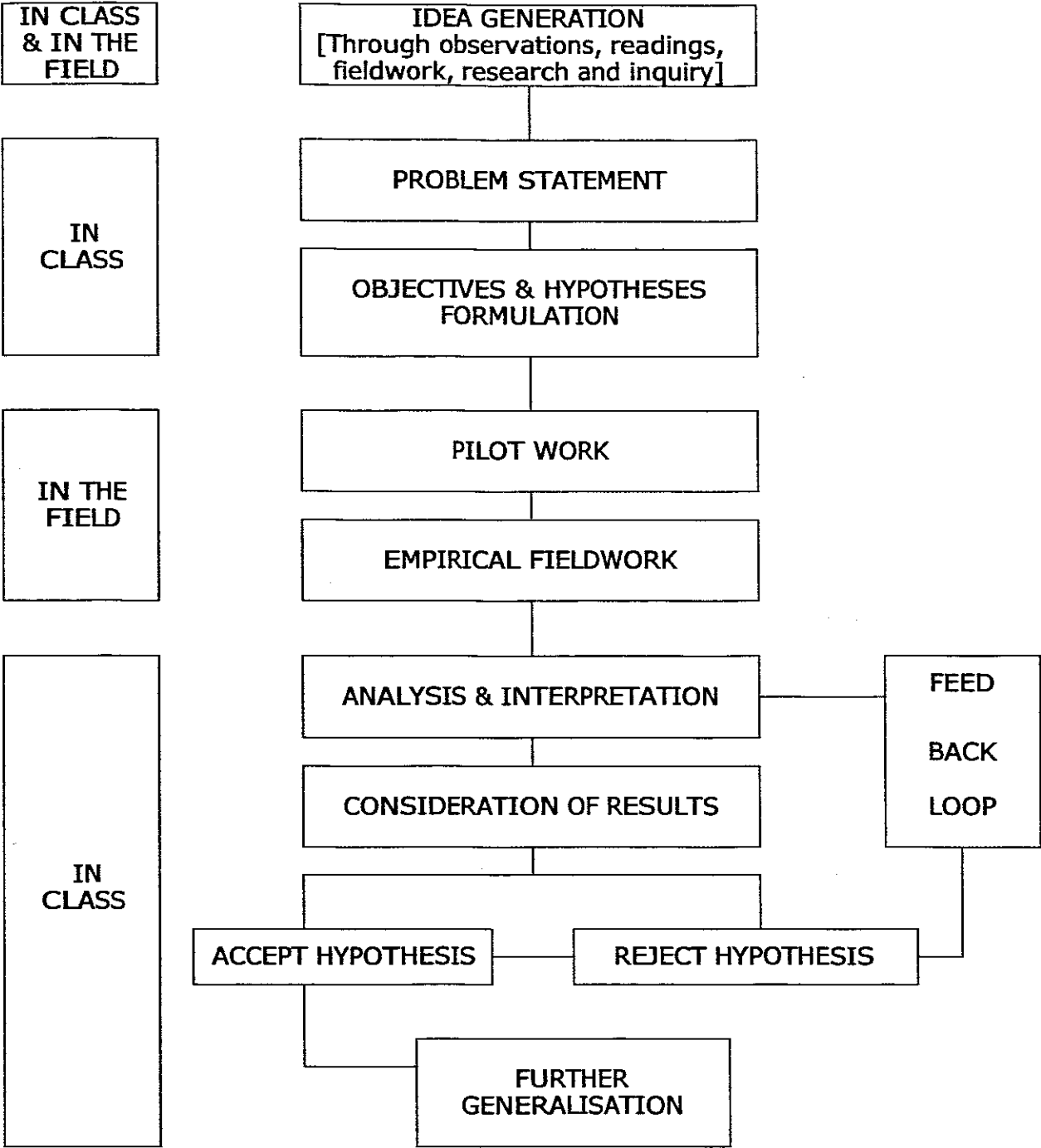
[Source: Adapted from Magi (2005)]

of research design flow from one to the other and also seem to be interdependent. For example, a researcher needs to have a global knowledge of all stages in order to plan for and execute the beginning stages [see Figure 4.1). According to Magi (2005: 95):

Research designs are devised to enable the researcher to answer research questions as validly, objectively, accurately, and economically as possible. Strictly speaking, the research design does not instruct the researcher to follow rigid rules, but rather suggests the direction of observation-making and analysis. It is the researcher's prerogative to adopt suitable and attainable research hypotheses and procedures.

The procedure in this research inquiry was firstly to engage in a literature search, which is regarded as essential to the statement of the problem, because it lays the basis and foundation upon which the new study can be executed. This study in cultural and heritage tourism and a general policy framework required a problem statement which is encapsulated within the broad parameters of tourism as a field academic endeavour as well as commercial enterprise. To achieve an effective research design for this

project, it was necessary to adopt an approach which was both qualitative and quantitative as an empirical tool.

4.2   RESEARCH DESIGN

The research was designed to look at heritage tourism policy development and its implementation in KwaZulu-Natal. National policy is developed by national government through the Department of Environmental Affairs Tourism. Provinces, however, may develop provincial policies to cater for provincial peculiarities. At the local level municipalities take the initiative in determining local tourism policy. This comes mainly through the Local Economic Development Strategies which, in turn, are part of the municipalities' Integrated Development Plans. The study, therefore, was designed to look at conceptualising tourism policy development within this reality of multi-layered policy planning.

The basis of empirical work, which was sought to reveal the extent of implementation of existing policies, was through the analysis of three case studies [Refer to Figure 1.1]: the Impi yaseNcome Museum; a case study that reflects provincial policy, the Spirit of eMakhosini as well as a case study that reflects local policy, namely the Inanda Heritage Route. These

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studies reveal the spatial representation of tourism policy as implemented or as a test for implementation within the case study.

An additional research design was that the general study itself utilised a combination of a theoretical framework or literature-based readings together with interviewing stakeholders. The surveying of respondents [Refer to Appendix A and B] was accompanied with the studying of tourist arrivals and their comments as well as related field observations and assessing interactions among stakeholders. The researcher ended by interpreting the findings and drawing his own conclusions from the various analyses [Refer to chapter 6].

It is worth mentioning that the study design was the most difficult aspect of the methodology of this research study. As stated earlier, it started with extensive reading and note-taking in class and in the field. Then it was followed by formal theoretical analysis of literary sources. The literature that was reviewed was that which was relevant to the topic and acquired from primary and secondary sources. More specifically, the literature studies were in the area of cultural and heritage tourism, policy analysis, as well as and tourism development and promotion in KwaZulu-Natal.

The design of the study also took into account the need to focus on living evidence. This is where the case studies came in. The three case studies: Impi yaseNcome Museum, the Spirit of eMakhosini and the Inanda Heritage Route were studied in some detail. These case studies were developed as visitor attractions in the Mandela (1990-1999) and post-Mandela (2000-2008) periods. According to Magi and Nzama (2002:6) the Mandela period highlights are as follows:

> Essentially the greatest achievement of the Mandela period of national unity was the transformation and setting up of the fundamentals of values, principles and policies. The planning, management and utilisation of recreation and tourism resources and facilities had now passed joint governance by all population groups.

Whereas the post-Mandela period, which can be estimated as starting at the beginning of the new millennium (Magi and Nzama, 2002) was seen as:

> A period strongly identified with new visionary principles of a transformation-based delivery, African Renaissance and the African Recovery Programme. These new plans see recreation and tourism as playing a significant role in achieving economic growth, development and increased

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employment, reduction in poverty and inequality, enhanced international competitiveness, and increased African integration.

These case studies and the characteristics of their period of development are, therefore, relevant to this current study because they reflect the existing policy framework within which tourism takes place in South Africa in general and in KwaZulu-Natal in particular.

Another element of the study design was the interviewing process and surveys held with staff and visitors in the selected case study sites. A questionnaire was prepared and presented to them. The responses were analysed using the Statistical Package for Social Sciences [SPSS]. This design sought to reveal the various recreation and tourism practices taking place and experienced at the three case-study localities in KwaZulu-Natal.

What was observed during the pilot study phase was that the case study sites did not have large numbers of staff members. What was observed was that there are five staff members at the Impi YaseNcome Museum, two at the Spirit of eMakhosini, and a total of three in the Inanda Heritage Route. In addition, there were visitors to each of the case study sites,

and questionnaires were distributed among these visitors [Refer to Table 4.1]. The comments of visitors recorded in official visitor-books were checked and analysed for trends. All these multiple-approaches were utilised to acquire empirical data which was useful in arriving at some conclusions.

4.3   RESEARCH METHODS

The study took the form of literature review, formal study groups, visitations to the sites, interviews, analysis of visitors books, distribution and collection of questionnaires, photography, attendance of tourism conferences, and heritage conferences. All these multiple activities culminated in the synthesis of information in this study. Pertaining to surveying of the tourists arrivals utilising the visitor-books, the quantitative and qualitative analytical methods were applied simultaneously at the three sites. The focus was on policy application and implementation, and not so much the sociological or economic impacts of cultural tourism in KwaZulu-Natal.

The group interview technique was used. A heritage colloquium was organised and held at Pietermaritzburg in September, 2006. The colloquium was attended by some 50 cultural and heritage tourism

practitioners and stakeholders. The researcher arranged to give an oral presentation about the main issues relating to this study. What were acquired from the interaction were important responses and insights into the perceptions of cultural and heritage tourism practitioner regarding the state and practice of related policies in the study sites.

In all 113 respondents were interviewed at the three case study sites. The responses elicited were effective in addressing some of the objectives relating to the identification of the levels of engagement in systematic alignment between policy formulation and policy implementation in the tourism sector in KwaZulu-Natal.

4.4 INSTRUMENTATION

The questionnaires [Refer to Appendix A & B] were some of the instruments used to determine the research question of this study. In this regard, the interviews with personnel at the case study sites, as well as the analysis of the visitor entry books, were the main tools in determining the levels of engagement in systematic alignment between policy formulation and policy implementation, as well as the various recreation and tourism practices taking place and experienced at the three case-study sites in KwaZulu-Natal. It was therefore considered important to

create a connection between the cultural and heritage tourism practices versus the policy formulation and implementation in the case study sites.

In addition to the case study and visitor-book analysis, the research instrument for this current study used two methods:

(a) Field interviews - The participants were interviewed on different days and different venues. These officials and tourists were interviewed over a period of 30 days in 2006.

TABLE 4.1:   DISTRIBUTION OF THE RESEARCH SAMPLE

CASE STUDY AREA	STAKE-HOLDERS	SAMPLE SIZE	TOTAL SAMPLE [PER CASE STUDY]
Impi yaseNcome Museum	Officials	3	25
	Operators	1	
	Tourists	21	
The Spirit of eMakhosini Site	Officials	2	37
	Operators	3	
	Tourists	32	
The Inanda Heritage Route	Officials	2	51
	Operators	4	
	Tourists	45	
TOTAL	Officials	7	113
	Operators	8	
	Tourists	98	

(a) Questionnaire - structured and pre-tested questionnaires in the case study sites, involving tourism officials, operators and the tourists at the Impi yaseNcome Museum, the Spirit of eMakhosini site and the Inanda Heritage Route [see Table 4.1].

Only minor adjustments had to be made to the questionnaire for the full-scale interview. The questionnaire addressed various policy and operational issues in the study areas. It should be noted that case study sites enabled the researcher to obtain background information pertaining to operations, policy formulation and execution.

To ensure that the application of the questionnaire survey to respondents was not repeated, the subjects were asked to indicate if they were interviewed before. Non - compliance was not a problem as there were no refusals to participate. Most of the stakeholders who responded were interviewed on site.

In addition, most of the respondents were given questionnaires and requested to fill them in on site, preferably in the presence of the researcher. Answering the questionnaire took no longer than 25 minutes per individual. As mentioned earlier the questionnaires mainly contained close-ended questions [Refer to Appendix – A and B].

4.5   COLLECTION OF DATA

Data was collected from several sources mentioned earlier.   First, information was collected from books, journals and websites, and then through interaction with groups of tourism stakeholders: officials, service providers and tourists.

The data related to this study included, policy issues, general Zulu cultural symbols used in the tourism industry, the perceptions and justifications why some visitors visited the sites, as well as the extent to which workers at the sites were aware of policy imperatives in the case study sites.

This was done through observation, interview, questionnaires, photography, seminars, and the analysis of the visitor-books.   Policy imperatives were sourced through tourism literary sources and more specifically through tourism White Papers and integrated development plans.   In addition, information relating to tourism development and cultural symbols was acquired through the analysis of promotional materials, logos and pictures.

From the researcher's point of view, questionnaires given to the officials were relatively easy to complete, easy to interpret, and allow for the simultaneous collection of quantitative and qualitative data. The questionnaire was, to a lesser extent, an interview method that allowed the researcher to collect adequate quantities of data.

In his study of cognition of outdoor recreation resources, Magi (1986) used an extensive questionnaire as a method by which to establish the functionality of resources using photographic images, a topic that had proven intricate to study using observation methods.

4.6 ANALYSIS OF DATA

Data was analysed both qualitatively and quantitatively, by analysing theoretical and literary sources as against analysing statistical data using SPSS. Both these approaches made use of factual evidence as well as in line with established standards in the heritage and tourism sectors. Quantitative analysis of data was done through the questionnaire and the analysis of the visitor-books. Qualitative analysis of data was done in matters relating to policy, culture and tourism. There are no large numbers of visitors who go to the selected case study sites.

Inanda Heritage Route, for example, registers around 300 visitors per month during the thirty days of research. Impi YaseNcome Museum registers about the same number at the same time, while the Spirit of eMakhosini recorded an average of around 120 visitors per month.

To round off this section on the analysis of data, it is worth mentioning that the approach of this study and its sample size was restricted to the use of inferential statistics in the analysis of data. As Yin and More (1984) point out, survey research depends on statistical generalisation for its analysis, whereas case study type approaches depend on analytic generalisation. One is not necessarily better, nor more "scientific' than the other. Similarly, this research followed the work of Bresnen, (1990:109) who states that:

> I was relying upon the ability to make analytical generalisations, the intention, then, was to select a sufficient number of cases [in this case, three] such that sufficient numbers were available for making useful comparisons contrasts, and drawing analytical inferences.

4.7 PILOT STUDY

Before embarking on the main research, it was necessary for the researcher to conduct a pilot study. The pilot study is a small scale trial

before the main investigation, intended to assess the adequacy of the research design and of the instruments to be used for data collection. The study was first piloted at Impi YaseNcome Museum. From there both Spirit of eMakhosini Heritage Site and the Inanda Heritage Route were added to the pilot exercise.

At some stage it was contemplated that only Impi YaseNcome Museum should be studied. However, it was later felt, through recommendations of the formal study groups, that in order to obtain a clearer picture of the trend in the policy imperatives, it is important to include case study sites representing each sphere of government.

The findings emerging from the pilot study, such as clarity of questions and consistency of meaning, simpler words were used in adjusting and modifying the main questionnaire. This process contributed to the clarity and reliability of the measuring instrument.

4.8   CONCLUSION

This chapter has concentrated on the methodology used for the study of cultural and heritage tourism as it lends itself to policy formulation and implementation. The latter is achieved by exploring different researchers'

views and their methodologies and looking at the most appropriate methods for different research processes.

It is the view of this researcher that the research study as designed, complies with international best practice. It also falls within the standard procedures in tourism studies. Theoretical and conceptual models that have worked in such countries as Senegal, the United States of America and Asia Pacific were consulted to determine the research ethos of this particular study.

Since this chapter has focused on the research methodology and procedure of this study, the next chapter specifically describes the case study localities, which have been used to illustrate how cultural and heritage tourism operates. This procedure pursued with a view of addressing the various objectives and hypotheses postulated for this study.

CHAPTER FIVE

CULTURAL TOURISM DEVELOPMENT: CASE STUDIES

5.1 INTRODUCTION

It is common course that organisations and agencies, be they private or public, are usually shaped by and depend on the people driving their functions and activities. Cultural and heritage tourism is very much a "people" business. Tourism, and especially cultural and heritage tourism, is perhaps the most labour intensive industry in the world and will probably continue to be so well into the future. In this regard the role of policies is important in making tourism achieve its development potential through structuring innovative policies.

Pursuant to this thinking, this chapter puts into focus the actual setting and nature of the case studies, namely: the Impi YaseNcome Museum, near Dundee in northern KwaZulu-Natal, the Spirit of eMakhosini, south – west of Melmoth and the Inanda Heritage Route, north west of Durban [Refer to Table 5.1]. The analysis of case study sites involves discussing the historical background, development and promotion practices, as well as future strategies of these localities.

Table 5.1 shows in summary form, the relationship between the three case study sites and the concepts related to culture, heritage and tourism, which have been the centre of our discussion in this research investigation. It is evident that within the three case study sites the concepts and principles of associated with culture, heritage and tourism are fully operational and have been investigated extensively.

TABLE 5.1 OPERATING CONCEPTS IN THE CASE STUDY SITES

CASES	CULTURE	HERITAGE	TOURISM
MUSEUM	√	√	√
SITE	√	√	√
ROUTE	√	√	√

Today more than ever, organisations in the cultural and heritage tourism industry are faced with major challenges such as promoting authentic tourism practices versus non-authentic practices that are highly commercialised. A further challenge is that it is anticipated that in future these organisations will be exposed to even bigger and more complex tourism policies and practices, propelled by issues of safety

and security, advances in information technology and the globalisation challenges.

In this chapter the researcher has attempted to profile each of the three case studies that are the focus of this study. The case studies were chosen to represent the whole spectrum of government policies, spheres of operation and related levels of accountability. These three case studies are modelled as visitor attractions and are a source of employment for the local community. Remarking about visitor attraction research, Benckendorff (2006:44) states that it is still at an early stage of development and sees the four theme-related categories of visitor attractions research as:

- *Defining and classifying visitor attractions and understanding the components that comprise an attraction.*

- The issue of managing visitors in a range of settings. (Moscardo, 2002).

- Visitor attractions themselves by exploring their characteristics perceptions and reactions to components of attractions.

- Describing the human resource aspect of attractions (Law 2002).

FIGURE 5.1 LOCATION OF CASE STUDIES

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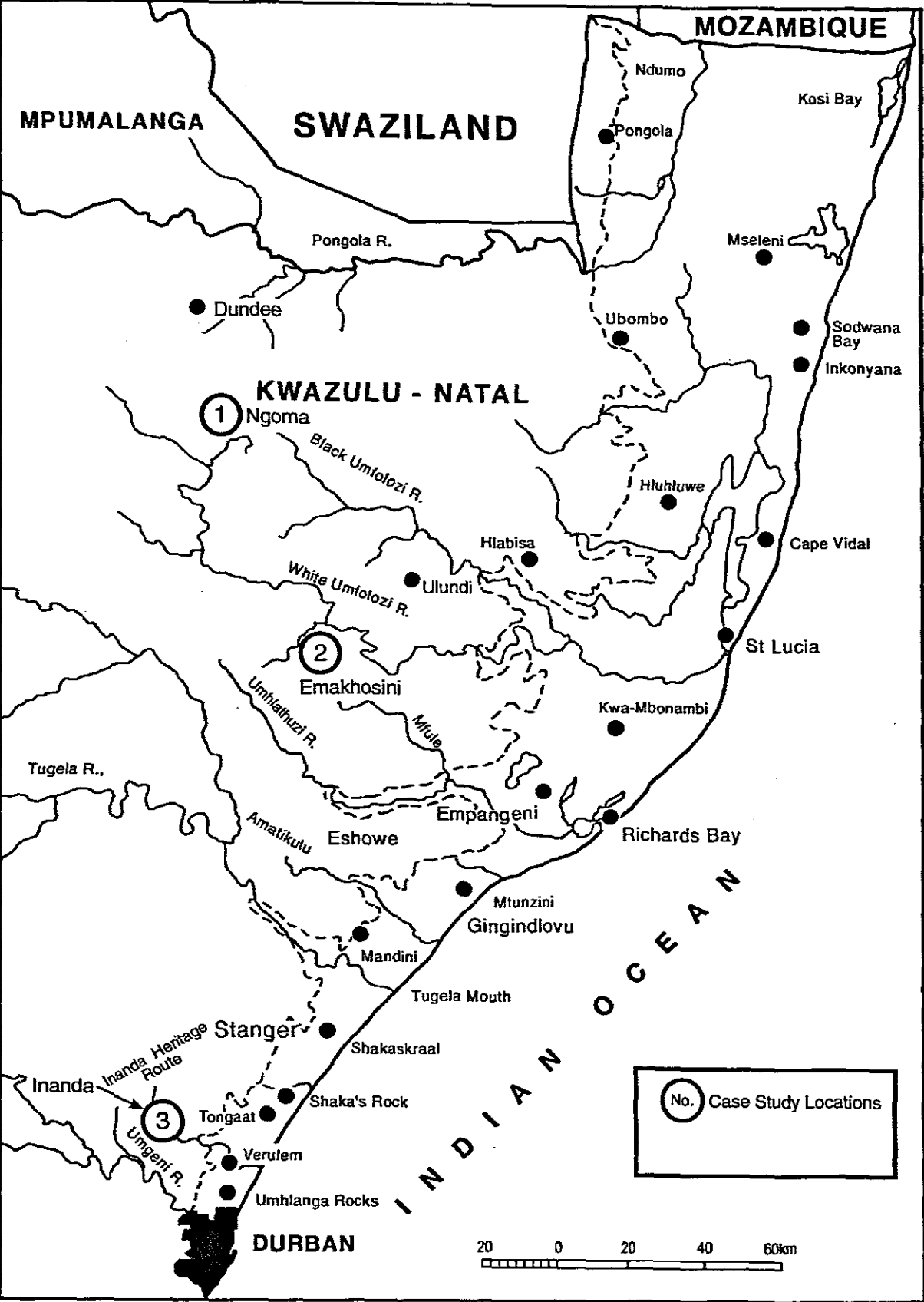
The issues of definition and classification, visitor management, profiling of visitor attraction and profiling human resources in the attraction have been attended to mainly in chapters five and six of this thesis. The procedure followed has allowed this thesis to pay the necessary attention to the cultural and heritage attributes found in the case study localities [Refer to Figure 5.1].

5.2   IMPI YASE NCOME MUSEUM

Impi YaseNcome Museum was developed by the national government through the then Department of Arts, Culture, Science and Technology in the period between 1998 and 1999. The Impi YaseNcome Museum was seen and characterised as a legacy and heritage promoting project by the national cabinet.

5.2.1   Background and Conceptualisation

The re-initiation and conceptualisation of the Impi Yase Ncome event was through a one-day seminar conducted at the University of Zululand, on 31 October 1998. The theme of the seminar was "The re-interpretation of the Battle of Blood River/ Ncome".   The whole exercise was an attempt to look at the Ncome 1838 Zulu-Boer War in a positive light and see if there could be cultural and heritage tourism

attributes in the entire episode of what was then known as the Battle of "Blood River."

In his opening address, the former Minister of Arts, Culture, Science and Technology, Lionel Mtshali, stated (1998:8):

> Heritage and culture belong to the people. Programmes and projects related to culture and heritage are best implemented when those who are directly affected by them play a leading and active role in the conceptualisation, planning and implementation of such project. Government can legislate and regulate, but ultimately the role of government is to create an enabling environment, which will facilitate so that the citizen can move into action and claim their history, culture and heritage. A history of a people that happens outside the people themselves is an irrelevant history. We have to be centred in culture and heritage matters, bearing in mind that while legislation and regulation is fine and necessary, unless we strive every day to inculcate a sense of ownership by the relevant people in respect of all our heritage and culture projects, we are bound to fail.

This statement was a reflection of how the government sought to deal with heritage renewal in the democratic period. Such an enunciation was a policy statement. Mtshali (1998) had appointed six academic historians, Professors S.J. Maphalala, John Laband, Carolyn Hamilton, Jackie Grobler, Herbert Vilakazi and Mazisi Kunene to help with the conceptualisation of the Ncome project [Refer to Figure 5.1].

The project is situated at place called KwaMathambo, meaning 'place of the bones', on the east bank of the Ncome "Blood" River. The monument consists of a museum with displays of Zulu history, craft, arts, and traditions [Refer to Plates 5.1 to 5.8].

5.2.2 Promotion

The site is being promoted by the Umsunduze Museum in Pietermaritzburg as part of the Battlefields Route. The mission statement of Impi yase Ncome Museum as published on the website [www.ncomemuseum.co.za, (2007)] state:

> Ncome Museum is committed to enhance an understanding and appreciation of the diverse histories of the people of KwaZulu-Natal.

Thus, history is emphasized as the focus of the museum. History is one of the key elements of culture and heritage. The site itself consists of a building, which is constructed in the buffalo horns Zulu military attack formation. The front of the building is coloured with the shield of some of the Zulu regiments who participated in 1838 Zulu – Boer War. This 19th Century heritage history constitutes one of the favoured sites by tourists from Britain and related countries.

PLATE 5.1
A SHRINE OF THE ZULU REGIMENTS

Opening times for the museum are daily from 9h00 –16h00. There are no admission fees although the Museum asks for donations. The Museum hosts a series of cultural events and on selected occasions serves traditional isiZulu and Sesotho food dishes. The following pictures [Plates 5.2 to 5.8] are featured on the website as part of the promotional material of the museum [www.ncomemuseum.co.za,

(2007)]. These plates describe some household goods and foods, traditional attire for males and females, Zulu traditional dances, traditional Zulu hut-museum, artefacts found in the museum and traditional health and healing matters. Most of these cultural and heritage features are used to promote tourism development in KwaZulu-Natal.

PLATE 5.2
SERVING TRADITIONAL ZULU FOOD

PLATE 5.3
ZULU TRADITIONAL DANCE GROUP

According to Ms Nomusa Nene (2007), cultural officer at the museum, Zulu and Sotho cultures are dominant in the area of eNcome. The museum, therefore, deliberately promotes these cultures (Personal Interview, 22 May, 2007). Other culturally oriented images included on the website focus on the annual December 16 Commemoration festivities. This is particularly shown in Plate 5.4.

PLATE 5.4
TRADTIONAL ZULU DANCE GROUP OF GIRLS

The Impi yase Ncome commemoration activities are cultural and heritage activities that are aimed keeping alive some of the history associated with the Ncome conflict between the Zulus and the Afrikaaners. The entire cultural events and activities are also an important tourist attracting activities.
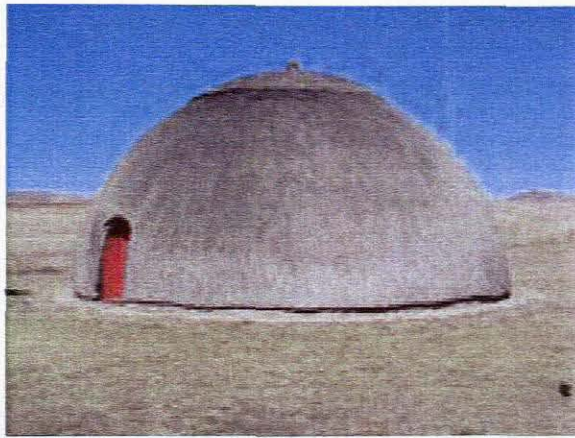
PLATE 5.5
A TRADITIONAL ZULU HUT AS A MUSEUM BUILDING
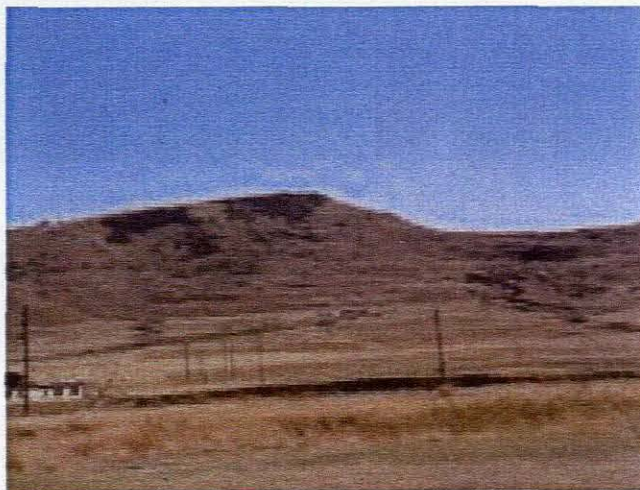
PLATE 5.6
TYPICAL ENCOME LANDSCAPE

A traditional landscape in the Ncome landscape is typically rural and covered with traditional huts. The hill depicted in Plate 5.6 is believed to have been Zulu Army Commander Ndlela kaSompisi's strategic viewing point during the 1838 Zulu-Boer War.
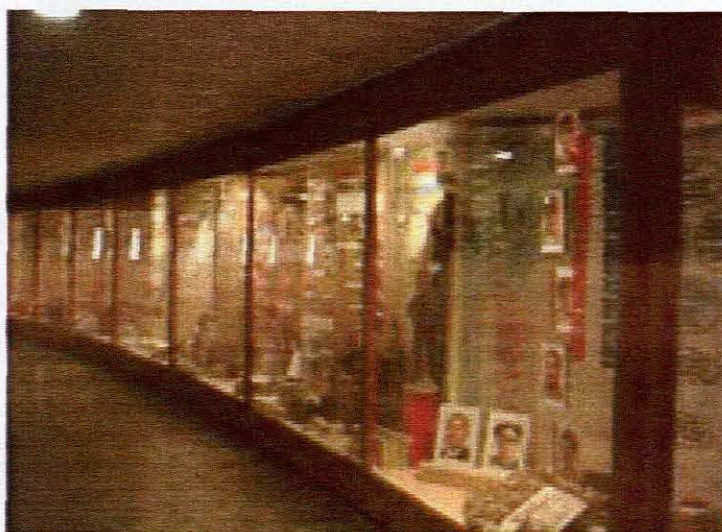
PLATE 5.7
ZULU KINGS FEATURED IN THE MUSEUM

What is depicted in Plate 5.7 are some of the memorabilia associated with the Zulu kings and regiments that are linked to the Impi yase Ncome events and history. The museum is an important cultural and heritage feature, which is a must see tourist attraction in one of the case study sites.

PLATE 5.8

A TRADITIONAL HEALER "ISANGOMA" ON DISPLAY

The mystique and air of secrecy associated with the traditional healer also known as 'Isangoma' is evident in the display in the museum as well as in the traditional areas of Encome. This air of mystery associated with 'isangoma' is exploited by the tourism service providers to encourage more tourists to visit the area.

The mission statement, the events and exhibitions at Impi Yase Ncome Museum are all indicative of the Museum's desire to establish itself as a cultural and heritage tourism destination. It is the policies crafted for

this objective that are investigated, particularly as relating to their implementation within the case study locality.

5.2.3 Development

The site is being developed by the national Department of Arts and Culture. According to Mr Dennis Maake, who was assistant Director for Heritage when the Museum was conceptualised in 1998, Impi YaseNcome Museum was one of seven heritage legacy projects approved by National Cabinet in May 1998.

Other Legacy Projects included: the Nelson Mandela Museum in eMthatha; the Anglo-Boer South African War of 1899-1902,in Bloemfontein and Mafikeng; the Samora Machel Monument, at eMbuzini; the Womens Monument, in Pretoria; the Freedom Park Trust in Pretoria, and the Chief Albert Luthuli Museum, in KwaDukuza, all have been completed.

They were conceptualised to redress the imbalances of the past, where most public heritage highlighted Afrikaner, colonial and apartheid history. According to the website: [www.ncomeseum.co.za (2007)].

> Architecturally the museum is unique. It takes the
> Zulu war horn formation, which was initiated by the

late Zulu King, Shaka ka Senzangakhona. The museum offers a positive re-interpretation of the 1838 war and exhibits items on Zulu and Sesotho material culture in general.

During the time of development several consultations were conducted by the then Department of Arts, Culture, Science and Technology. Meetings were held with the local inkosi, indunankulu, izinduna, and community stakeholders. These meetings culminated with the holding of a one-day seminar at the University of Zululand, in October, 1998.

The Museum was unveiled on 16 December, 1998 by the then Deputy President and now President of the Republic of South Africa, Thabo Mbeki at its site. According to the heritage Director in the Department of Arts and Culture, Phakamani Mthembu, (Interview, 15 May, 2007) the Department is now planning to build a lodge with a Zulu cultural theme at the site. Currently the museum complex consists of four main attractions which bring tourists to the area. [www.Ncomemuseum.co.za. (2007)]:

- The main museum, with the exhibition hall
- Curio shop
- KwaMkhulu–Zulu Hut with an exhibition of Zulu cultural items
- Work station

The conceptualisation, development planning and architectural design of the museum focuses on Zulu cultural and heritage themes.

5.3   THE SPIRIT OF EMAKHOSINI HERITAGE SITE

The Spirit of eMakhosini was developed by the Provincial Government of KwaZulu-Natal through Amafa aKwaZulu Natal in the period 1999-2002.   The Spirit of eMakhosini Monument lies in the eMakhosini Valley, some 25 km to the South West of the town of Ulundi, in the Zululand region.   It is situated in a valley called eMakhosini, that is, the place of the Zulu Kings [Refer to Figure 5.1].

PLATE 5.9
THE MONUMENT AT THE EMAKHOSINI VALLEY

A man called Zulu of Malandela once reigned over a small tribe which he named after himself in the 15th century. He as well as his off-spring. Phunga, Mageba, Ndaba, Jama and Senzangakhona are buried in the valley.

5.3.1   Background and Conceptualisation

The Spirit of eMakhosini is part of a plethora of heritage sites depicting the Zulu history. Other sites in the vicinity include Ophathe Nature Reserve the site of King Dingane's UMgungundlovu Palace as well as:(Amafa Heritage Website, accessed 21 July, 2006):

a)   The Spirit of eMakhosini

b)   The grave of Zulu

c)   The grave of Nkosinkulu

d)   The grave of Phunga

e)   The grave of Mageba

f)   The grave of Ndaba

g)   The grave of Jama

h)   The grave of Senzangakhona

i)   The grave of King Dinuzulu

j)   The grave of Piet Retief

k)   Umgungundlovu

l)   Siklebheni (Senzangakhona's homestead)

m)   Nobamba   (Homestead of Kings Jama and Phunga (most sacred site in eMakhosini

n)   KwaGqokli hill (site of the Battle where Shaka   first defeated the Ndwandwe)

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o)   Fort Nolela (Anglo-Zulu War)

p)   Battle of Ophathe (1838)

q)   Nodwengu (King Mpande's homestead)

r)   Ulundi Battle field

s)   Ulundi Battlefield

t)   Biyela, Buthelezi and Khumalo ancestral sites

The eMakhosini Valley, the birthplace of the Zulu Nation, is one of the richest and most historic sites in Africa. It was here that King Shaka once grew up and later resided in his early days as King of the Zulus.

PLATE 5.10
CONSTRUCTION OF THE SPIRIT OF EMAKHOSINI
MONUMENT

The photographs [Plate 5.10] associated with the Spirit of eMakhosini Monument are illustrative of the typical Zulu traditional artefacts. The

symbolic use of horns of local animals, is noteworthy as it represents the natural and human-made artefacts used by local traditional people.

The picture (Plate 5.10) above shows the monument built to honour the Zulu Kings mentioned earlier. This site has trails and pathways leading to this monument, for tourist access. It is important to note that the Zulu kings' monuments have both cultural and historical significance to attract growing numbers of local and international visitors. The area is seen as having a potential for tourism growth and development.
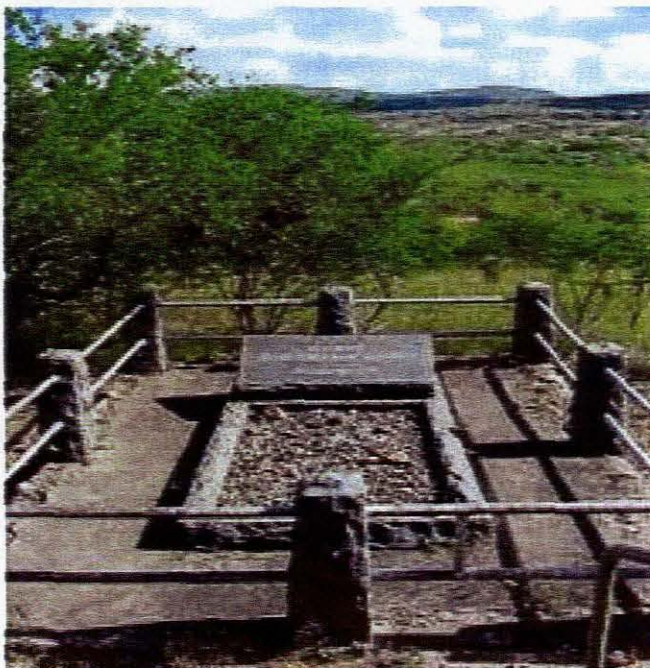
PLATE 5.11
THE GRAVE OF KING SENZANGAKHONA

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Senzangakhona, was the father of King Shaka and eldest son of Inkosi Jama. He was born in 1760 and led the Zulu people until 1816. He is regarded as the king that laid the foundation for the growth and development of the Zulu nation.

The Spirit of eMakhosini as a heritage site also has graves of kings who ruled after the period of King Senzangakhona and King Shaka. There is the grave of King Dingane as well as the traditional Zulu huts reconstructed at the site of King Dingane's uMgungundlovu.
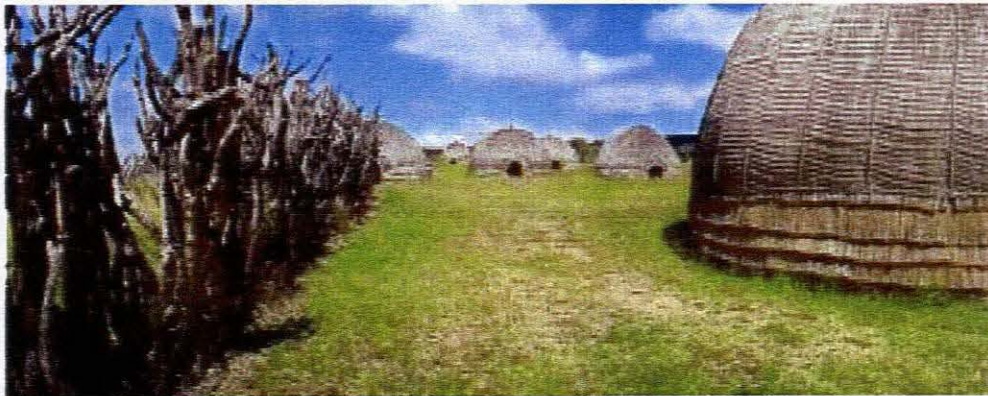
PLATE 5.12
RECONSTRUCTED KING DINGANE'S UMGUNGUNDLOVU

The Spirit of eMakhosini Heritage Site is a symbolic monument purporting to depict Zulu history and culture. It uses horns of various animals to depict past Zulu kings, as well as beaded drawings to depict

various aspects of traditional Zulu life. Two tour guides take visitors around. The horns represent black rhino, a Nguni cow, kudu, eland, reedbuck, and bushbuck. A big beer pot is at the centre.

5.3.2   Promotion

The Amafa Heritage KwaZulu Natal website promotes the Spirit of eMakhosini Heritage Site. In this website [www.amafa.co.za, (2006)]. The Amafa Council states that:

> You will get direct exposure to the Zulu culture and
>
> history, which has influenced the political and social
>
> structure of southern and eastern Africa.

It is clear that the site is marketed and projected as promoting Zulu culture. In a visual marketing campaign for their heritage website [www.amafa. co.za (2007)] the following wording describes the site:

> The Spirit of eMakhosini: A symbolic traditional
>
> Zulu beer pot on a beaded ring marks the entrance
>
> to the Valley of the Kings. It is surrounded by
>
> sculptured horns and tusks of animals once found
>
> in this area. It is a useful starting point for your
>
> tour as it has panoramic views of the historic
>
> valley.

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The words "history" and "tour" are key to defining the purpose of this heritage site, namely: to promote Zulu history and culture through tourism. The promotional material for the Spirit of Emakhosini often lists this monument together with the history and culture of the whole of eMakhosini Valley of the Kings. These related sites include: the graves of the Kings, Zulu leaders, traditional Zulu ceremonies and Zulu cultural villages. A private company which is called Zululand Eco Adventures Real in Africa prices the tour of eMakhosini at R495 per person per six hour tour.

Following are some of the pictures that are used to market the site internationally [www.msnscache.com, (2007)]. A traditional Zulu Royal hut, is illustrated in Plate 5.13.
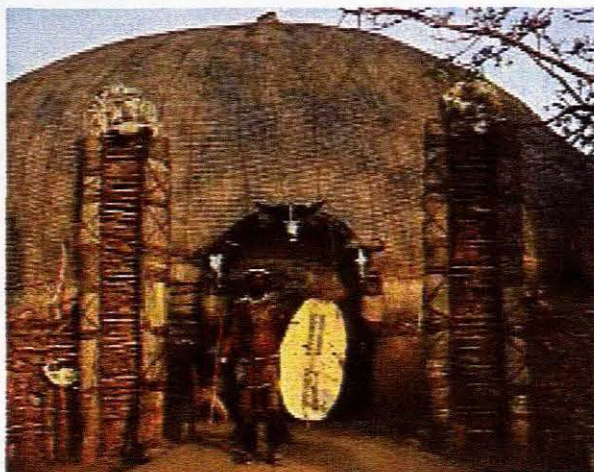
PLATE 5.13
A TRADITIONAL ZULU ROYALTY HUT

In addition some artworks (Plate 5.14) depicting traditional pre-colonial Zulu life-style at the Spirit of eMakhosini, are also displayed and used as attractive tourist features.

PLATE 5.14

AN ARTWORK OF A TRADITIONAL ZULU HUT

5.3.3   Development

The Spirit of eMakhosini Heritage Site is developed by provincial government which and uses its parastatals Amafa aKwaZulu Natali and KwaZulu Natal Wildlife, as development agencies. According to the website promoting this cultural heritage site [www.kznwildlife.org.za, (2007)]:

> The Spirit of eMakhosini Memorial was officially
> opened by His Majesty King Zwelithini ka Bhekuzulu
> in 2003. The Memorial captures the long history of

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our nation and draws together the threads of what has gone before. The memorial is surrounded by seven animal horns, representing the graves of seven Zulu Kings who are buried in the eMakhosini area.

Student volunteers, mainly exchange students were employed during the development phases of the monument. In some way this brought an element of community participation in the activities of this cultural artefact. Attracting the volunteers to assist during the construction phase the following information was published [www.amafa.org.za, (2007)]:

> The objectives to which volunteers are able to contribute are as follows: The conservation of ancestral burial places, historical battlefield and other sites of archaeological, historical and cultural significance. The maintenance of an ecologically sustainable environment through participation in fauna and flora species inventory projects (were engaged in).

The linking of historical sites and placing them in the context of a thematic cultural–historical tourism attraction is a significant theme

that resonates throughout the tourism promotion strategies in KwaZulu-Natal.

It is, thus clear that right from conceptualisation the Spirit of eMakhosini was viewed as a cultural and heritage tourism attraction, and was development as such. The conceptualisation, development, planning and marketing of the Spirit of eMakhosini are evidence of a local intention to create a cultural and heritage tourism destination, which as a community involving project would be a sustainable attraction.

5.4 INANDA HERITAGE ROUTE

The Inanda Heritage Route was developed by the eThekwini Durban Metropolitan Municipality in the period 1998-2001. The Inanda Heritage Route is a heritage tourism and economic development project managed by the Durban Metropolitan Municipality. It therefore, falls within the local sphere of government. Its pillars are the legacies of Dr John Langalibalele Dube, Mahatma Ghandi, Inanda Seminary for Girls and the Ebuhleni Headquarters of the Nazareth Baptist Shembe Church, which are about 20 kilometres from Durban.

5.4.1   The Legacy of John Langalibalele Dube

Dr John Langalibalele Dube was a priest in the United Congregational Church, a teacher, a politician, an intellectual and a community leader. He was born in 1871 and died in 1946. He spent most of his life working in Inanda, save for spells in America and Europe. Some of the artefacts which act as major tourist attraction and also highly regarded by local communities and tourists are depicted in a cluster of photographs below:

PLATE 5.15: THE HERITAGE OF DR JOHN DUBE

PLATE 5.15 (a):   DR JOHN DUBE DISPLAYED AS PUBLISHER OF ILANGA NEWSPAPER

PLATE 5.15 (b):

THE GRAVE OF DR JOHN DUBE AT OHLANGE
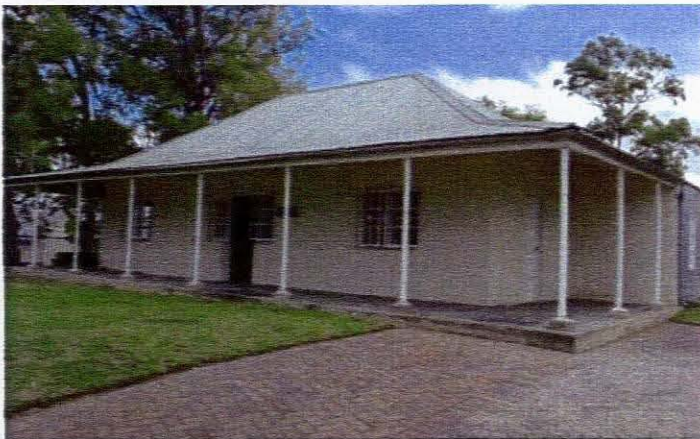
PLATE 5.15 (c):

THE HOUSE OF DR JOHN DUBE IS NOW A MUSEUM

PLATE 5. 15 (d):

PICTURES OF DR JOHN DUBE AS A POLITICIAN

PLATE 5.15 (e):

PICTURE OF NELSON MANDELA VOTING AT OHLANGE IN 1994

In 1900 he founded Ohlange Institute, now the Ohlange High School. The original house where the school was started, still stands today. Again his original house where he lived next to the school still stands and has been converted into a museum with displays giving the highlights of his life.

In 1903 Dr John Dube founded the Ilanga Lase Natali Newspaper. The paper is still in circulation today. In 1912 he spearheaded the formation of the African Native National Congress, later the African National Congress, and became its first President. He was vociferous in fighting the Land Act, of 1913. A teacher and composer who served under Dube at Ohlange Institute, the late Reuben Tholakele Caluza (1895 –1969) composed extensively about John Dube and his activities opposing the Land Act and colonial abuse.

The John Dube heritage experience consists of the school, Ohlange High School, his house and his grave. These features are the mainstay of the Inanda Heritage Route.

5.4.2   The Legacy Mahatma Ghandi

Mahatma Ghandi was born in India and came to South Africa in 1893. He studied law in England between 1888 and 1891. In 1894 he

founded the Natal Indian Congress. In 1903 he founded a newspaper, the Indian Opinion, publishing in Gujerati, Hindi, Tamil and English. In 1904 he established the Phoenix Settlement. Some of the artefacts which are regarded as major tourist attractions and also highly regarded by local communities and tourists, are depicted in the following photographs:

PLATE 5.16   **THE HERITAGE OF MAHATMA GHANDI**
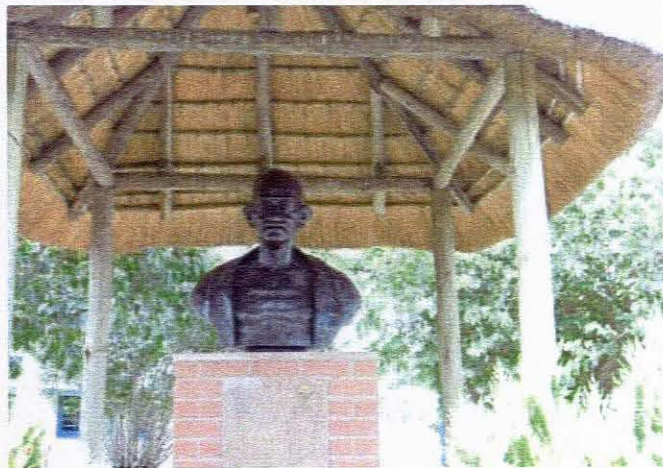
PLATE 5.16 (a):

STATUE OF MAHATMA GHANDI

Shown in Plate 15.6 (b) is an iconic artwork picture depicting the three most prominent and influential leaders to be found in the Inanda heritage route, located within a radius for less than 10 kilometres from each other. These are Mahatma Ghandi at the Ghandi Memorial Settlement near Phoenix, Durban; Dr John Langalibalele Dube of the Ohlange Institution and Prophet Isaiah Shembe of the Nazareth Baptist Shembe Church.
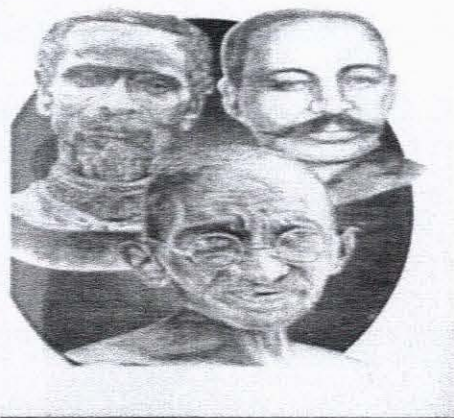
PLATE 5. 16 (b):

PICTURE OF THREE PROMINENT LEADERS PROPHET ISAIAH SHEMBE (TOP LEFT), DR JOHN DUBE (TOP RIGHT) AND MAHATMA GHANDI (BOTTOM).

For purposes of this thesis, which focuses on African heritage, the Phoenix Settlement is not going to be pursued further, since it depicts Indian and not indigenous Zulu culture. However, Ghandi and Dube became close friends and worked together.

5.4.3   The Inanda Seminary For Girls

The Inanda Seminary was established as an independent school for black, Zulu Girls in 1869. It was established by the missionaries of the United Congregational Church of Southern Africa. Its heritage experience boasts mainly old school buildings and the heritage promotion of the education of African women. It is one of the few Protestant private Christian Schools for Blacks to have survived the apartheid onslaught.

Some of main features of the school, which acts as a major tourist attraction and also highly regarded by local communities and tourists, include the entrance with name-plaques, old trees, buildings, the school hall and library, are depicted in Plates 5.17 (a) to 5.17 (c). Because the missionaries who contributed to the establishment and development of the seminary came from the United States of America, many of the tourists from America visit the Inanda Seminary. The

seminary is part of the Inanda heritage route and is visted by both domestic and international tourists.

PLATE 5.17   THE HERITAGE OF THE INANDA SEMINARY

PLATE 5.17 (a):

THE GATES OF INANDA SEMINARY FOR GIRLS

Many of the old buildings at the Inanda Seminary School for girls, [Plate 5.17 (b) and (c)] consisting of the administration offices, the residences and dining area for staff, the library, some teaching area and the school hall, are renowned for their aesthetic appeal and Victorian architecture in the Inanda area.

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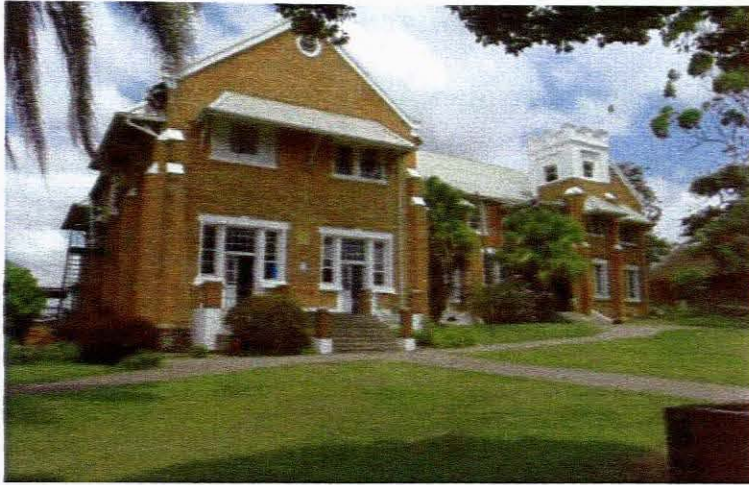
PLATE 5. 17 (b):

INANDA SEMINARY VICTORIAN STYLE BUILDING

PLATE 5.17 (c):

INANDA SEMINARY STAFF AND OFFICE BUILDING.

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The Inanda Seminary as an institution, established on the cornerstone of Christianity through the missionary work of the United Congregational Church of Southern Africa, remains one of the original institutions which aimed at bringing education to Blacks. It is therefore well-regarded as a heritage site and a place to visit in KwaZulu-Natal.

5.4.4   The Ebuhleni Nazareth Baptist Church Site

One of the most fascinating tourist attractions in the Inanda Heritage Route is the Ebuhleni Nazareth Baptist Church Site.   The Nazareth Baptist church, as a religious sect, was established in 1910 by its founder Isaiah Shembe. The church focuses on combining Christian beliefs with Zulu traditional belief systems. The church's attire consists of white surplice called umNazaretha and traditional Zulu cow skin attire for men, as well as leaded traditional Zulu attire and headdresses for women. Members sit on Zulu mats called "amacansi", during the congregation proceedings, which are done in isiZulu language only.

Some of the main features of the religious sect, which are regarded as major tourist attraction and also highly regarded by local communities and tourists, including the Shembe village, baptismal pool and open-air worshiping area, are described and depicted in several below [Plates 5.18].

PLATE 5.18   THE HERITAGE OF THE SHEMBE BAPTIST CHURCH

PLATE 5.18 (a):
STATUE OF THE PROPHET ISAIAH SHEMBE.
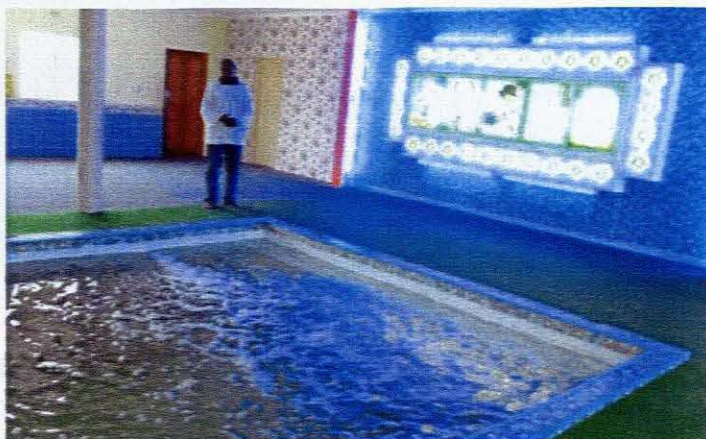
PLATE 5.18 (b):
BAPTISMAL SWIMMING POOL AT EBUHLENI

The next four photographs depict the various prophets and Shembe church leaders that have played a role in promoting and increasing the church following.

PLATE 5.18 (c) and (d)
POTRAIT OF PROPHET ISAIAH SHEMBE AND PROPHET
A.K.SHEMBE, ONE OF THE SONS OF ISAIAH WHO WAS THE

PLATE 5. 18 (e) and (f):
PROPHET GALILLEE SHEMBE AND PROPHET VIMBENI
SHEMBE

The most attractive and exciting event for the followers of the Nazareth Baptist Shembe Church as well as local communities and the tourists in when the entire congregation goes to pray at a local mountain. For a period of approximately 14 days in July, the Shembe worshipers travel on foot [no motoring is allowed] a distance of about 30 kilometres to go and camp at Nhlangakazi mountain. The walk to the mountain is a sacred walk, which means to symbolically re-live the original walk Prophet Isaiah undertook just before he formulated the Nazareth Baptist Church. On the mountain the worshipers pray, recite church hymns, make offerings and dance in praise of the Shembe and the Almighty.

All the events and activities during the July festivities beginning at the Shembe Village at Inanda [Refer to Plate 5.18] and proceed to Nhlabakazi mountain. During this period a number of tourists are attracted to this cultural and heritage event. As such the Shembe Church activities are an important feature of the Inanda Heritage Route and the annual calendar programme of the area ornanised by organisations such as Tourism KwaZulu-Natal.

The Shembe Village at Inanda [Figure 5.18 (g)] is not only regarded as the headquarters of the Nazareth Baptist Shembe Church, but it is also

the largest religious human settlement around the Durban Metropolitan Area. The living together Shembe religion followers is based on communal living and inter-group support, particularly for those who do not have adequate subsistence resources.
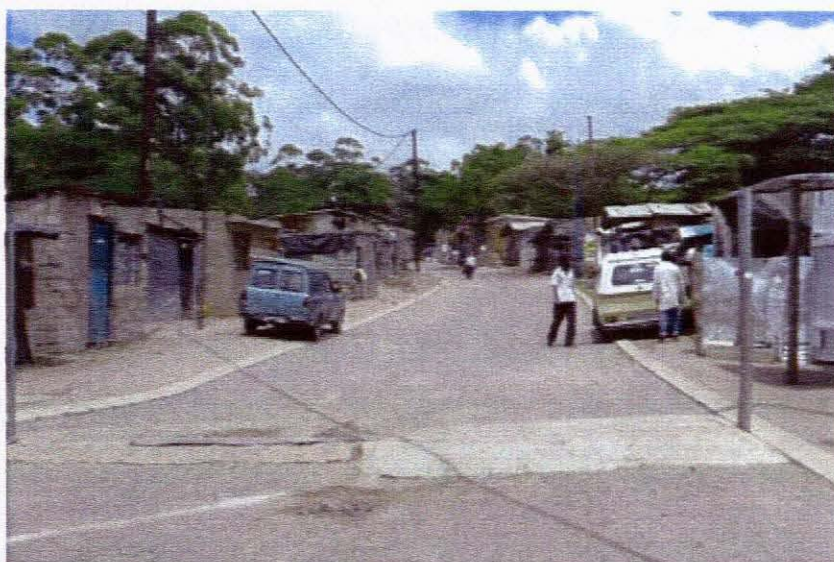
PLATE 5.17 (g)
SHEMBE VILLAGE AT INANDA

The Shembe Village, among other things, consists of the statue of the founder, the open-air church area and a baptismal site displaying the rich religious and heritage experience of ritual, attire, performance, symbolism and festivals.

5.5 PROMOTION

The KwaZulu-Natal Tourism authority site marketing the Inanda Heritage Route [http://www.zulu.org.za. (2006)] states that:

> Inanda Heritage Route - including Ohlange Institute, Phoenix Settlement of Ghandi, Inanda Seminary and Ebuhleni, place of Shembe Church. Let the local guides at the various attractions along this route give you historical insights into these significant cultural heritage sites.

Thus, there is no doubting that the Inanda Heritage Route is marketed as part of the cultural heritage of KwaZulu-Natal. It therefore remains to be seen whether the policies of the KwaZulu-Natal Tourism Authority substantially cover this case study site.

5.6 DEVELOPMENT

The city of Durban was, in recent years, involved with the development of the John Dube legacy, for the Ohlange Institution and the Inanda Seminary for Girls were renovated in the late 1990s. This renovation

was facilitated by President Nelson Mandela with the help from the private sector, mainly South African Paper and Pulp Industries.

5.7 CONCLUSION

This chapter has profiled the three case studies of the Impi Yase Ncome Museum, the Spirit of eMakhosini Heritage Site and the Inanda Heritage Route. Impi Yase Ncome Museum and the Spirit of eMakhosini focus on Zulu heritage and cultural symbols. In the case of Inanda Heritage Route there is a mixture of Zulu nationalism, missionary influences, independent churches, political liberation struggle and the African Diaspora. Photographs were used in order to enhance the text and bring the visitor attractions to life.

CHAPTER SIX

EVALUATION, INTERPRETATION AND INTEGRATION OF FINDINGS

6.1   INTRODUCTION

A substantive discussion was engaged in the previous chapters on the orientation of the study, the theoretical and conceptual framework, the policy framework for cultural and heritage tourism and research methodology, as well as the presentation of facts related to the case studies.   The fundamental objective was to set the scene for the analysis, evaluation and integration of the findings, with a view to coming up with a relevant policy and management model.   In other words, this chapter provides the analysis and interpretation of data collected in the case study localities, with a view to identifying the levels of engagement in systematic alignment between policy formulation and policy implementation in the tourism sector, as well as revealing the various recreation and tourism practices taking place and experienced at the three case-study areas in KwaZulu-Natal.

In analysing and interpreting the modus operandi adopted would be to assess the four main objectives and hypotheses of the study as previously suggested in chapter one. The analysis, evaluation and integration of findings would be as a result of utilising quantifiable and qualifiable evidence obtained from the previous and present chapters of this research inquiry.

The research method consisted of reading, literature review, attendance of formal study groups, fieldwork and visitation of the visitor attraction, interaction with personnel at the attractions, analysis of questionnaires and visitor-books, attendance of conferences and presentation in a colloquium. This comprehensive research method forms the background to the analysis, evaluation and integration of the findings, on the basis of which conclusions can be drawn.

In presenting the core essentials of this chapter, two methodological procedures are adopted:

(a)   Engaging in the analysis of data collected from tourism officials, operators and tourists, which would facilitate addressing the objectives and hypotheses of the study.

(b)   Utilising and applying the four analytical models suitable for the analysis of development and promotion which were presented in

chapter two. These are the Senegalese Model, the Conjoint Analysis Model, the Policy Analysis Model and the Construction of Ethnicity Model [Refer to paragraphs 2.4.1; 2.4.2, 2.4.3 and 2.4.4].

After these two methodological procedures have been executed, the integration of the finding of the study as presented in this chapter is then pursued.

6.2 RESTATEMENT OF OBJECTIVES AND HYPOTHESES

It should be recognised that the objectives of this study sought to serve as guidelines to what is to be analysed, evaluated and interpreted, as well as addressing the research question. It should further be understood that the research objectives refer to what the researcher wants to achieve at the end of the research study.

Furthermore, the objectives also refer to the statement of what the researcher deems to be the most probable answer to the research question. In other words, it is a tentative statement of solution to the research question, which is subject to verification through actual research. In order to address the intentions of the research objectives, it is necessary to

restate them, for purposes of easy reference and analysis. The restated objectives and hypotheses are as follows:

Objective 1: To identify the levels of engagement in systematic alignment between policy formulation and policy implementation in the tourism sector in KwaZulu-Natal.

Hypothesis 1: That there is a conspicuous lack of a systematic alignment between policy formulation and policy implementation in the tourism sector in KwaZulu-Natal.

Objective 2: To reveal the various recreation and tourism practices taking place and experienced at the three case-study areas in KwaZulu-Natal.

Hypothesis 2: That the various recreation and tourism practices taking place and experienced at the three case-study areas in KwaZulu-Natal are complex and obscure in terms of policy relationships.

Objective 3: To determine through various models, the extent of international benchmarking in tourism policy formulation in the study area.

Hypothesis 3: That there is substantial international benchmarking of tourism policy formulation, on the basis of various models in the study area.

Objective 4: To propose a theoretical model that seeks to align policy formulation and policy implementation, towards achieving a broad based black economic development in the tourism sector.

Hypothesis 4: That a theoretical model that seeks to align policy formulation and policy implementation, towards achieving a broadly based black economic development in the tourism sector, is achievable.

6.3 ANALYSIS OF RESEARCH RESULTS

In this section, a thorough analysis and interpretation of what the various objectives and hypotheses have brought forward is engaged on. The views, perceptions and preferences of tourism officials, the operators and tourists are assessed with regard to the policy matters and cultural tourism delivery. The responses of these stakeholders have been solicited through the questionnaires of this research study, and analysed thoroughly. Furthermore, in this section of the research study, qualitative data, and the grouping and aggregation of quantitative data are assessed.

Fundamentally the collection and subsequent analysis of the quantitative data using statistical methods in this section, is expected to generate findings that could be used in structuring a model or pattern emerging from the responses.

6.3.1   Alignment Between Policy formation and implementation

Policy formulation and policy implementation are related types of study. The study of policy formation is regarded as being older than the study of policy implementation. In fact, according to Calista (1994:170) the study of policy intervention has resulted from policy implementation anomalies. Calista argues that policy implementation which used to be seen as the missing link in policy making is now recognised for its influence on policy formation. This means that today's policy makers are very mindful of policy's implementability. According to Schwella, *et al*, (1991:30):

> The policy process is that set of events that determine which actions government will take, what effects those actions will have on social conditions and how those actions can be altered if they produce undesirable outcomes. The process of policy-making is extremely complex and disorderly with no apparent beginning or end, and transverses boundaries which are most uncertain....The fact that a government has adopted a

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particular policy and produced a policy statement, does not mean that the actual policy process is complete. The policy must still be implemented and the resulting outcomes of such actions assessed.

Thus, there is, at least at a theoretical level a close link between policy formation and policy implementation. Schwella *et al*, (1991) propose the Systems Approach policy formation model which focuses on policy inputs, policy conversion, policy outputs and policy feedback, and the Stage Model of policy making, which presents policy making in sequential format. On the relationship between policy formation and implementation Calista (1994:147), further states:

> Credible theory must integrate policy formation and implementation. Transaction costs decision rules expose inefficiencies when monitoring reduces available resources; thereby raising the costs of implementing policy instruments. When those costs become prohibitive, reversible logic negotiates solutions by refining existing instruments or reasserting market choices.

The relationship between policy formation and implementation is, therefore, a practical possibility. It may be achieved by integrating and aligning the assessment of various models with what is actually taking place in the case study sites.

In an attempt to test the theoretical knowledge presented above, respondents were interviewed and asked to reveal any perceived levels of alignment between tourism policy formulation and its implementation in the three case study sites of Impi YaseNcome Museum, the Spirit of eMakhosini Monument and the Inanda Heritage Route. As shown in Figure 6.1 some of the responses of subjects were grouped to emphasise their outcome. Consequently, respondents showed a perception of the lack of systematic alignment of the formulation of policy and implementation.

In this regard the majority of officials 64% [that is 36% + 28% of the first two columns in the graph] and 69% of the operators [40% + 29%], felt that policy formulation and implementation were somewhat disjointed. The possible reason for this response was that both operational officials and tourism operators were intimately involved and were conversant with the difficulty of implementing existing policy. The perceived policy alignment between formulation and implementation, are not categorically perceived to be negative, because there are respondents who reacted positively.

FIGURE 6.1   PERCEIVED POLICY ALIGNMENT IN THE
THREE CASE STUDY SITES
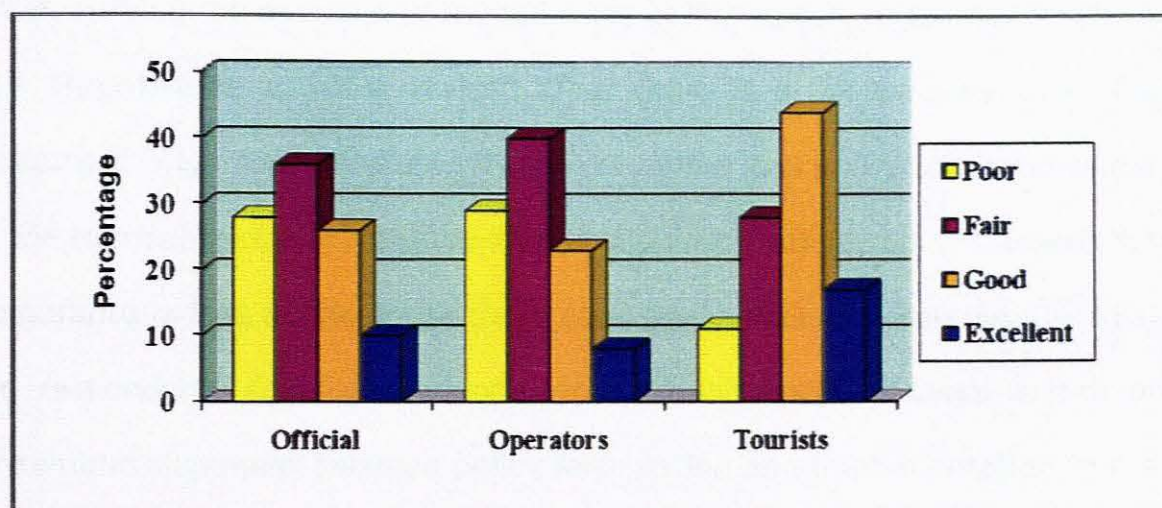
[n = 113. Some of the subjects gave more than one response for each sub-variable]

On the other hand, a majority of the tourists [61%], which is 43% + 18%, thought that policy formulation and implementation matched very well. It should be understood that tourist are visitors and outsiders, and only see the finished product without knowing the hassles experienced in establishing the final tourism attraction and experience. Their experience of the policy position is limited.

Notwithstanding the theoretical arguments stated earlier, the former Head of the Department of Arts, Culture and Tourism in KwaZulu-Natal Provincial Government, Mr Bonga Ntanzi (2007) conceded to this researcher that the KwaZulu-Natal Provincial government does not have a coherent written

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policy on tourism practice. This concession or statement supports the views expressed by some officials and tourism operators.

When viewing the outcome of the analyses in Figure 6.1, it stands to reason that **Hypothesis 1,** which states: *"That there is a conspicuous lack of a systematic alignment between policy formulation and policy implementation in the tourism sector in KwaZulu-Natal"* should be supported. The basis for acceptance is that as the entire three case study sites with sample n = 113, the respondents (officials and operators) consistently revealed a lack of systematic alignment between policy formulation and implementation in the areas.

6.3.2 Recreation and Tourism Practices in the Study Area

In the province of KwaZulu-Natal, Zulu culture and heritage feature very strongly in the promotion and development of tourism. In the previous chapter it was also indicated that in the case of Impi YaseNcome Museum, the Spirit of eMakhosini Heritage Site and Inanda heritage Route, various cultural symbols are used in order to create a spirit of African cultural tradition, which is aimed at boosting the practice of tourism as well as tourism experience. This approach is consistent with the KwaZulu-Natal province's marketing of its tourism destination as the Zulu Kingdom.

KwaZulu-Natal tourism practices tend to present tourism experiences in a holistic package format. Thus, the Impi YaseNcome Museum is linked to the Battlefields Route; the Spirit of eMakhosini Monument is linked to a series of sites depicting Zulu Heritage and all four main legacies at Inanda Heritage Route are marketed as a package.

On the basis of consolidating the recreation and tourism practices within the case study sites, respondents were interviewed to reveal their feelings about the adequacy of recreation and tourism practices taking place and experienced at the three case-study sites in KwaZulu-Natal.

FIGURE 6.2: ADEQUACY OF RECREATION AND TOURISM PRACTICE IN THE STUDY AREA
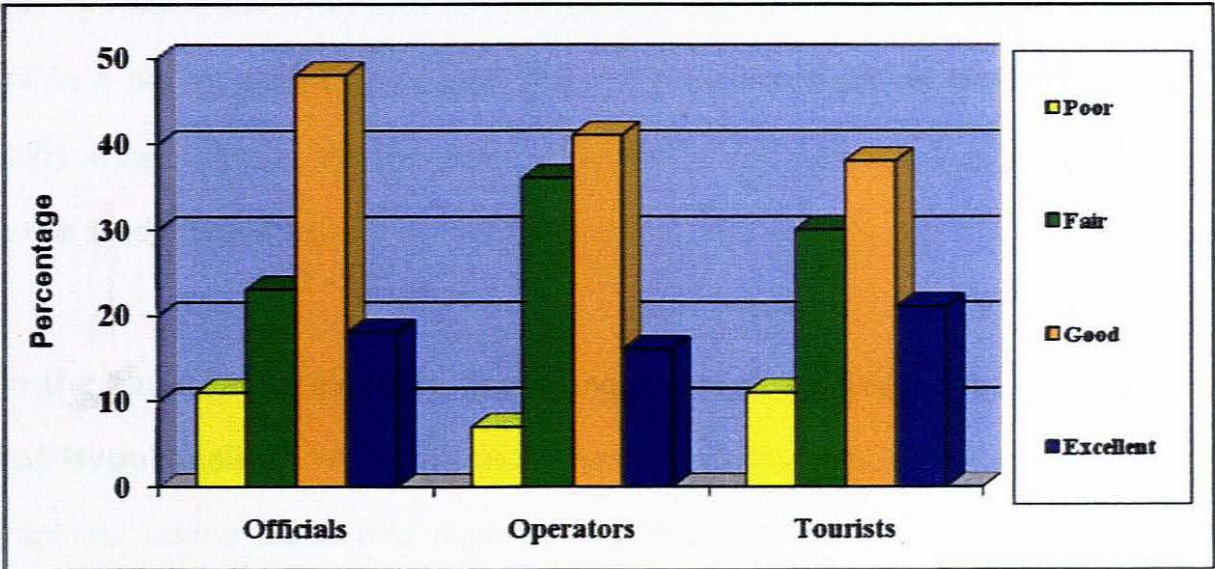
[n = 113. Some of the subjects gave more than one response for each sub-variable]

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As shown in Figure 6.2 the respondents indicated what they thought about the adequacy of recreation and tourism practices, supply and quality of service in the study area. The responses revealed that the officials were satisfied (good 48% and excellent 18%) with the adequacy practices in the study area. A majority (41% good and 16% excellent) of the tourism operators were satisfied with supply and usage of facilities. Lastly the tourists also showed some satisfaction (good 38% and excellent 21%) with quality of recreation and tourism practices in the study area. The reason for this response is that most tourists are from outside the province and see the three case study sites as being well endowed with cultural artefacts.

Interestingly, as reflected in Figure 6.2, the officials (23%) from the case study sites were less pessimistic than operators (36%) and tourists (30%) less optimistic than the tour operators. It may be argued that the officials are in a better position to judge the physical conditions of facilities in the study area, because officials are in constant touch with the tourism facilities in the study localities.

On the basis of the evidence appearing above it is reasonable to conclude that **Hypothesis 2**, which states: *That the various recreation and tourism practices taking place and experienced at the three case-study areas in KwaZulu-Natal are complex and obscure in terms of policy relationships,*

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should not be supported and should be rejected. The basis for this outcome is that whereas the recreation and tourism practices in the three case-study areas were complex and obscure in terms of policy, all the respondents significantly expressed satisfaction with the adequacy of recreation and tourism practices in the study area. What has surfaced in the analysis is that all stakeholders appear to be satisfied with the conditions of facilities and activities in the study area.

6.3.3   International Benchmarking in Tourism Policy

It has been argued that standardisation of tourism policy and practice is the best policy that can be adopted by any country. Various countries belonging to the United Nations World Tourism Organisation [UNWTO] have accepted that the sharing of ideas and the adoption of "best practice" from various countries in the international word is the most ideal manner of enhancing the development of cultural and heritage tourism. In this regard and for purposes of this research study, four tourism models, namely: the Senegalese Model, the Conjoint Analysis Model, the Policy Analysis Model and the Construction of Ethnicity Model were discussed in Chapter 2. These models provided practical examples of how tourism development planning, policy formation and implementation can be borrowed from other parts of the world.

It is reiterated that **Hypothesis 3** sought to find out if there was a measure of international benchmarking of tourism policy formulation, on the basis of various models within the three case studies. Now, let us consider the situation of each model as portrayed against the background of each case study area.

6.3.3.1   The Senegalese Model

As indicated in Chapter 2 the Senegalese Model, (paragraph 2.4.1), was seen to combine the following attributes and features which distinguish it from other tourism development models:

- Relationship between the development centre and the periphery
- Utilisation of tourism to institute integrated development
- Development of indispensable infrastructure

The above stated attributes were then investigated and analysed or matched with positions pertaining in the three case study sites.

(a)   Impi YaseNcome Museum

The Museum is established on a historic site [Refer to paragraph 5.2]. There is no connection between it and bigger centres like Durban and Richards Bay. It is, however, integrated into the tourism information system of the Battlefields Route. It is at the periphery of urban development away from Durban and Richards Bay. It was planned in

isolation and currently does have any further development plans of the local infrastructure.

On analysing the perceptions [Figure 6.3] of the officials, operators and tourists, at the case study site, interesting outcomes were found. The findings had sought to establishing the level of benchmarking within the case study locality.

FIGURE 6.3   BENCHMARKING OF THE MUSEUM AND THE TOURISM INTEGRATED INFRASTRUCTURAL DEVELOPMENT PLAN
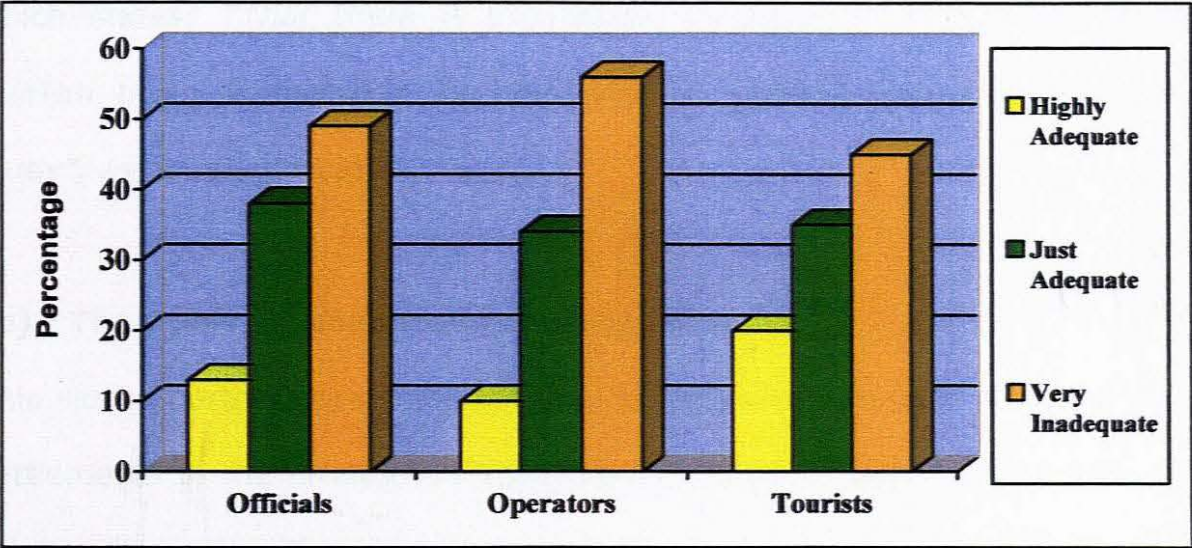
[n = 113. Some of the subjects gave more than one response for each sub-variable]

As shown in Figure 6.3 the majority of the officials equal to 49 percent, perceived benchmarking in the study locality as being inadequate applied. The main reason for this response was that whereas the officials were

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somewhat positive about developing the museum infrastructure for tourism, they were fundamentally not satisfied that they were in control of the situation. About 56 percent of the tourism operators [Figure 6.3] who participate in supplying the museum with patronage were found to be less enthusiastic about the levels of benchmarking of integrated tourism infrastructural development.

On the other hand, fewer tourists [45%] were found to be less enthusiastic about the levels of benchmarking of integrated tourism infrastructural development. In this regard it is reasonable to consider **Hypothesis 3**, which states: *"That there is substantial international benchmarking of tourism policy formulation, on the basis of various models in the case study"*, as not supported.

(b)   The Spirit of eMakhosini Heritage Site

This site is portrays pre-colonical Zulu history and history of early African settlements in the eMakhosini Valley [Refer to paragraph 5.3]. It has no relationship with any metropolitan urban development. It has no integrated development plan. The local community remains poor, and unrelated to the site. It is accessible by road transport only.

On analysing the views and assessment of the officials and operators associated with the Spirit of eMakhosini Heritage Site, regarding the attributes relating to the benchmarking of integrated tourism infrastructural development, with a view of establishing the level of best practice, an interesting outcome was revealed. As shown in Figure 6.4 the majority of the officials, about 52 percent felt that benchmarking was very inadequate in the case study. The main reason for this response was there was not even an integrated development plan, as well as that the local community was not benefiting substantially from this project.

FIGURE 6.4   BENCHMARKING OF EMAKHOSINI VALLEY AND THE TOURISM INTEGRATED INFRASTRUCTURAL DEVELOPMENT PLAN
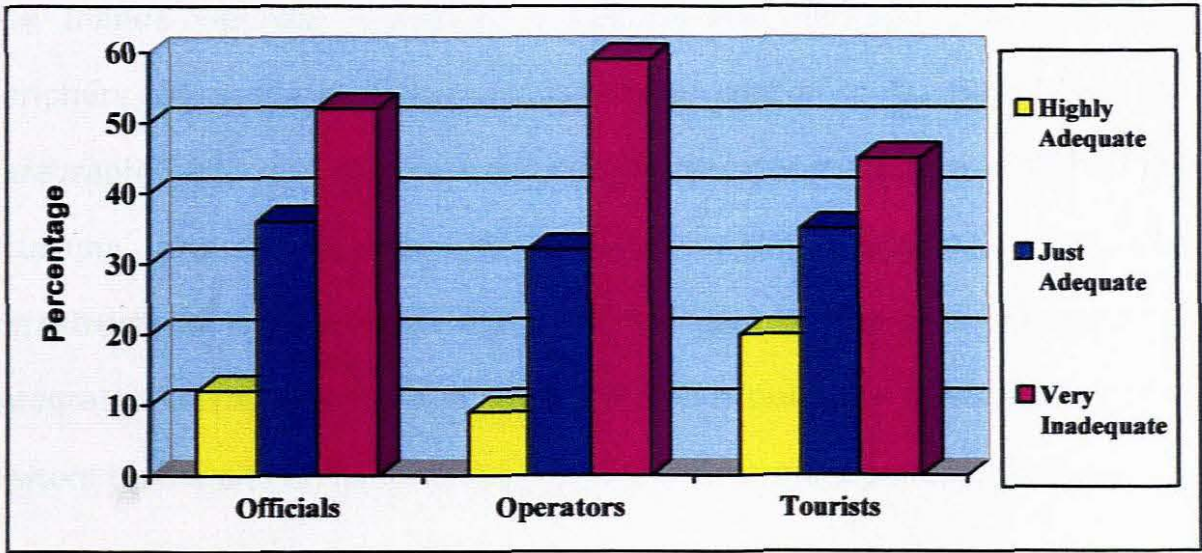
[n = 113. Some of the subjects gave more than one response for each sub-variable]

On a similar basis, 59 percent of the tourism operators who participate in supplying the eMakhosini Valley with patronage were also less enthusiastic

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about the levels of benchmarking of integrated tourism infrastructural development. At a lesser scale, the majority of tourists [45%] who were visitors at the eMakhosini Valley were found to be less enthusiastic about the levels of benchmarking of integrated tourism infrastructural development.

In this regard it is reasonable to consider **Hypothesis 3**, which states: *"That there is substantial international benchmarking of tourism policy formulation, on the basis of various models in the study area"*, as not being supported and therefore rejected.

(c)   Inanda Heritage Route

The Inanda Heritage Route as a cultural and heritage site is on the periphery of a major urban development centre in Durban [Refer to paragraph 5.4]. It is part of a large urban development sprawl of Inanda–Ntuzuma and KwaMashu urban areas. Huge housing, road and infrastructural development surround the site. There is evidence of Integrated Development Planning in the area around the site. Attraction of visitors by the site is minimal, due to poor visitor management planning.

On analysing the point of view held by the officials and operators dealing with the Inanda Heritage Route on a regular basis, mainly pertaining to the

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benchmarking of integrated tourism infrastructural development plans, it was discovered that there were interesting outcomes. It should be noted that the main intention of the analysis was to establish the level of best practice operating in this study area.

What is shown in Figure 6.5 is the notion that both the tourism officials and operators in the Inanda Heritage Route have a negative view of the infrastructural development plan. A majority [56%] of the officials were of the view that benchmarking in the area was inadequately subscribing to the required international standards. Similarly, a majority [58%] of tourism operators in the area felt that the levels of benchmarking of integrated tourism infrastructural development were not up to standard.

FIGURE 6.5   BENCHMARKING OF INANDA ROUTE AND THE TOURISM INTEGRATED INFRASTRUCTURAL DEVELOPMENT PLAN
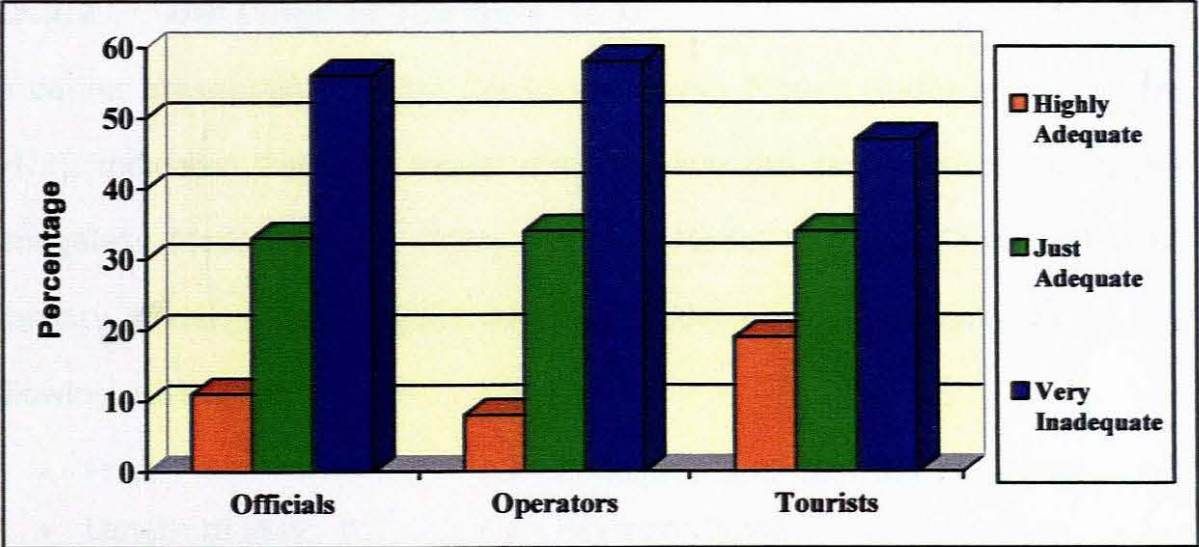
[n = 113. Some of the subjects gave more than one response for each sub-variable]

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Relatively a majority of fewer tourists [47%] perceived the levels of benchmarking of integrated tourism infrastructural development to be less up to standard, yet a larger number [19%] thought that levels of benchmarking the tourism infrastructural development were far more adequate than what officials [11%] and operators [8%] thought. Interestingly, an average of less than 10 percent of both officials and operators felt that the benchmarking of integrated development planning with the study area was highly adequate.

On the basis of these findings, it is reasonable to consider **Hypothesis 3**, which states: *"That there is substantial international benchmarking of tourism policy formulation, on the basis of various models in the study area"*, as not being supported and therefore rejected.

6.3.3.2   The Conjoint Analysis Model

An earlier presentation of the Conjoint Analysis Model, [Refer to paragraph 2.4.2], indicated that this model did not have the same attributes as the Senegalese Model, or the Policy Analysis Model and the Construction of Ethnicity Model. The Conjoint Analysis Model places its emphasis on the following attributes:

- Price
- Length of stay
- Exhibits
- Education and information source
- Payment types
- Diversity of Experience

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The main character of these attributes is marketing oriented and largely pays attention on what would please or attract the tourist. As a result it was felt that the views of tourists would play an important role in evaluating the effectiveness of this model. No attention was paid to the officials and operators, because notwithstanding that they formulate policy, they are not necessarily the receivers or subjects affected by the marketing attributes.

(a) Impi YaseNcome Museum

The Museum is a horse-shoe shaped building with symbolic significance in that its structure symbolises the pre-colonial Zulu army attack formation. It has a curio shop next to it. Inside, the Museum displays, which are permanent, depict various Zulu cultural artefacts mainly pre-colonial [Refer to paragraph 5.2]. The displays are static, being only explained by a tour guide. With regard to the attributes of the Conjoint Analysis Model it was found that museum does not charge any fees for entrance. An average tourist stays for about one hour or less. Occasionally traditional Zulu dances are performed by school children. There are educational opportunities to learn about Zulu history in the site, as well as about pre-colonial Zulu culture. The guide is the main source of information and there are no brochures of the museum.

On analysing the views of tourists [see Figure 6.6] who mainly visit and experience the Impi Yase Ncome Museum, and with a view of assessing the marketing principles as reflected in the Conjoint Analysis Model, it was discovered that there were interesting outcomes pertaining to the benchmarking of the related model attributes. The officials and tour operators were not included in the analysis because they were not the recipients or subjects affected by the marketing attributes.

FIGURE 6.6   BENCHMARKING OF MARKTING PRINCIPLES OPERATING IN THE IMPI YASENCOME MUSEUM
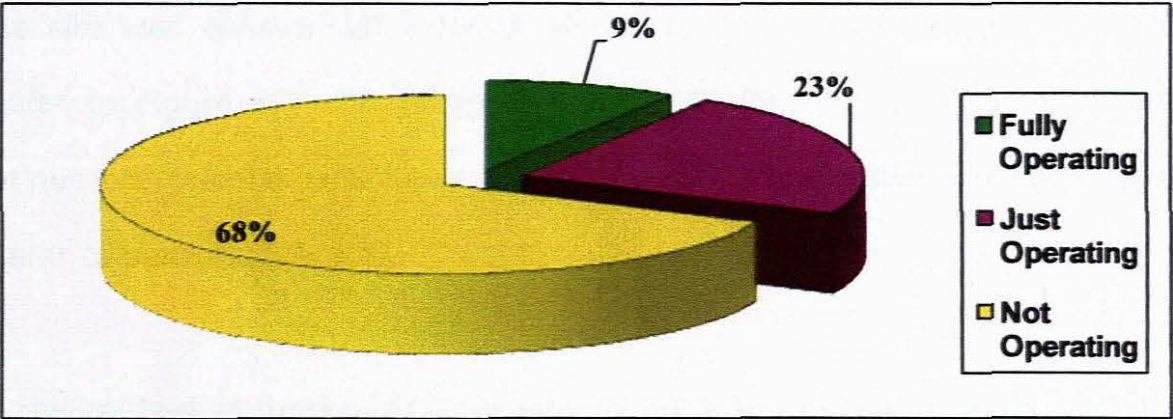
[n = 98. Some of the subjects gave more than one response for each sub-variable]

What is reflected in Figure 6.6 is that the majority of tourists [68%] were of the view that marketing related principles were not adequately operating at the Impi Yase Ncome Museum. In other words, there was a view being held that benchmarking or best practice procedures in the area were not adequately applied. The main reason for this negative response was that

the Ncome Museum did not put into operation most of the fundamental marketing attributes such as price, product, length of stay, exhibits, payment, and education and information benefits.

On the basis of these findings, it is reasonable to consider **Hypothesis 3**, which states: *"That there is substantial international benchmarking of tourism policy formulation, on the basis of various models in the study area"*, as not being supported and therefore rejected.

(b)   The Spirit of eMakhosini Heritage Site

The site was constructed in what seems to be an isolation environment [Refer to Figure 5.1 and paragraph 5.3].   Various monuments represent various pre-colonial Zulu Kings, most of whom were resident in the Valley [Refer to paragraph 5.3.1].

In the context of marketing principles as proposed in the Conjoint Analysis Model, there seems to be no payment required for access to the Spirit of eMakhosini Heritage Site.   The length of stay for a visitor is around thirty minutes.   There is an opportunity to learn about pre-colonial Zulu history, through the tour guide and website: [www.amafa.org.za (2006)].   The site depicts only one aspect of pre-colonial Zulu history, *albeit* in a very symbolic way.

The assessment of the views of tourists who mainly visited the Spirit of eMakhosini Heritage Site [see Figure 6.7] revealed a negative view of the operating marketing principles as reflected in the Conjoint Analysis Model. About 58 percent of the tourists felt that the benchmarking or standardisation of marketing principles within the eMakhosini Heritage Site was not operating adequately. Again the officials and tour operators were not included in this analysis for reasons cited earlier.

FIGURE 6.7   BENCHMARKING OF MARKETING PRINCIPLES OPERATING IN THE EMAKHOSINI HERITAGE SITE
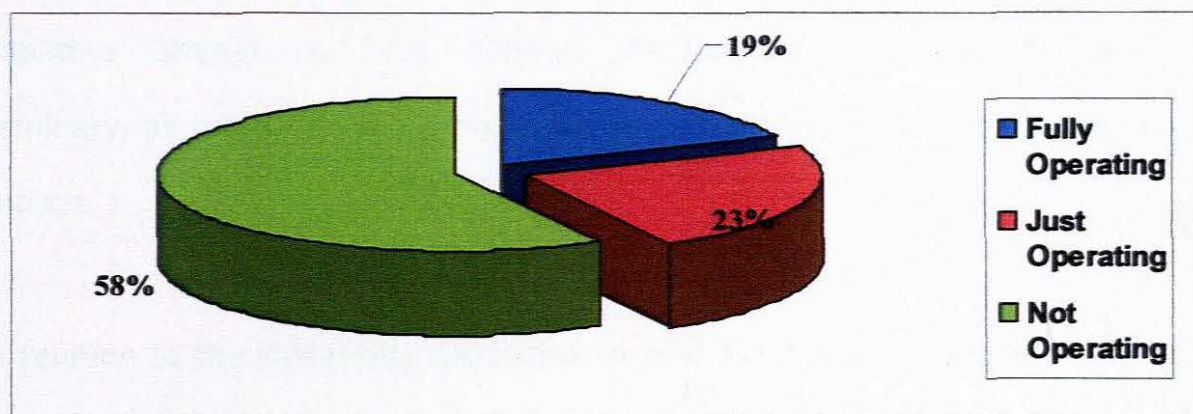
[n = 98. Some of the subjects gave more than one response for each sub-variable]

The main reason for the negative response was that the eMakhosini Heritage Site did not put into operation most of the fundamental marketing attributes such as price, product, length of stay, exhibits, payment, education and information benefits.

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On the basis of these findings, it is reasonable to consider **Hypothesis 3,** which states: *"That there is substantial international benchmarking of tourism policy formulation, on the basis of various models in the study area",* as not being supported and therefore rejected.

(c) Inanda Heritage Route

As mentioned earlier in Chapter 5, [Refer to paragraph 5.4] the Inanda Heritage Route depicts the diverse history of the Inanda, Ohlange and Phoenix Areas, located towards the north of Durban. The diversity includes the depiction of the life and works of Dr J.L. Dube, the life and works of Mahatma Ghandi and the Phoenix Settlement, the historic Inanda Seminary, as well as Ohlange Headquarters of the Nazareth Shembe Baptist Church.

In relation to the marketing principles as proposed in the Conjoint Analysis Model, there is a conspicuous lack of marketing strategies. There is no payment of entrance fees to the area. The average length of stay for a tourist in the area is about three to four hours and the product is not clearly marketed. The site presents an educational opportunity to learn about the struggle for liberation against colonialism and apartheid, the role of the missionaries in African liberation and education, a black missionary with a high work ethic and self-help sensibilities, as well as non-violence as a

political strategy. The route is, therefore, comprehensive in its presentation, although promotion and marketing seem to be lacking in some instances.

On analysing the point of view held by the tourists visiting the Inanda Heritage Route, mainly pertaining to the benchmarking of the Conjoint Analysis Model attributes, it was discovered that there were, on the whole, negative perceptions. As shown in Figure 6.8 the majority of respondents [56%] held a view that marketing related principles were not adequately operating within the study area.

FIGURE 6.8   BENCHMARKING OF MARKETING PRINCIPLES
OPERATING IN THE INANDA HERITAGE ROUTE
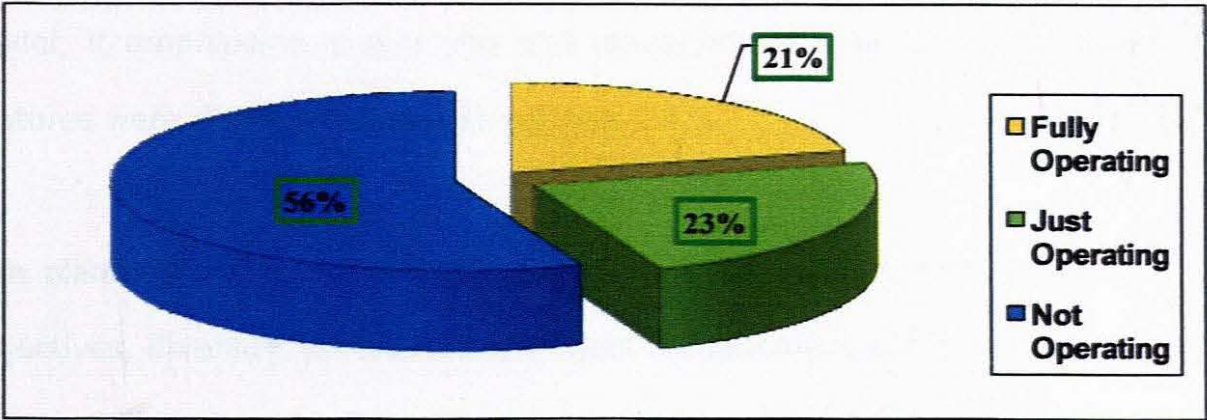
[n = 98. Some of the subjects gave more than one response for each sub-variable]

In other words, there was a persistent view that benchmarking or best practice procedures in the area were not adequately applied. The main

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reason for this negative response was that the Inanda Heritage Route did not put into operation most of the fundamental marketing attributes such as price, product, length of stay, exhibits, payment, and education and information benefits. Emerging from these outcomes is a reasonable understanding that **Hypothesis 3**, which states: *"That there is substantial international benchmarking of tourism policy formulation, on the basis of various models in the study area"*, should not be supported and therefore rejected.

6.3.3.3   The Policy Analysis Model

An earlier presentation of the Policy Analysis Model in Chapter 2 (paragraph 2.4.3) indicated that unlike the Senegalese Model and the Conjoint Analysis Model, it emphasises a planning and management approach. Its salient features were discussed under paragraph 2.4.3.

This planning and management approach utilises concepts such operational objectives, diversity, partnerships, project management and quality control, to reveal its core area of operation. In analysing this approach in the three case study localities, respondents such as official, tour operators and tourists, were found to be relevant since they were the main architects of policy, planning and management within any tourist destination.

(a) Impi YaseNcome Museum

On looking at the museum in the context of the Policy Analysis Model or the planning and management approach, it was found that it displayed no diversity, has no local control, because the Board of Directors sits in Pietermaritzburg, some 300 km away, and has no local community representatives. The museum's Board is appointed by the National Minister of Arts and Culture.

The artefacts and displays, themselves, are of good quality although they are static. Local traditional dancers are occasionally invited to come and perform for the tourists. However, there is no evidence of connection with the main stream of arts and sport. No commercial investment exists in this site. The museum is not a flagship project, neither is it linked to museum flagship projects in Gauteng and the Western Cape. According to staff interviews, the staff themselves, are not kept informed about policies, neither are the local communities afforded any skills.

On analysing the perceptions of the officials, tour operators and tourists related to the Impi yaseNcome Museum and the planning and management approaches operating in the facility, it was found that the majority of respondents were not satisfied with the situation.

As shown in Figure 6.9 the majority of the officials [58%] expressed a view that they thought that benchmarking of the Policy Analysis Model attributes or the planning and management approaches were not satisfactorily applied in the museum. Similarly, the majority operators [63%] held a view that benchmarking of the Policy Analysis Model attributes were also not satisfactorily applied or utilised in the study area. Reflecting lesser values, the majority tourists [44%] were of a view that benchmarking of the Policy Analysis Model attributes were also not satisfactorily applied in the study area.

FIGURE 6.9   BENCHMARKING OF PLANNING AND MANAGEMENT WITHIN THE IMPI YASENCOME MUSEUM
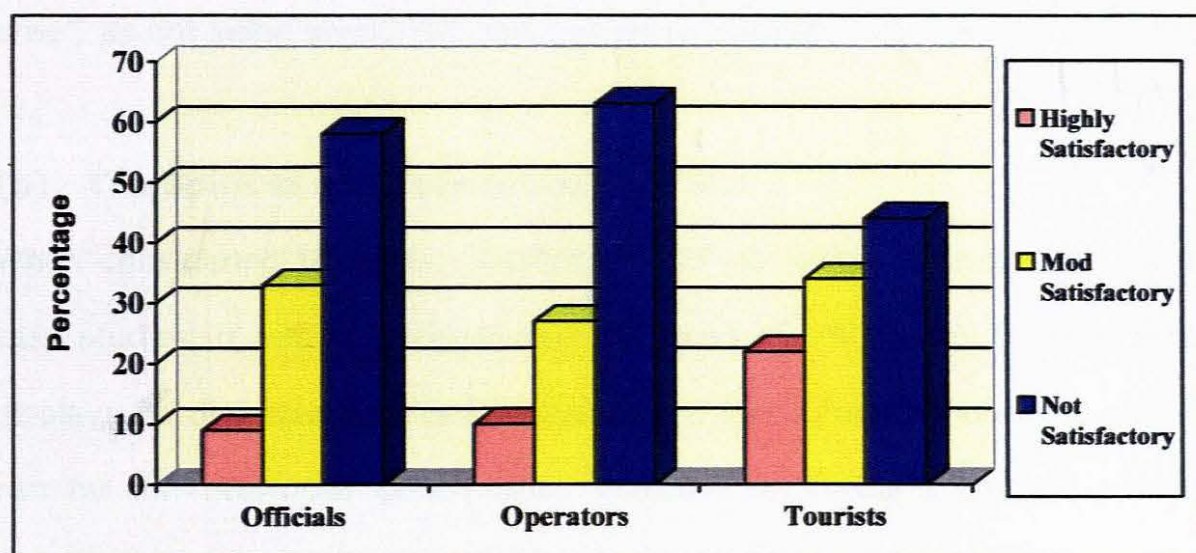
[n = 113. Some of the subjects gave more than one response for each sub-variable]

An average of less than 10 percent of both official and operators was of the view that benchmarking of the Policy Analysis Model attributes were highly satisfactory. On the other hand, a doubled amount of tourists [24%] felt that the same benchmarking of policy attributes was highly satisfactory. The main reason for such a negative response was that both official and operators felt that there was a lack of planning and management attributes such as the establishment of operational objectives, diversity, partnerships, project management and quality control. The tourists were less aware of the local situation and therefore tended to be less critical of the situation.

On the basis of these findings it is reasonable to consider **Hypothesis 3**, which states: *"That there is substantial international benchmarking of tourism policy formulation, on the basis of various models in the study area"*, as not being supported and therefore rejected.

(b)   The Spirit of eMakhosini Heritage Site

When considering the Policy Analysis Model attributes discussed in other case studies, it was established that the Spirit of eMakhosini Heritage Site displays no diversity as it is a single theme site. Furthermore, the site is run by the provincial government, through its heritage agency, Amafa AkwaZulu-Natali, [Refer to paragraph 5.3.3] which means that control is external. There is no evidence of partnerships and the local communities

are not integrated into the site. While the structure is of good quality, the symbolic representation of Zulu history through horns of wild animals is problematic because in Zulu culture horns do not represent history, they usually represent success in the here and now. In addition, there is no evidence of any connection between the site and the mainstream of art and sport. There are no commercial investments on the site. The site is part of a series of small sites in the Mthonjaneni, eMakhosini and Ulundi areas depicting pre-colonial Zulu history. However, it is not linked to any flagship site. There is no evidence of developing existing skills base. The staff members and community members at the site do not seem to understand the meaning of policies and heritage principles practiced in the area, since they are not involved.

The analysis of the views of officials, tour operators and tourists operating at the eMakhosini Heritage Site on the basis of Policy Analysis Model attributes indicated a lack of satisfaction with the existing situation. As shown in Figure 6.10 the majority of the officials [61%] expressed a view that they thought that benchmarking of the Policy Analysis Model attributes at the site were not satisfactorily utilised. Similarly, the majority of the operators [66%] also held a view that benchmarking of Policy Analysis Model attributes were not satisfactorily utilised in the study area. Showing much lower values, the majority of tourists [46%] indicated that they were

not satisfied with the benchmarking of policy attributes at the case study locality.

FIGURE 6.10   BENCHMARKING OF PLANNING AND MANAGEMENT WITHIN THE EMAKHOSINI HERITAGE SITE
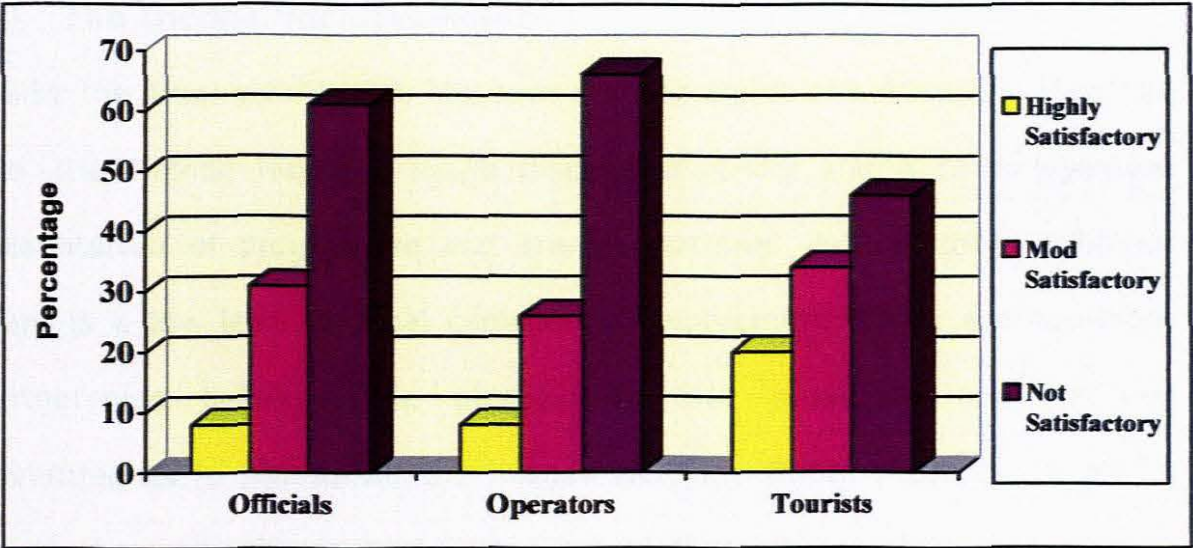
[n = 113. Some of the subjects gave more than one response for each sub-variable]

The main reason for the negative response was that all respondents felt that there was a lack of adequate of planning and management in the area, which is aimed at promoting tourism features in the area. However, it should be indicated that the tourists were less definite about their assessment, because they were outsiders to the study area.

As indicated there is absence of attributes such as established operational objectives, diversity, partnerships, project management and quality control.

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On the basis of these findings it is reasonable to consider **Hypothesis 3**, which states: *"That there is substantial international benchmarking of tourism policy formulation, on the basis of various models in the study area"*, as not being supported and therefore rejected.

(c)   The Inanda Heritage Route

Unlike the Impi yaseNcome Museum and the Spirit of eMakhosini Heritage site, the Inanda Heritage Route displays diversity and a comprehensive presentation of progressive and transformational Zulu history.   Though there is a low level of local community involvement, there are equitable partnerships between the municipality and provincial and national governments in promoting the Inanda Heritage Route project.   In all its facets the route demonstrates changes and quality.   A stadium has been built at Ohlange, and it often hosts soccer matches and music festivals. There are commercial investments in the route in the form of two Bed and Breakfast establishments and two Taverns, directly connected to the route promotion.

Notwithstanding the route or site is not a flagship project. It is, however, connected with the broader local economic development strategy of the Durban Metropolitan Municipality.   Cultural and heritage interests are developed and promoted through music festival and other activities which

are well regarded in the area. The Inanda Heritage Route has a well established educational centre and works towards the development of existing local skills and cultural interests. Centres such as Inanda Seminary, Ohlange Educational Centre and Mahatma Ghandi Phoenix settlement are all bastions of culture and heritage.

On analysing the views of officials, tour operators and tourists [see Figure 6.11] functioning around the Inanda Heritage Route on the basis of Policy Analysis Model attributes showed some measure of satisfaction with the situation in the area.

FIGURE 6.11   BENCHMARKING OF PLANNING AND MANAGEMENT WITHIN THE INANDA HERITAGE ROUTE
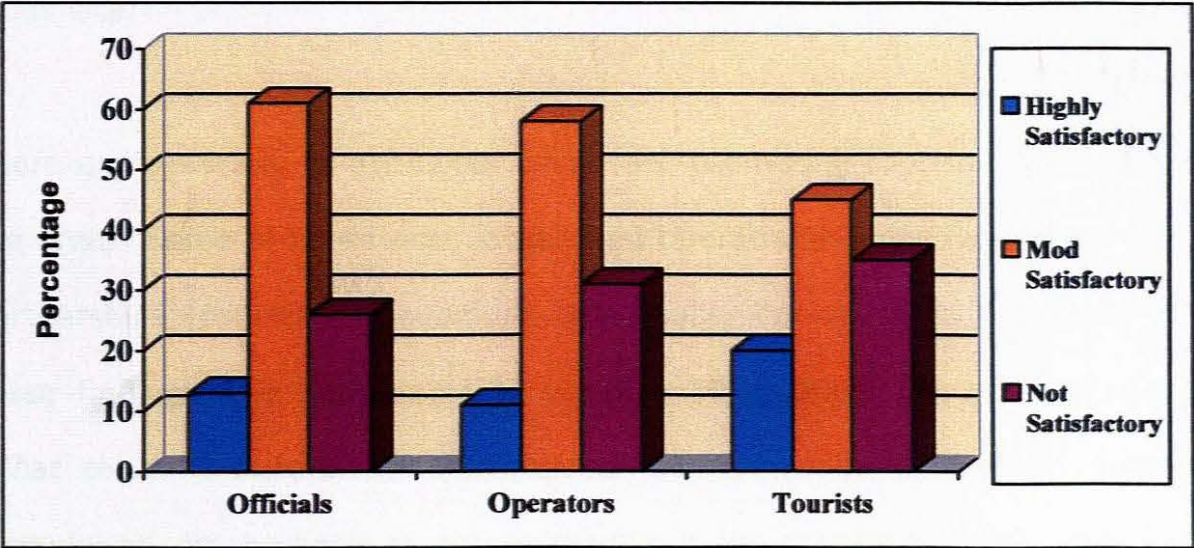
[n = 113. Some of the subjects gave more than one response for each sub-variable]

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As shown in Figure 6.11 the majority of the officials [61%] expressed a view that they thought that benchmarking of the Policy Analysis Model attributes at the site were moderately satisfactory in terms of utilisation. Similarly, the majority operators [58%] also held the view that benchmarking of Policy Analysis Model attributes were satisfactory in the study area. With relatively lesser value, the majority of tourists [45%] perceived the benchmarking of policy attributes as moderately satisfactory in terms of usage.

The main reason for the positive response was that both official and operators felt that there was adequate development of planning and management processes in the study area. The tourists on the other hand were less committal because they were not very familiar with the case study site.

There are a variety of attributes which are promoting tourism features in the area. Some of these are: established operational objectives, diversity, partnerships, project management and quality control. On the basis of these findings it is reasonable to consider **Hypothesis 3**, which states: *"That there is substantial international benchmarking of tourism policy formulation, on the basis of various models in the study area"*, is supported and therefore accepted.

6.3.3.4　Construction of Ethnicity Model

As indicated in Chapter 2, the Construction of Ethnicity Model [Refer to paragraph 4.2.2] may be regarded as an important feature of tourism promotion in the world, because it promotes ethnic symbols, mainly seen as exotic.　It uses culture, language and imagery to highlight tourism development.　Tourism promotion and branding are therefore the main operating features, which should notwithstanding raise the levels of authenticity when developing a tourist product.　The Ethnicity Model consists of the following features and attributes.

- Use of image in brochures and other promotion material
- Analysing the language of the brochure
- Presentation of pre-civilisation cultural stereotypes contracted by anthropology and social science of the 19th Century

The Ethnicity Model can be designated as the cultural tourism promotion technique, and it is anticipated that the standardisation of this techniques for local application is important.　In analysing this approach in the three case study area respondents such as official, operators and tourists were found to be the most important in order to highlight the cultural tourism promotion in the study area.

(a)   Impi YaseNcome Museum

An analysis of the Impi YaseNcome Museum on the basis of the Construction of Ethnicity Model's attributes revealed that there are no brochures to promote the museum.   The museum focuses on presenting pre-colonial Zulu history and anthropological stereotypes.   The use of language and imagery as means of highlighting tourism development is not used in the study area.   The viewpoints of respondents, such as officials, operators and tourists are presented at the end of this section on Table 6.1.

(b)   The Spirit of eMakhosini Heritage Site

An analysis of the Spirit of eMakhosini Heritage Site on the basis of the Construction of Ethnicity Model's attributes revealed that there were no brochures to market it.   However, from the eMakhosini website the following may be concluded: That language is used to promote static Zulu history,   the   site   promotes   pre-colonial   Zulu   historical   stereotypes constructed through anthropology and social science of the 19th century, as well as the missionaries and traders of the time.   The view points of officials, operators and tourists are presented at the end of this section on Table 6.1.

(c)   The Inanda Heritage Route

An analysis of the Inanda Heritage Route on the basis of the Construction of Ethnicity Model's attributes showed that there are no brochures to promote

the route. The language on the website is aimed at attracting a diversity of tourists and the Inanda Heritage Route is presented depicting various tastes. Its promotion is couched in a language that demoted Zulu ethnicity while seeking wider connections. The viewpoints of respondents, such as official, operators and tourists are presented at the end of this section on Table 6.1.

TABLE 6.1   BENCHMARKING OF CULTURAL TOURISM PROMOTION ATTRIBUTES IN THREE CASE STUDIES [%]

RESPONDENT & RESPONSES		OFFICIALS	OPERATORS	TOURISTS	AVERAGED TOTAL
IMPI YASE NCOME MUSEUM	Good	13%	11%	12%	12%
	Fair	34%	24%	30%	29%
	Poor	53%	65%	58%	59%
EMAKHOSINI HERITAGE SITE	Good	14%	09%	15%	12%
	Fair	30%	28%	23%	27%
	Poor	56%	63%	62%	61%
INANDA HERITAGE ROUTE	Good	18%	14%	09%	14%
	Fair	30%	24%	31%	28%
	Poor	52%	62%	60%	58%

[n = 113. Some of the subjects gave more than one response for each sub-variable]

On analysing the views of officials, operators and tourists in three case study localities [see Figure 6.11] pertaining to the attributes of the

Construction of Ethnicity Model, it was discovered on the whole the respondents were generally dissatisfied with the level achieved in benchmarking the cultural tourism promotion technique or tourism promotion and branding procedure.

The analysis in Table 6.1 indicates that an averaged total of 59%, 61% and 58% for Impi YaseNcome Museum, Spirit of eMakhosini Site and Inanda Heritage Route respectively, felt that the benchmarking of cultural tourism promotion was generally poor. The officials, operators and tourists [53%, 65% and 58% respectively] felt that the promotion of cultural tourism attributes at the Impi Yase Ncome Museum was poorly managed. Similarly, at the Spirit of eMakhosini Heritage Site, 56% officials, 63% operators and 62% tourists felt the same way. The same kind of results were found for the Inanda Heritage Route where 52% officials, 62% operators and 60% tourists felt that the benchmarking management of attributes was poor.

The reasons for this finding, was simply that in all three case study areas the Construction of Ethnicity Model attributes were poorly implemented. That is, there were no brochures in place, the language diversity was not adequately used and all that had to do with authentic usage of Zulu culture was not appropriately utilised.

In relation to the above finding it is reasonable to consider **Hypothesis 3**, which states: *"That there is substantial international benchmarking of tourism policy formulation, on the basis of various models in the study area"*, should not be supported and thus rejected.

In concluding this section, it is important to reiterate that the four tourism models, namely: the Senegalese Model, the Conjoint Analysis Model, the Policy Analysis Model and the Construction of Ethnicity Model are practical examples of how tourism development planning, policy formation and implementation are successfully carried out in other parts of the world. The importation and application of some of these models in the KwaZulu-Natal tourism landscape is of vital importance for the development of cultural and heritage tourism in the province.

6.3.4   Black Economic Development and Tourism Policy

One of the objectives of this research inquiry was to propose a theoretical model that would attempt to construct a model or policy that addresses the implementation of formulated policy, towards achieving a broad based Black economic development in the tourism sector. What was however, discovered is that there is no evidence of Black Economic Empowerment activity in the case study areas. The sites are owned by government and Blacks feature only as workers. Equally there is no evidence that any of the

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revenue generated in these sites reverts back to the surrounding communities. Whereas, the case study in the Conjoint Analysis Model, there is evidence of community involvement and empowerment, this is not evident in the case study areas studied in this thesis.

In discussing the tourism development planning model for KwaZulu-Natal and as benchmarked against Thailand, Chaisawat (2006: 12) points out that the involvement of local people and human resources development are critical issues that need to be taken into account all the time. Such an approach is crucial for this study because one of the critical findings of this research is that local people are seldom involved in tourism planning in KwaZulu-Natal, even when their culture is the core product of the visitor attraction. Integration and synthesis based on the models is evident in current tourism research (Benckendorff, 2006). Furthermore, the use of qualitative case studies using multiple cases is an acceptable methodological norm (Lo, Cheung and Law, 2006).

In an attempt to come up or propose a conceptual model that would incorporate policy-related principles, which would address the shortcoming of the implementation of formulated policy, the researcher has integrated various principles and attributes from the four models discussed earlier.

These four models are: the Senegalese Model, the Conjoint Analysis Model, the Policy Analysis Model and the Construction of Ethnicity Model.

Reflected in Figure 6.12 is what has come to be considered in this thesis as the planning and implementation strategic model, which broadly seeks to address the relationship between the availability of strategic tourism resources and their implementation at any of the three case study areas.

This planning and implementation strategic model which is adapted from the work of Evens, *et al* (2003), pays more attention to the tourism planning of resources and their implementation so as to benefit local communities. This strategic model is similar in some respects to the four analytical models discussed earlier in this thesis [Refer to paragraph 2.4].

On the one hand, a summary of attributes of the four applied analytical models is given below:

(a)   The Senegalese Model attributes: core-periphery relationship; integrated development and infrastructural planning.

(b)   The Conjoint Analysis Model attributes: Price; length of stay; education and information source; and diversity of experience

(c)   The Policy Analysis Model attributes: Local commitment and control; partnerships; project management and skills development.

(d)   Construction of Ethnicity Model attributes: promotion material; language of the brochure; presentation of pre-civilisation cultures.

On the other hand, the key attributes of the planning and implementation strategic model [Figure 6.12] are listed below and linked to some attributes of the four analytical models:

(a)   The three types of resource planning components: physical and operational, financial, human and intellectual resources.

These components may be linked to the integrated development and infrastructural planning attributes of the Senegalese Model and the project management and skills development of the Policy Analysis Model.

(b)   The strategic analysis components such as operational policy, internal and external analysis of policy, may be linked to the core-periphery relationship and the integrated development of the Senegalese Model. The price, length of stay, education and information source, and diversity of experience of the Conjoint Analysis Model may also be seen as the analysis of operational policy.   Also related to the

strategic analysis components are attributes such as the promotional material, language of the brochure, and presentation of pre-civilisation cultures of the Ethnicity Model.

(c)   The strategic choices components, such as strategic options selection and evaluation of the options may be linked to almost all the attributes listed in the four analytical models.

(d)   The strategic implementation components, as shown in Figure 6.12 may be linked to many of the attributes of the four analytical models depending on whether such attributes have been identified as the chosen strategy. These strategies should be focusing on the core-periphery relationship, integrated development and infrastructural planning of the Senegalese Model. Alternatively, the price, length of stay, education, information source, as well as the diversity of experience of the Conjoint Analysis Model may be part of the strategic implementation model. The strategic planning component may also be linked to attributes such as local commitment and control, partnerships, project management and skills development, if these are identified as part of the chosen strategy.

Finally, it may be concluded that from the discussion give above, there is some link or relationship between the four analytical models and the components of the planning and implementation strategic model.

FIGURE 6.12   THE PLANNING AND IMPLEMENTATION STRATEGIC MODEL

Availability of Strategic Resources

Physical & Operations Resources Planning

Financial Resources Planning

Human & Intellectual Resources Planning

Matching Strategic Implementation with Resource Planning

Strategic Analysis
Analysis of Operational Policy
Internal Analysis of products
External Analysis of products

Strategic Choices
Identification of Key Issues; Generating Strategic Options; Evaluation of Each Option
Selection of Most Appropriate Option

Strategic Implementation
Putting into Practice the Chosen Strategy
Resourcing the Strategy in its Entirety
Managing Organisational Change

Centralised Implementation

In

Out

Decentralised Implementation

[Source: Adapted from Evans, et al. (2003)]

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The initial stage of the planning and implementation strategic model on Figure 6.12, describes the availability of strategic resources, which are categorised in to three phases: (a) the physical and operation resource planning, (b) the financial resource planning, and (c) the human and intellectual resource planning. These three phases are actually focusing on the planning of available resource at the tourism destinations such as Impi yaseNcome Museum, the Spirit of eMakhosini and the Inanda Heritage Route.

The next phase in the model process could associated with the strategic analysis of operational policies within the study area. If these policies do not exist then they have to be constructed. The policies have to be aligned with the various attributes which were discussed earlier. Some of these include: development of indispensable infrastructure; utilisation of tourism for integrated development within the centre and periphery; improvement on marketing principles such as of price, length of stay, products, diversity of experience, education and information sources, usage of promotional material; language and the presentation of pre-colonisation cultural stereotypes. The principles or attributes may be managed internally where the involvement of local communities is encouraged, hence the promotion

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of Black economic development, and externally in terms of partnerships with government, business and the non-governmental bodies.

The third phase of the process in the model is the identification of strategic choices. With the development of tourism related principles and attributes from the various case study sites, that are in existence, the identification of key options for local tourism development becomes important. The tourism attributes are converted into strategic options and evaluated on their own circumstance and merit. Finally the sequencing and selection of the most appropriate option is undertaken.

The final phase is the strategic implementation of designed or existing policies. This phase is more about putting into practice the chosen or preferred strategy, which, for purposes of this research study, may be informed or guided by the findings and concerns emanating from the research analysis presented earlier in this chapter. Some of these hypothesis based findings are that: (a) there is an inadequate utilisation of recreation and tourism practices, supply and quality of service; (b) respondents were not satisfied with the benchmarking of integrated tourism infrastructural development in the area; (c) that in all case studies the fundamental marketing attributes such as price, product, length of stay, exhibits, payment, and education and information benefits, were not up to

standard; (d) the planning and management approach utilising concepts such operational objectives, diversity, partnerships, project management and quality control.

It is further advocated that in order for implementation to be successful, the resourcing of the strategy in its entirety should be vigorously pursued. When that has been achieved various organisational changes within the case study would be experienced without much difficulty. It should be noted that where difficulties arise within this phase a feedback process is available, which would effectively match the strategic implementation phase with the resource planning phase. It should further be taken into cognisance that the planning and implementation strategic model makes allowance for the centralised implementation strategy and the decentralised implementation strategy, which seeks to facilitate the internal and external management of tourism resources and products.

Considering the foregoing presentation of the planning and implementation strategic model, which was pre-empted by one of the objectives of this research study, it is therefore reasonable to argue that Hypothesis 4, which states: *That a theoretical model that seeks to align policy formulation and policy implementation, towards achieving a broadly based black economic*

development in the tourism sector, is achievable and may be regarded as having been met.

6.4   INTEGRATED COMMENT

It is worth mentioning that the preceding discussion and analysis of various aspects of the research study, which deals with various models and related to the three case study areas, is by no means exhaustive.   According to Rogerson and Visser (2004:7):

> Tourism   development   is   dependent   on   the
> establishment of co-operation and partnerships among
> key stakeholders

In the preceding case study analysis of the implementation of tourism policy in KwaZulu-Natal, it became clear that there is a lack of co-ordination of policy and implementation.   Various role–players seem to be focusing on different direction.   The policy framework itself, if any, is under-explained. Actually, up till the time of writing this thesis the province of KwaZulu-Natal does not have a provincial tourism policy.   The provincial Department of Arts, Culture, Tourism released a complex Green Paper on the Development and Promotion of Tourism in KwaZulu-Natal in August 2006.   A Green Paper is a pre-policy statement of intent meant for comment, and up to now the

new and current White Paper is still outstanding. The lack of co-ordination and focus is explained by this lack of a policy framework. As could be seen in chapter three of this thesis, KwaZulu-Natal has, in the past depended on statements from politicians and officials for policy direction.

As shown in the analysis presented earlier in this chapter, the lack of a co-ordinated planning process, characterises both the Impi YaseNcome Museum and the Spirit of eMakhosini Heritage site. There is a general lack of participation by the local communities, especially at Impi YaseNcome Museum and the Spirit of eMakhosini. The absence of a clear policy framework means that there is no tourism development model for KwaZulu-Natal that may be assiduously followed. A tourism development model designated as the planning and implementation strategic model ventures an attempt at suggesting a scheme that may be adopted to structure a model for aligning policy and implementation within the study area, which may be suitable for KwaZulu-Natal.

Tourism promotion and development is popular in KwaZulu-Natal municipalities, as is evident in the Municipal Integrated Development Plans. Of the three case studies analysed in this study, it is one, the Inanda Heritage Route, which is administered by a municipality as part of its Local Economic Development Strategy. The Impi Yase Ncome Museum and the

Spirit of eMakhosini Site are rural development initiatives. They do not, however, seem to be integrated into the bigger rural development imperatives like the Provincial Growth and Development Strategy. On the other hand, the Inanda Heritage Route is integrated into the broader economic strategy of eThekwini Durban Metropolitan Municipality. This discrepancy in tourism development is reflective of a lack of policy and policy co-ordination at provincial level.

6.5 CONCLUSION

In this chapter the researcher has attempted to analyse the existence of policy and the implementation of that tourism policy in KwaZulu-Natal. On the basis of objectives and hypotheses this chapter has utilised a variety of analytical models to try and address the research question. On the basis of model-generated attributes, covering topics such as policy formulation and implementation, tourism infrastructure, tourism marketing principles, planning and management approach and Black economic development, the analysis has generated interesting outcomes. For example, it emerged that there is a difference between the development of the Impi YaseNcome Museum and the Spirit of eMakhosini on one hand, and the Inanda Heritage Route on the other. Whilst the first two seem to be sporadic and not well

co-ordinated in their presentation, the latter is more diverse and somewhat co-ordinated.

The chapter concludes by presenting a broad based planning and implementation strategic model, which attempts to address the relationship between strategic tourism resources and the implementation of related policy. The chapter closes by noting a comment from Evans, et al (2003: 287) on the importance of strategic implementation, which is that:

> Strategic implementation is concerned with the issues which are considered to be necessary for the successful execution strategy [policy]. In a deliberate strategic process, strategic implementation would be carried out only after an organisation has gathered sufficient information on its internal and external environments and after it has undertaken the process of choosing strategic options.

In conclusion it may be mentioned that this chapter has attempted to come up with a model, after due consideration had been made to gather sufficient information on the case studies, and after a more pertinent strategic option had been chosen.

CHAPTER SEVEN

SUMMARY, CONCLUSION AND THE FUTURE

7.1 INTRODUCTION

In this chapter the researcher gives a summary of the research inquiry as well as drawing some conclusions. Propositions are also made for the decision-makers in the heritage tourism policy sector in KwaZulu–Natal. All these propositions are also made in the context of local community perceptions and the findings of this investigation in localities of three selected tourist attractions.

7.2 SUMMARY AND CONCLUSION

The thesis looked at the policy framework for the development and promotion of heritage tourism in KwaZulu-Natal. Heritage tourism is often interchangeably referred to as cultural tourism. This is due to the close relationship that exists between culture and heritage.

The focus of this research was on Zulu culture and heritage. This is motivated by the fact that the province of KwaZulu-Natal uses Zulu

culture and heritage for its branding activities. The thesis is, therefore, not inclusive of all heritage tourism in KwaZulu-Natal. Case studies were conducted at Impi YaseNcome Museum, Spirit of eMakhosini Heritage Site, and Inanda Heritage Route.

The case studies revealed inconsistencies in the development and implementation of policy. International benchmarks through the application of four selected models, were identified in order to align the study with experiences elsewhere. This led to presenting a model which illustrates the findings of the study and the views of the present writer.

7.3 POSTSCRIPT OF EACH CHAPTER

Chapter One consisted of the orientation to the study. It was important at this stage to orientate the reader to the nature and focus of the study. The objectives of the study were specified and the discrepancy that exists between the development of policy and its implementation was highlighted.

Terms relevant to the study, were defined. Definitions were mainly derived from written sources while additional definitions were based on application.

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In the delimitation of the study focus and hypothesis development, it was stated that the study would be limited to Zulu cultural heritage in KwaZulu-Natal and postulated that there was a lack of systematic alignment between policy formulation and policy implementation. In this regard the study has importance because it would help policy makers bridge the gap between policy development and its application.

Chapter Two focused on developing a theoretical and conceptual framework for the study. The study achieved the aligning of what existed in theory and some attributes of the case study localities. The existing models and frameworks were selected and applied to arrive at conclusions.

Chapter Three looked at the existing policy framework for heritage tourism development and promotion. Policy analysis as a field of study was highlighted. This chapter also looked at mechanisms for policy implementation, as well as the use of cultural and heritage images in the marketing and branding process.

Chapter Four focused on the research methodology and procedure. This was a non-theoretical chapter. It informs the reader how the writer went

about collecting data for this study. Details of meetings, interviews, and observation were included.

In Chapter Five the three case studies were discussed, namely: the Impi yaseNcome Museum, Spirit of eMakhosini Heritage Site and Inanda Heritage Route. Outcomes were analysed and synthesised, as well as assessed with deductions drawn to make pertinent conclusions. A justification for choosing the three sites, was that, each belongs to a different tier of government.

Chapter six dealt with the evaluation, interpretation and integration of findings, using quantifiable and qualifiable evidence obtained from throughout the research process. This is an analytical chapter, which utilises research tools to arrive at conclusions. The objectives of the study, and research methods were re-stated. Attention was drawn to the validity of hypotheses and the applicability of the selected models.

Lastly, a planning and implementation strategic model from Evans *et al*, (2003), created a useful system that involves local communities in the tourism development planning process. The chapter concludes that the lack of clear tourism policy at a provincial level leads to many discrepancies in KwaZulu-Natal's tourism development.

7.4   CHARTING THE WAY FORWARD

KwaZulu-Natal has come a long way in the area of tourism policy formulation since 1994. A new Green Paper was released recently by the Department of Art, Culture, and Tourism at provincial level.

It is clear that the authorities sense a void in the field of policy development and implementation in the province. Of all the previous policy issues, it is clear from this study that there is inadequate consultation with and empowerment of local communities at the heritage tourism sites. This lack of consultation creates problems of ownership of both the intellectual property and the business opportunities in the affected communities. This is more so in the case of the cultural symbols used in the construction of the heritage site.

A tourism development planning model suitable for KwaZulu-Natal would have to emphasise locally based consultation, in order to create possibilities for a more inclusive and empowerment oriented approach. Thailand, one of the leading global players in the tourism sector, has developed a model for tourism policy and planning (Chaisawat, 2006:2).

The model together with the planning and implementation model proposed in this thesis (Figure 6.12) can go a long way towards enhancing tourism development and promotion in KwaZulu-Natal. Stakeholder participation and empowerment should be prioritised.

Remarking about the benefits of tourism policy Chaisawat (2006:2) concludes that:

> The purpose of tourism policy is twofold: to provide maximum benefits to the stakeholders of a town, region or nation, while minimizing negative impacts.

This is not always evident in KwaZulu-Natal where the tourism sector is conclusively racially exclusivist while appearing to be reluctant to benefit the Zulu people whose culture and heritage is at the centre of the branding and promotion activities of the province.

7.5 CONCLUDING REMARKS

The study stands to make a contribution to the re-orientation of tourism policy development in KwaZulu-Natal. By drawing on examples of international models and benchmarks, the study has suggested that future tourism development planning in KwaZulu-Natal ought aligns itself with

global trends, particularly if policy alignment between formulation and implementation is to be achieved.

The study is, however, not conclusive of all that can be done by way of research in the field. Its current findings could lay a foundation for future research. KwaZulu-Natal is a province of disproportionate cultural enthusiasms; including traditional Zulu dance, music and gear. Indigenous knowledge systems remain under-explored. They would enhance massive stakeholder participation in the tourism industry of the province. This could, in turn, address job creation and poverty alleviation.

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APPENDICES

CENTRE FOR RECREATION AND TOURISM

QUESTIONNAIRE: GENERAL

[POLICY AWARENESS DETERMINATION SURVEY]

1.   Background of Organisation

1.1	Institution:		[01]
1.2	Rank:		[02]
1.3	Experience [Years]		[03]

2.   Do you consider your institution to be a tourist site?

2.1	Yes		[01]
2.2	No		[02]
2.3	Not sure		[03]

3.   What are the attributes of your institution? [Select more than one].

3.1	Price		[01]
3.2	Length of stay		[02]
3.3	Exhibits		[03]
3.4	On-site information		[04]
3.5	Form of payment		[05]
3.6	On-site recreation		[06]
3.7	Other [Specify]:		[07]

4. Do you have any specific focus on the presentation of indigenous (Zulu) culture in your exhibits?

4.1	Yes		[01]
4.2	No		[02]
4.3	Not sure		[03]
4.4	Sometimes		[04]
4.5	Not at all		[05]

5. What type of tourists do you think you are attracting?

5.1	Domestic		[01]
5.2	International		[02]
5.3	Both		[03]
5.4	Not sure		[04]

6. Are you aware of the tourism destination branding of KwaZulu-Natal Known as the "Zulu Kingdom"?

6.1	Yes		[01]
6.2	No		[02]
6.3	Not sure		[03]

7. How did you come to know about this branding?

7.1	Workshops		[01]
7.2	Word of mouth		[02]
7.3	Reading magazines		[03]
7.4	Television and radio		[04]
7.5	Cannot remember		[05]

8. Have you been educated about the tourism policy of KwaZulu-Natal?

8.1	Yes		[01]
8.2	No		[02]
8.3	Not sure		[03]

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9. Were you at any stage a part of the tourism development policy process in KwaZulu-Natal?

9.1	Yes		[01]
9.2	No		[02]
9.3	Not sure		[03]

Any comment: ....

....

10. Do you think that your organisation executes the policy that has been formulated by the tourism authority of KwaZulu-Natal?

10.1	Yes		[01]
10.2	No		[02]
10.3	Not sure		[03]

Any comment: ....

....

11. Do you think Zulu culture is the indigenous culture of KwaZulu-Natal?

11.1	Yes		[01]
11.2	No		[02]
11.3	Not sure		[03]

12. If "Yes", which of the elements do you consider as making it indigenous?

12.1	Handicrafts		[01]
12.2	Traditions		[02]
12.3	History of the region		[03]
12.4	Architecture		[04]
12.5	Local food		[05]
12.6	Art and music		[06]

12.7	Way-of-life		[07]
12.8	Religions		[08]
12.9	Language		[09]
12.10	Dress - traditional costumes		[10]

13. Do you think artefacts and ideas in Question 12 should feature prominently in your institution?

13.1	Yes		[01]
13.2	No		[02]
13.3	Not sure		[03]

14. Does your institution ever present any of the items given in Question 12 above, to the tourists?

14.1	Yes		[01]
14.2	No		[02]
14.3	Not sure		[03]

If Yes, give some comments: ....

....

....

15. How do you market your institution?

15.1	Word of mouth Workshops		[01]
15.2	Local association		[02]
15.3	Brochures		[03]
15.4	Tourism Board guide		[04]
15.5	Newspaper advertisements		[05]
15.6	Tourism magazine		[06]
15.7	KZN Department of Tourism		[07]
15.8	Other [specify]		[08]

16. Does your institution communicate with KZN Tourism?

16.1	Regularly		[01]
16.2	Occasionally		[02]
16.3	Seldom		[03]
16.4	Not at all		[04]

17. Do tourists sign a visitor's book and make comment therein?

17.1	Yes		[01]
17.2	No		[02]
17.3	Not sure		[03]

Any comment: ....

....

18. How do you present Zulu culture to the visitors?

18.1	Employ local artists		[01]
18.2	Guide to local sites		[02]
18.3	Story telling		[03]
18.4	Dramatisation		[04]
18.5	Other [specify]		[05]
18.6	Not at all		[06]

19. Does your institution communicate with the provincial Department of Tourism?

19.1	Regularly		[01]
19.2	Occasionally		[02]
19.3	Seldom		[03]
19.4	Not at all		[04]

20. Does your institution have access to the internet?

20.1	Yes		[01]
20.2	No		[02]
20.3	Not sure		[03]

21. Kindly give any additional comments you might have relating to this subject-matter?

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Musa Xulu. DPhil student, 2005

APPENDIX - B

CENTRE FOR RECREATION AND TOURISM

QUESTIONNAIRE: TOURISTS

[TOURISM POLICY SURVEY]

1. Background of Tourist

1.1	Country of Origin:		[01]
1.2	Age:		[02]
1.3	Occupation		[03]
1.4	Number in group		[04]
1.5	Number of times visiting		[05]

2. Do you consider this place to be a tourist site?

2.1	Yes		[01]
2.2	No		[02]
2.3	Not sure		[03]

3. Are you aware of the expression "Zulu Kingdom"?

3.1	Yes		[01]
3.2	No		[02]
3.3	Not sure		[03]

4. In the "Zulu Kingdom" did you experience the Zulu culture?

4.1	Yes		[01]
4.2	No		[02]
4.3	Not sure		[03]

5. In your experiencing the Zulu culture, was it any of the following?

5.1	Handicrafts		[01]
5.2	Traditions		[02]
5.3	History of the region		[03]
5.4	Architecture		[04]
5.5	Local food		[05]
5.6	Art and music		[06]
5.7	Way-of-life		[07]
5.8	Religions		[08]
5.9	Language		[09]
5.10	Dress - traditional costumes		[10]

6. Did you meet with any Zulu?

6.1	Yes		[01]
6.2	No		[02]
6.3	Not sure		[03]

7. Did you exchange any of your own culture with Zulus?

7.1	Yes		[01]
7.2	No		[02]
7.3	Not sure		[03]

8. Is your perception of Zulus improved after this visit or trip?

8.1	Yes		[01]
8.2	No		[02]
8.3	Not sure		[03]

9. Were any of the following tourism elements unique, understandable and Appreciable?

9.1	ACCOMMODATION		
[a]	Yes		[01]
[b]	No		[02]
[c]	Not sure		[03]
9.2	HOSPITALITY		
[a]	Yes		[01]
[b]	No		[02]
[c]	Not sure		[03]
9.3	THE BRAND		
[a]	Yes		[01]
[b]	No		[02]
[c]	Not sure		[03]
9.4	TRANSPORTATION		
[a]	Yes		[01]
[b]	No		[02]
[c]	Not sure		[03]

10. Did you think that Zulus are actively involved in the presentation of Zulu culture?

10.1	Yes		[01]
10.2	No		[02]
10.3	Not sure		[03]

11. Did you feel and consider Zulu culture to be authentic in its presentation?

11.1	Yes		[01]
11.2	No		[02]
11.3	Not sure		[03]

12. Did the Zulu culture presented to you seem natural?

12.1	Yes		[01]
12.2	No		[02]
12.3	Not sure		[03]

13. Which of the KwaZulu-Natal regions did you visit?

13.1	Zululand		[01]
13.2	North Coast		[02]
13.3	Midlands		[03]
13.4	Battlefields		[04]
13.5	South Coast		[05]
13.6	Dragensberg		[06]
13.7	Other [specify]		[07]

14. Would you wish for more Zulu Culture than what was experienced?

14.1	Yes		[01]
14.2	No		[02]
14.3	Not sure		[03]

15. Were you aware of the Zulu Kingdom before you took this trip?

15.1	Yes		[01]
15.2	No		[02]
15.3	Not sure		[03]

16. Will you come back for more Zulu Culture in the future?

16.1	Yes		[01]
16.2	No		[02]
16.3	Not sure		[03]

17. Kindly give any additional comments you might have relating to this subject-matter?

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Compiled: Musa Xulu. D.Phil student, 2005

TRANSMITTAL LETTER

University of Zululand

CENTRE FOR RECREATION
& TOURISM

Private Bag X1001
KwaDlangezwa 3886
South Africa
Tel: 035 902 6000
 Fax: 035-902 6073
Ref:

1 August 2005

TO WHOM IT MAY CONCERN

Dear Sir /Madam

RE: REQUEST TO CONDUCT RESEARCH

Dr Musa Xulu is part-time student of the Centre for Recreation and Tourism at the University of Zululand. He is a doctoral students undertaking a research project on recreation and tourism policy and implementation matters in the Province of KwaZulu-Natal. The project also intends to explore how policy formulators and managers develop it and implement it, as well as how communities respond to that policy. The title of the research project is:
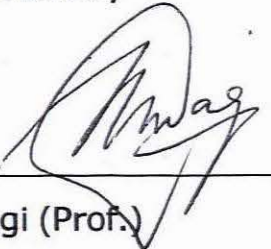
"Indigenous Culture, Heritage and Tourism: An Analysis
of the Official Tourism Policy and its Implementation
in the Province of Kwazulu-Natal"

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This research inquiry is undertaken mainly for academics purposes among the tourism role players or stakeholders in three case study area of: Impi Yase Ncome Museum, The Spirit of eMakhosini, and The Inanda Heritage Route. It is hoped that the findings of the study will make a meaningful contribution to the field of tourism policy planning and execution at the local, national and international levels.

All information collected from you or your organisation, in whatever form, will be kept in strict confidence and will go a long way towards contributing to this unique and appropriate research inquiry.

Your assistance in this regard will be highly appreciated.

Yours faithfully

L.M Magi (Prof.)
Co-ordinator MRT-PDRT Programme
Centre for Recreation and Tourism
University of Zululand

cc. Dr Musa Xulu (Researcher)

THE END