

UNIVERSITY OF ZULULAND



Assessing the potential of community tourism in catalysing local economic development in the Umzumbe Local Municipality, under UGu District Municipality, KwaZulu-Natal

By

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ORIGINALITY DECLARATION

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DEDICATION

My parents were illiterate and working as peasants on Glenville in Ixopo but they were able to mollycoddle their children by making sure that their children survive through the little they had. Therefore, this thesis is dedicated to my late parents, Nkosingani Shisa Duma and Bakhombise maMbhemu Duma, who used to say “inja iqeda amanzi ngolimi” and to my children, Nomacebo, Lilly, Mzomkhulu, Malusi, Mantwa, Nhlanhla, Qiniso, Magama, Zikhona Xolo and Nqobangesu. Further, this work is dedicated to my wives, Thembile Rebecca Mbanjwa Duma, Duduzile Lesly Chonco and Bayephi Doreen Nyathi for their unrelenting support as they keep on encouraging me not to give up when studying. I also dedicate this thesis to my two late brothers Phabani Elliot Duma and Mbhekiseni Isaac Duma who used to encourage me and speak about Calvin Coolidge’s quote which states that “nothing in the world can take the place of perseverance. Talent will not; nothing is more common than unsuccessful people with talent. Genius will not; unrewarded genius is almost legendary. Education will not; the world is full of educated derelicts. Perseverance and determination alone are omnipotent.”

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ABSTRACT

The study area for this research is Umzumbe Local Municipality, which is the second largest municipality under the UGu District Municipality. The research assessed the potential of community tourism (CT) in leading to/catalysing local economic development in Umzumbe Local Municipality, under UGu District Municipality, KwaZulu-Natal. The specific objectives of the research were to: (a) examine the community tourism resources in Umzumbe Local Municipality, (b) evaluate the potential of community tourism in creating job opportunities and small scale businesses among other indices of measuring LED in the Umzumbe Local Municipality, (c) analyse how community tourism could be effectively implemented in the Umzumbe Local Municipality and (d) propose a development management model of community tourism leading to LED in the Umzumbe Local Municipality. To achieve these objectives, the research employed a mixed methods research design so as to attain a deeper and comprehensive understanding of the potential of community tourism in leading to local economic development in the study area. The findings of the study demonstrated that there are community tourism resources in Umzumbe Local Municipality, but most people were not aware of these. In addition, the research established that there is a potential for community tourism to lead to local economic development in the study area if specific development strategies around the promotion of community tourism leading to local economic development were implemented. It is on this basis that this study proposed a community tourism development management model which can be utilised to plan for and develop community tourism leading to local economic development in Umzumbe Local Municipality. The model proposes the following to be the pillars of ensuring successful implementation of CT leading to LED: education, planning, political and technological support, capacity building, participation, partnership, human capital and economic growth, human resources and development (HRD), entrepreneurial leadership and teamwork, identification of passionate and goal oriented members, facilitators and funders (government, private sector and NGOs), infrastructure, conflict resolution, monitoring and evaluation.

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LIST OF ACRONYMS AND ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
ANC	African National Congress
B&Bs	Bread and breakfast
CT	Community tourism
CT-LED	Community tourism and local economic development
CTPs	Cultural tourism programs
HIV	Human immunodeficiency virus
HRD	Human Resource Development
IDP	Integrated Development Plan
KZN	KwaZulu-Natal

LED	Local Economic Development
M&E	Monitoring and evaluation
NGOs	Non-governmental organisations
NWT	Northwest Territories
RSA	Republic of South Africa
SA	South Africa
SAWS	South African Weather Service
SDF	Spatial Development Framework
SMTEs	Small Medium Tourism Enterprises
TVET	Technical and Vocational Education and Training
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	United Nations World Tourism Organisation

CHAPTER ONE: INTRODUCTION AND ORIENTATION TO THE STUDY

1.1 Introduction

Local economic development (LED) is defined as a strategy that gathers resources so as to encourage economic expansion and development within a particular territory (Nel & Rogerson, 2016; Stonkuté & Gaule, 2017). The main aim of LED is to generate the economic ability of local areas with an intention of improving its economic growth as well as property of life for the entire local communities. In South Africa, LED is regarded as the main improvement approach which is utilised by many municipalities. Local municipalities are required to utilise LED in trying to generate both socio-economic correction and economic improvement. Unfortunately, attempts by authorities to ensure effective local economic development through agricultural improvement or agricultural technology and advanced land reform policy seem not to be achievable as previously expected (Swinburn, *et al.*, 2006; Shen, *et al.*, 2008).

Community tourism is therefore considered a viable alternative because it fosters interaction with local people and in the process leads to local economic development (Saarinen & Manwa, 2008; López-Guzmán, *et al.*, 2011). Community tourism (CT) is described as utilization of natural resources which are under the control of local people for the continuous benefit of the community (Giampiccoli, *et al.*, 2015). The notion of CT suggests that locals should manage tourism advancement by means of engagement in preparing a tourism vision and generating aims and approaches (Choi & Murray, 2010; Islam, *et al.*, 2013).

The features of authentic CT initiatives comprise of local control (rather than mere involvement); decision making at all the phases of the initiative's life cycle; unbiased sharing of all benefits and involving complete bottom-up approach to local economic development (Kim, *et al.*, 2014; Yoopetch, 2015). Further, it is assumed that CT is able to offer permanent (sustainable) jobs to a large number of community members which is the hallmark of local economic development (SNV, 2007; Johnson & Koster, 2010; Hoogendoorn & Visser, 2010a; 2010b; Snyman, 2012). This is the context within which this study is situated in terms of assessing the potential of community tourism in

leading to or generating and triggering local economic development in Umzumbe Local Municipality.

1.2 Background of the study

Countries in Southern Africa regard tourism as a strategy to be utilized to entice foreign investors by displaying native cultures, heritage and local community traditions (Saarinen & Manwa, 2008). In this regard, the South African government has ensured the identification of the tourism industry as a strategy, which is crucial for guaranteeing growth and development of the nation's economy. By so doing, it joins other numerous emerging countries which have acknowledged the possibility that tourism has to entice foreign exchange and contribute to Gross Domestic Product (GDP) and its relative advantage in overcoming several main development challenges (Kaplan, 2004). This suggests that tourism could provide development opportunities for the deprived communities.

These opportunities include, among others, trading and services; diversifying local economies and starting small-scale business (Ashley, *et al.*, 2000). Thus, there is the assumption that tourism leads to LED which does not only link economic measures and human aspects of development but goes further to focus on development at micro level (Helmsing, 2001; Kanyane, 2008; Malefane, 2009). This means that tourism based LED aims at making better use of available local resources and economic opportunities within the community to create jobs, alleviate poverty and enhance economic growth through the involvement of local stakeholders (Hampwaye, 2008).

It is on this basis that, in some regions, the identification and promotion of a locality as a result of its location, natural attractions, and other tourist-orientated facilities have enabled once marginalized areas thrive based on LED. Examples of this include parts of Iberia, the west coast of Ireland, the Greek islands, and Turkey, which enjoy new found economic prosperity (Binns & Nel, 2002; Sharpley, 2002; Ashley & Roe, 2002; Rogerson & Rogerson, 2014). Equally important in this context is the potential that tourism has to offer to areas that have experienced fundamental economic restructuring. The development of tourist destinations is taken based on the potential of the area as a tourist attraction. In developing, the society is considered an active

subject and not passive; this means that the community is not only the destination of tourism activities but also its organizer and actor, becoming an inseparable part of tourism products with local cultural characteristics. This strategy certainly requires the support of the surrounding human resources to economically increase their capacity and productivity (Vaughan, & Ardoin, 2014; Soemaryani, 2016; Zontek, 2016; Tegar & Gurning, 2018; Prabhu, Abdullah, & Madan, 2019).

For this reason, the positive impact of tourism development could be felt directly by the local community. The struggling areas have seen tourism as an alternative development, especially community tourism, as a strategy for their economies and society (Briedenham & Wickens, 2004). Although some results have been attained, much is still to be researched in order to understand the extent to which CT can have a potential for local economic development in a place like Umzumbe Local Municipality, which has a battling economy (Umzumbe Local Municipality, 2017 / 2018 – 2021 / 2022). In addition, this municipality has a high unemployment rate which leads to high rate of penury (Umzumbe Local Municipality, 2017 / 2018 – 2021 / 2022). This is pertinent to highlight because, tourism studies reveal that the tourism sector is regularly advancing as a development plan (Islam, *et al.*, 2013).

1.3 Statement of the problem

Before 1994, tourism in South Africa was entirely benefiting the White bourgeois (Visser & Rogerson, 2004). In other words, it was not meant to benefit marginalized communities (Adinolfi & Ivanovic, 2015). This is why after the 1994 democratic dispensation, there was the expansion of focus to include community tourism, based on the belief that the involvement of local communities could lead to LED. In the best case, CT not only involves the community in the implementation and managing of the tourism product but also in planning and developing it (Novelli & Gebhardt, 2007; Boonratana, 2010). Furthermore, CT should contribute to a development strategy that exceeds economic gains and aims at sustainability, agency, and freedom (Matarrita-Cascante, 2010).

In doing so, CT uses existing natural and cultural resources and contributes to their preservation, while also fostering understanding between residents and tourists (Boonratana, 2010). If the existence of endowed and created resources provides a

basis for successful community tourism which leads to LED, it begs the question of why areas like Umzumbe Local Municipality, which possess such tourism resources do not have CT. This is a development concern/gap which necessarily invites scholarly investigation to understand whether or not CT tourism is possible and if it is, how it can best be planned and implemented.

Consequently, the question that arises is what is the potential of community tourism in leading to or generating and triggering local economic development in Umzumbe Local Municipality? Hence, assessing local economic development involves evaluating the potential of CT in, among others, creating job opportunities and small-scale businesses (indices of local economic development). The views and perceptions of the community and several stakeholders will assist in this assessment. It is for these reasons that the study sought to investigate whether community tourism has the potential of leading to local economic development in the Umzumbe Local Municipality. No study has adopted this line of inquiry although four tourist attractions exist in the Umzumbe Local Municipality area and this research, therefore, closes this research gap.

1.4 Aim of the study

The aim of the research was to assess the potential of community tourism in leading to local economic development in the Umzumbe Local Municipality.

1.5 Objectives of the study

The objectives of the research were to:

- (a) Examine the community tourism resources in Umzumbe Local Municipality;
- (b) Evaluate the potential of community tourism in creating job opportunities and small scale businesses among other indices of measuring LED in the Umzumbe Local Municipality;
- (c) To analyse how community tourism could be effectively implemented in the Umzumbe Local Municipality;
- (d) To propose a development management model of community tourism leading to LED in the Umzumbe Local Municipality.

1.6 Research questions

The research questions of the study were as follows:

- (a) What are the community tourism resources in Umzumbe Local Municipality?
- (b) How can community tourism create job opportunities and small scale businesses among other indices of measuring LED in the Umzumbe Local Municipality?
- (c) How can community tourism be effectively implemented in the Umzumbe Local Municipality?
- (d) What is a possible development management model of community tourism in the Umzumbe Local Municipality?

1.7 The purpose of the study

The unemployment rate has been recognized to be the principal organizational restriction within KwaZulu-Natal (KZN) and it adds to extreme levels of poverty, income dissimilarity, and worsens the whole quality of life of the population of KZN (Umzumbe Local Municipality (2017 / 2018 – 2021 / 2022)). The great unemployment rate leads to extraordinary dependency ratios, whereby the population is compelled to rely on fewer wage earners) (Umzumbe Local Municipality (2017 / 2018 – 2021 / 2022). This research offers responses to and searches into the part that community tourism development can generate job opportunities, thus mitigate of poverty.

The results of this research should help the local government development agencies or planners in the Umzumbe Local Municipality to make use of CT for community development purposes. This is because, the findings of this research will provide a comprehensive summary of how community tourism development can add to employment opportunities, business skills development and augment revenue in the Umzumbe Local Municipality zones. Based on the part played by community tourism development on job creation, the researcher will propose a CT development management in the Umzumbe Local Municipality.

1.8 Contribution to the discipline of Development Studies

The study contributes to the literature on tourism and local economic development. This is because of its analysis of community tourism and local economic development nexus. This appears to be a unique way of analysing and contributing to the study of

tourism and local economic development within the discipline of Development Studies. In addition, the study accentuates the exposure of local residents to the endogenous (emphasising a reliance on local resources including culture); environment (reflecting the importance of caring for the environment, and broader environmental conditions and infrastructure); education (to advance skills and education); empowerment (which embraces economic, psychological, social and political empowerment); equity (shared benefits and resources); evolving (always improving and changing to take advantage of dynamic opportunities); enduring (for long term sustainability), and supporting entrepreneurship (for innovation, creativity and viability).

1.9 Definition of key concepts

The main concepts which underpin this study were community, community tourism, local economic development (LED) and potential.

1.9.1 Community

The term community is contested and these contestations are examined in full in Chapter 2 (Section 2.2). Notwithstanding, the term generally refers to people who have lived in a particular area for a long time and share similar values and aspirations (Rahman, 2010). In this study, the term 'community' is generally used to refer to people who live and identify (based on, among others, culture, history and belonging etc.) themselves to be residents of Umzumbe Local Municipality.

1.9.2 Community tourism

Community tourism is tourism which should be managed or controlled and owned by the community members themselves. Further, it is a strategy which emphasises that locals should be empowered, enabled and be involved in decision making at all the phases of the tourism initiative's life cycle, including the sharing of all benefits, involving community development (Tower, 1995; Judd, 1995 & Simpson, 2008; & Liou, 2009). The main goal for community tourism is that it has the capacity and ability of being connected with local economic development which creates job opportunities for local residents and alleviate poverty (Fukuda-Parr & Lopes, 2013; & Feser, 2014). This concept is discussed in depth in chapter 2 (Section 2.3) and chapter 3 (Section 3.2).

In this study, the term community tourism is used to refer to tourism initiatives which could potentially be owned and controlled by the community of Umzumbe Local Municipality.

1.9.3 Local Economic Development

LED approach has many different definitions. In the context of development planning, it involves the deliberate and planned transfer of resources away from central state institutions and shifting structures of government and governance (Rogerson, 2009). The need for this approach was a consequence of the disappointing results of the traditional top-down supply-side sectoral development strategies in combating the rise in unemployment and regional inequality, which drove the search for alternative development strategies that would offer opportunities for all areas (Rodriquez-Pose & Tijimstra. 2005). In this study, LED refers to development impacts which community tourism could potentially bring to Umzumbe Local Municipality if community tourism was developed and implemented. These are issues which are examined in detail in chapter 2 (Section 2.4) and chapter 3 (Section 3.2).

1.9.4 Potential

The term 'potential' refers to latent qualities or abilities that may be developed to lead to future success or usefulness (Pawson, D'Arcy & Richardson, 2017). In this study, the concept of potential is deployed to evaluate whether and if community tourism when properly implemented has the ability to lead to local economic development in Umzumbe Local Municipality.

1.10 Structure of the study

This study is composed of nine Chapters. Chapter one is the introduction and orientation to the study. It discusses the problem statement and outlines the aim and objectives of the study, the research question, the purpose of the study and intended contribution to the field of development studies. Chapter two focuses on the concepts and theories on which this study is based. These are human ecology, systems, field and participation theories. Chapter three provides a literature review on community tourism and local economic development. It starts by the global context of community tourism and local economic development and then narrowing down to South Africa

and the study area. Chapter four describes the setting of study in terms of outlining the features of the study area like its physical setting and socio-economic characteristics. Chapter five explains the research methodology, which was followed in this study by discussing the research paradigm which is post-positivism and the research design which is mixed methods research. The chapter also discusses the data collection and analysis procedures. Chapter six explores how the local community understand CT and its potential in leading to LED. Chapter seven examines the perspectives of business owners, tourism operators and LED officers on the potential of community tourism in LED. The major findings of chapter six and seven is that there is a potential that CT could lead to LED. Chapter eight proposes a CT development management model which can be utilised to ensure the successful implementation of CT leading to LED. The main proposition of this model is the provision of education and training and awareness around CT and LED as well as the provision of social and physical infrastructure to the community of Umzumbe Local Municipality so that CT could take off leading to LED. Chapter nine summarises the whole study and also suggests recommendations. The chapter makes the point that there are tourism resources in Umzumbe Local Municipality. These provide the potential and starting point for the development of CT, which can then lead to LED, if there is proper education and training and the provision of supportive infrastructures.

1.11 Chapter summary

This chapter introduced the whole thesis. It did so by explaining the notions of community tourism (CT) and local economic development (LED) and their application to this research. The chapter also discussed the problem statement and outlined the aim, objectives and research questions of the study. Further, the chapter explained the purpose of the study and its contribution to the discipline of Development Studies. The next chapter discusses the theoretical frameworks which underpin this research.

CHAPTER TWO: THEORETICAL FRAMEWORKS

2.1 Introduction

The previous chapter discussed the background of the study. This chapter discusses the theoretical framework that underpins the study. A theoretical framework deals with connected concepts used to structure and understand the phenomenon of investigation (Lecompte & Preissle, 1993). In addition, a theoretical framework justifies the study (Caliendo & Kyle, 1996; Radhakrishna, Yoder & Ewing, 2007). Furthermore, a theoretical framework intends to shift the study away from the realm of description into the realm of analysis and explanation. Since the study is about community tourism and LED, critically unpacking the concept of community and LED will help in the understanding of community tourism. Therefore, the section that follows below interrogates this concept (community). After having discussed the concept of community, the study proceeds to explore the concept of community tourism. Thereafter, the participatory theory will follow. The understanding of the community and participatory theory will assist to better grasp the phenomenon of community tourism.

2.2 Theorising the community

It is important to unpack the concept of a community as it underpins community tourism which is what the study is about. What is notable about the concept of community is that it is a debatable concept (Theodori, 2007; Green and Haines, 2008; Matarrita-Cascante and Brennan, 2012), and the debate revolves around whether or not the term community refers to a number of people sharing similar concerns and interactions. However, there is consensus that the concept of community refers to a system of complex relationships (Granovetter, 1973; Wellman, 1999). Furthermore, the community concept refers to social management of norms, such as standard of behaviour. These norms include mutual values and any views or ideas necessary for the sustenance of the community. Community can be explained as the "sum total of how, why, when, under what conditions, and with what consequences people bond together" (Kempers, 2001: 8). Hence, a community can be described in terms of the systems of people connected together by solidarity, communal identity and fixed

standards even if people are not residing in a locality (Bardshaw, 2008). On the basis of this, important qualities that define a community are solidarity which suggest communal characteristic, fixed standards and beliefs (Hillary, 1955; Bhattacharyya, 2004).

In addition, a community can also be described as a large number of people with various features who are connected by social bonds, sharing similar viewpoints, and having collective action in a geographical locality (MacQueen *et al.*, 2001). This means that a community has mutual standards, beliefs and certain characteristics or aspects of culture. Therefore, a community involves social management, mutual beliefs including things necessary for keeping a community in a good situation (MacQueen *et al.*, 2001). There are definitions that understand the concept of community to refer to a wider surrounding based on social field. The concept of community consists of various ideas in the literature of the scientific study of nature, development in society and social behaviour (Fischer, 1976).

However, on this statement, two commonly utilised definitions of a community view it as a number of people possessing common features. The first definition explains features of inhabitants living in the same area; the second is a circumstance of endless social connections for the group members (Gus field, 1975; Friedman, *et al.*, 1993). Frameworks which are normally utilised when conceptualising community are human ecology, systems theory and field theory (Acharya *et al.*, 2007; Kane, 2010; Matarrita-Cascante & Brennan, 2012). These are summarised in Figure 2.2.1 below and are discussed more fully in the following sections, starting with human ecology.

2.2.1 The human ecology theory

Human ecology grew during the mid-20th century and it was based on the concept of plant and animal ecology (Green & Haines, 2008). Human ecology conceptualises human beings and their environment as a system (Dyball & Newell, 2014). This concept further describes a community as constituted by organised relations through which people who live within one small area come together on a daily basis to discuss their needs (Goreham *et al.*, 2009; Walzer, 2010; El-Jardali *et al.*, 2014). This perspective is interested in community organisation as something consisting of a system by means of which the populace arranges itself for maintaining its livelihood in a specific place (Kelly & Caputo, 2006; Richards & Dalbey, 2006; Tabbush, 2010). The

focus of human ecology is mostly on people and how they live together in communities. The living together enables communities to change when necessary in order to deal with different situations and attain their aims (Marfo, 2008; Kemp, 2010).

Human ecology further states that individuals and organisations depend upon one another in a community setting. This includes the manner in which they have a relationship with the physical environment in which people and things exist (Twemlow & Hough, 2004; Aldridge, 2014). Human ecology provides knowledge on the way people and their physical environment are related to each other (Kuhn, 2014; Wu, 2014). The idea of community consists of a number of stakeholders sharing similar characteristics and benefits (Norris *et al.*, 2008; Sherrieb *et al.*, 2010; Mulligan *et al.*, 2016). The above discussion has shown that human ecology deals with the relationship between humans and environment. The next section discusses systems theory.

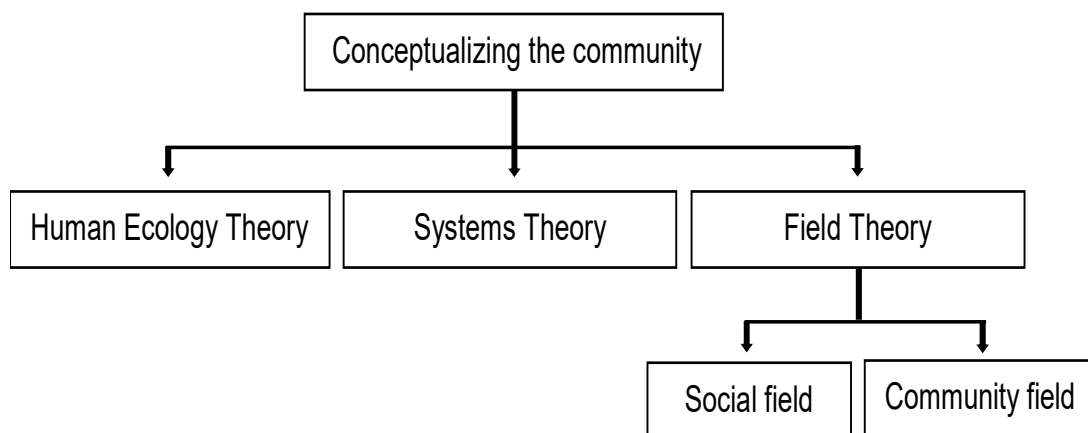


Figure 2.2.1 Theorising a community (Matarrita-Cascante & Brennan, 2012)

2.2.2 The systems theory

The systems theory explains a community in terms of the coming together of social groups of people working or living together for a specific purpose with a set of ideas in order to carry on with key societal work (Geoghegan & Powell, 2009; Matarrita-Cascante & Brennan, 2012). This conceptualization further explains community in the manner that in order for the community to operate efficiently, all the parts have to work properly in order to produce the intended results. This viewpoint regards a community

as a social system that is well-structured socially, and guided by imperatives that connect two or more people or units of people (Matarrita-Cascante & Brennan, 2012).

The systems theory further postulates that effective community is composed of interdependent parts that share accountability for identifying and addressing challenges which improves its welfare. In order to effectively resolve the difficulties of a community, there is a need for different groups to work in collaboration. Therefore, it is necessary to bring together resources from all parts of the community to work together efficiently (Sutherland, 2013). Further, this theory maintains that what defines a community is the ability to plan, function, and communicate within a social unit. In terms of a systems viewpoint, partnership is an important element if there has to be development in a community (Kruse *et al.*, 2017).

Even though the concept of community suggests agreement, this concept concedes that there are situations of disagreement in a community. This happens where there is lack of feelings of trust, sharing opinions and obligations in a truthful situation (Patel *et al.*, 2017). Disagreements in a community show that a true community is basically political. Finally, in terms of systems theory, a community could be explained as setting standards or rules of behaviour (Bates & Bacon, 1972; Greenberg, 1974; Poplin, 1979). Systems theory describes the term 'community' as a social complex network whose maintainability relies on the capability of its group of people to communicate in a manner that maintains state of mind and balance emotions (Poplin, 1979). Finally, the systems theory shows that communities can share their views and benefits with an intention of addressing their needs; thus develop themselves.

2.2.3 Field theory

The third theory that explains a community is the field theory. The field theory explains a community in terms of communication. Field theory suggests social communication as an essential characteristic of community (Kaufman, 1959; Wilkinson, 1991). On the basis of this, the survival of a community, organisation, and operation is made feasible by means of social connections. This social communication involves the degree and the associations between the dissimilar stakeholders in a geographical place. Furthermore, the field theory is concerned with the emergent dynamics of unbounded whole, which are termed fields (Lewin, 1951; Kaufman; 1959; Fagan,

1964; Yinger, 1965). A field is defined as the totality of coexisting facts which are conceived of as mutually interdependent (Lewin, 1951). In its literal sense, “unbounded” means without boundaries. Field theory assumes that both order and disarray, both “system” and “turbulence” are essential characteristics for reality (Turney-High, 1968). There are two components of field theory, namely, social field and community field, which are discussed below.

2.2.3.1 Social field

A social field refers to groups, organisations, communities and other forms of social organisation, for example, universities. Further, a social field is a “process of interaction through time, with direction toward some more or less distinctive outcome and with constantly changing elements and structure” (Wilkinson, 1970: 317). The main components are behavioural roles of actors as these are more or less tenuously organised through time relative to one another and relative to the collective interests being pursued. Among the social fields in a given locality are some which are locality oriented, meaning that the principal actors and beneficiaries are local residents. The goal of action represents interests of local residents, and the action is public as opposed to private in that beneficiaries include persons in addition to actors.

2.2.3.2 Community fields

Whereas the social field aspect of the field theory focusses on the interaction and outcomes, the community fields aspect relates to local-oriented social fields through which actions expressing a broad range of local interest are coordinated. The community field emerges from the institutional-interests’ fields and acts upon them (Kaufman, 1959; Green & Moyo, 1953; Sutton & Kolaja, 1960). The essential process of the community field is that of generalisation across interest lines. It is through the community field that comprehensive community “empowerment” efforts are conducted. Therefore, the programme resources, aims and group events are coordinated and mustered in community field (Lewin, 1947).

Therefore, based on these theories, community can be described as an area consisting of people living in a geographical place. The humans as resources need to survive and also to develop. This also includes the series of events where different people participate in order to share and interchange resources in order to satisfy their domestic needs (Matarrita-Cascante & Brennan, 2012). It has been essential to

conceptualise the community concept because the study presupposes existence of a community. The following section proceeds to explore the concept of community tourism.

2.3 Conceptualising community tourism

There are different interpretations of community tourism (Boonratana, 2010; Mayaka *et al.*, 2012; Mgonja *et al.*, 2015) and no consensus has been reached on the definition of the concept of CT (Trejos & Chiang, 2009). Nonetheless, the commonly used definitions are the following: the first interpretation understands community tourism (CT) as a form of tourism which consists of independent stakeholders who undertake collective decisions with an aim of planning tourism development (Zapata *et al.*, 2011; Giampiccoli *et al.*, 2015). The second interpretation views CT as tourism that accumulates local benefits, capacitates and empower local residents in order to accomplish local economic growth (Tolkach & King, 2015; Canalejo *et al.*, 2015). The third interpretation perceives CT as a management model consisting of five components, namely, (a) community empowerment, (b) community involvement, (c) ownership, (d) enablement, and (e) equitable distribution of benefits amongst the locals to generate economy for local residents (Moscardo, 2008; Butcher, 2012; Ernawati *et al.*, 2017). The fourth interpretation considers CT as a different form of tourism that utilises local cultural resources and scenery for attracting tourists.

This interpretation adds that CT also encourages communities' participation, improvement of historical heritage sites and natural resources as tourism products (Giampiccoli & Nauright, 2010; Giampiccoli *et al.*, 2015). Further, CT promotes the conservation of natural environment, societal sustainability of culture in the course of development and functioning of the undertaking (Telfer & Sharpley, 2008; Singh, 2012; Mearns, 2012; Giampiccoli & Kalis, 2012; Giampiccoli *et al.*, 2015; Ernawati *et al.*, 2017). The CT should be completely controlled and managed by local communities (Manyara & Jones, 2007; Giampiccoli & Nauright, 2010; Mtapuria & Giampiccoli, 2013).

What is common in the above definitions is that they mostly concur as they mention participation, capacitation, empowerment, cultural resources, ownership, natural environment and distribution of benefits amongst local community members. Based on what has been posited by different scholars, the definition of CT can be a series of

events which deals with the utilization of local resources such as scenery, cultural activities, traditional heritage sites, participation, capacitation and empowerment of local communities as a framework for generating more economical benefits for local residents. The local residents should take full control, management and ownership of their projects (Leksakundilok & Hirsch, 2008; Iorio & Wall, 2012; Mtapuria & Giampiccoli, 2013; Amir *et al.*, 2015; Yoopetch, 2015). This is the understanding of CT which guides this study that assesses the potential of CT in triggering LED. That is, if the community of Umzumbe Local Municipality controlled and owned community tourism, could that lead to LED? This is an important question to raise because community involvement is essential to ensure empowerment of locals and inspire community members to become self-assured (Mugenda, 2009; Mugenda *et al.*, 2013), which are important dimensions of LED.

2.3.1 Understanding Local Economic Development and its role

LED has been defined in many ways by practitioners and academics alike, but in order to understand LED concept, it is important to look at the following definitions. LED is 'a process with which local governments or community-based organisations engage to stimulate or maintain business activity and /or employment' (Blakely, 1994: 9; Nel, 2001: 1). It is 'a process in which local government and/or community-based groups manage their existing resources and enter into partnership arrangements with the private sector, or with each other to create new jobs and stimulate economic activity in an economic area' (Zaaijer & Sara, 1993: 129).

It could be argued that the primary purpose of local economic development (LED) is to build and strengthen the economic capacity of a local area in order to improve its economic future and the quality of life of all its citizens. A thorough understanding of the purpose, principles and practices of LED can position local communities to be able to improve their way of life, create new economic opportunities, and fight unemployment and poverty. The principal goal of LED 'is to stimulate local employment opportunities in sectors that improve the standard of living of the community, using existing human, natural and institutional resources' (Blakely, 1994: 9; Nel, 2001: 1).

2.4 Theories of local economic development

There are many theories of local economic development but this study utilises two theories and these are learning regions and innovative backgrounds and competitive advantage models.

2.4.1 Learning regions and innovative backgrounds

The terms 'learning regions' (Lundvall, 1992; Asheim, 1997; Maskell *et al.*, 1998; Blakely & Leigh, 2013; Lundvall, 2016) and 'innovative milieus' (Maillat & Lecoq, 1992; & Maillat, 1995; 1996; Rowe, 2009) describe or explain methods that can be used for specific areas to generate new economic activities that are firmer and more beneficial than the local systems involving economic activities which are unfair (Asheim, 1997; Malmberg & Sölvell, 1997; Sternberg, 1996; Rogerson & Rogerson, 2010). "An innovative milieu is a segment of territory that is characterized by certain coherence based on common behavioural practices as well as 'technical cultures' as a way to develop, store and disseminate knowledge, technical know-how, norms and values linked to a certain type of economic activity" (Malmberg & Sölvell, 1997: 11).

Such backgrounds have four fundamental features: (i) a group of performers (companies and organisations) that are largely independent in making decisions and strategising; (ii) a precise set of things that are needed to do an activity and organisational group of people who form part of a larger group or society combining firms, infrastructure, information or knowing about a particular fact or situation; the knowledge and experience of people in charge, and lawful frameworks; (iii) communication amongst performers developed through working together, and (iv) the self-controlling way in which members of a group behave and react to each other results to learning.

Vicinities and resident members are, in these concepts, the environment simplifying the gradual development of organisations, shared language, strong social connections, standards, and beliefs, which all supplement the processes of gradually increased learning (Morgan, 1996). These are the vicinities of meaningful sectoral specialisation, and specialise not so much as involving the most modern technology but as in using the most modern methods (Maskell *et al.*, 1998; Maskell & Malmberg, 1999; Polenske, 2004). Central to the triumph of these specialised backgrounds are long-lasting manufacturer and purchaser connections, communication done many

times and experience of giving and receiving information (knowledge with the quality of being able to flow), and trial-and-error challenge resolving (Leborgne & Lipietz, 1992; Rogerson, 2014; Malizia, Feser, Renski & Drucker, 2020).

Most importantly, what is suggested in this strategy for economic growth is the ability of social relationships of companies to generate business by means of learning (Cox, 1995; Braczyk *et al.*, 1998; Maskell *et al.*, 1998; Mensah, Bawole, Ahenkan & Azunu, 2019). Mixing with the local combination of companies, these characteristics of local economy promote place-based education, the continuous introduction of new ideas or activities, and the continuous improvement of people and strengthening ideas for local competitive economic advantage. The relevance of learning regions and innovative backgrounds theories to this study is that they will assist is illuminating what can be done in Umzumbe Local Municipality in terms of education and learning so that the community could engage in community tourism and generate innovative ideas and businesses and thus lead to LED.

2.4.2 Competitive advantage

The competitive advantage model is an understanding of the processes functioning in the global political economic physical condition that gives regions, places, as well as countries advantages to be more successful than others (Porters, 1990; 1998; Ray, Barney & Muhanna, 2004). Competitive triumph as well as local economic growth in this model is deemed to depend on series of events that come together to improve production, with "location affecting competitive advantage through its influence on productivity and especially on productivity growth" (Porter, 1998: 209; Rowe & McLaren, 2017). This strategy concentrates on several things that influence local conditions while positioning the organisational, political, as well as cultural parts of the profitable physical surroundings. Influential situations are perceived more widely than just physical resources; they are also understood as human resources, information resources, capital resources, and infrastructure which can lead to a particular area specialising in particular economic activities (Porter, 1998; Wang, 2014).

Specialisation is acknowledged as something from where the potential competitive advantage emanated. Additional ideas on changeable production, using new environmental ideas, and education regions, the competitive advantage offered by connected people and backing firms acknowledges the outside commercial markets

offered by a group of things put together in no particular order as well as the smaller noticeable benefits of 'locational integration' regarding experience, education, technology, and introduction of new ideas. However, by acknowledging that industry approach, structure as well as competition can generate regional competitive advantage (Porter, 1998; Greve, 2009).

According to Porter (1998), Luger (2009) and Porter (2015), most contemporary studies of 'clustering' report that productivity in an area can be improved agreeing to the competitive advantage model by (i) domestic specialisation which provides decreased deal expenses in gathering knowledge and ideas as well as human resources; (ii) the power of domestic demand which provides benefits in interregional exchange of goods; (iii) greater accessibility of knowledge; (iv) having two different things or people which, when combined become useful among industries that are generated from domestic or localised combination of firms so as to work together; (v) organisational assistance or back up, by both government and private sector, turning costly ideas into community as well quasi-community belongings, and (vi) having leaders who can identify local opportunities.

Therefore, it is the social capital that these processes generate that has the potential to set-off or cause productivity growth in the commercial cluster. In the case of Umzumbe Local Municipality, it is the competitive advantage model. Theory was used to understand if the study area has a competitive advantage. The question which raises and will be addressed in the analysis chapters is whether or not Umzumbe Local municipality has the natural, created as well as qualifying and implying determinants and what can and needs to be done so as to trigger LED.

2.5 The participatory theory

This section is organised in the following manner: description of the participatory theory, analysis of the importance of participatory theory, description of Pretty's (1995) typology of participation and an analysis of participation and community tourism and LED. These subsections are summarised in Figure 2.5.1 below and are discussed more fully in the following sections, starting with the description of participatory theory. Participatory theory is grounded in two aspects and these are, description of participatory approach and the importance of participatory approach (Chambers, 2008; Mohan, 2008).

2.5.1 Description of participatory approach

The description of participatory theory includes, firstly, the use of ideas and skills with somebody else; secondly, acknowledging and including a range of several viewpoints. Thirdly, it includes functioning as a group on workable functions; fourthly, the utilisation of imagination and logical methods / instruments, thoughts and performance. Fifthly, it includes an unrestricted resourceful educational process; sixthly, the advancement of mutual interpretation and combined owned ideas, and seventhly, the ability for thinking carefully about something and evaluating own progress (Hall & Matos, 2010; Kim & Lee, 2012). Participatory approach is an important mechanism of attaining successful results for development. It has been developed with an intention of ensuring that development is nearer to community members (Chambers, 2015). In addition, involvement is unlimited to a special societal field but is included in every societal field. For example, participatory process can be found in any political situation and economical fields. Since the above discussion has described participatory theory, the following discussion explores the importance of participatory approach.

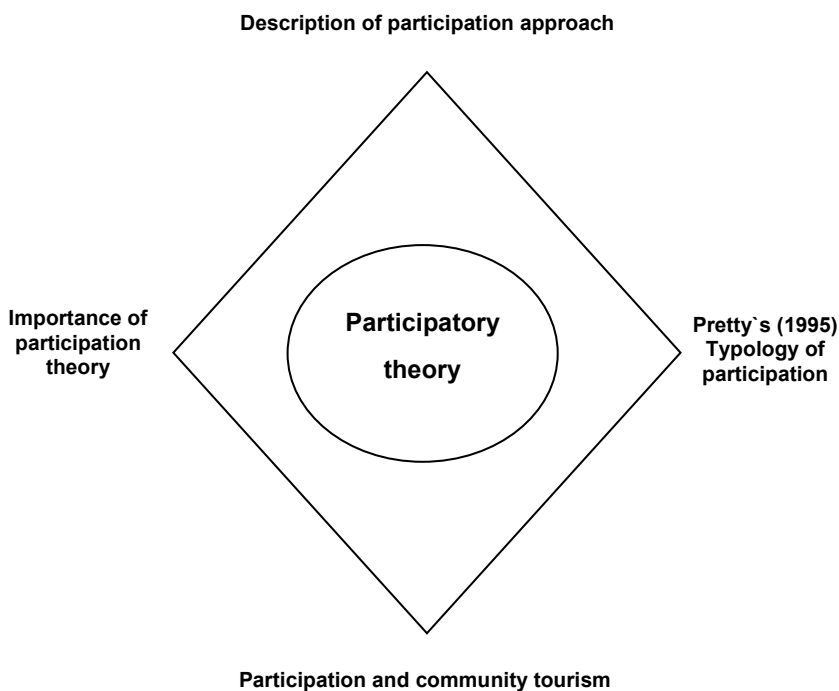


Figure: 2.5.1 Participatory theory framework

2.5.2 The importance of participatory theory

The beginning of participation in development originated from criticisms of old-fashioned top-down approaches (Potter, 2008; MacPherson, 2013; Desai & Potter, 2013; Lafont, 2015). The idea is that the old-fashioned top-down approach has, firstly, a propensity for positivism (Chambers, 1997, 2012; Bradbury, 2015). According to Enns *et al.* (2014:10), it is Chambers (2008) who is the main proponent of participatory development steps.

However, other scholars suggest that participation originated from the inability of government systems to deal with change in corruption. Further, participation resulted from the incapability of private markets to address the injustice of monopoly authority exposing the deprived communities to exploitation (Chambers, 1994; Brett, 2003). Therefore, participatory programs, methods and principles are considered to be a reaction to these challenges. The participatory approach has played an important role in penury reduction and ensured that locals form part of decision making processes in controlling and managing local projects. Initially, participatory theory was not recognised. As from the 1970s, the participatory approach started to be supported publicly. This led to a situation where communities were able to access information and networks.

The funders of development programmes are of the view that the participatory approach is the key element for development programs (Butler & Adamowski, 2015; Norris, 2017). Hence, the involvement of community members in the decision making processes has countless advantages which are important for the development of policy resolutions. However, more time is required to facilitate and support participants throughout the whole process. Participation is always observed as the key aspect in advancement programs because it increases production of intended results. It also improves quality of running projects with no waste of resources by means of utilising local knowledge (van der Zee & Vanneste, 2015).

Furthermore, participation generates employment opportunities and local residents' assets optimised and this would lead to locals becoming owners of a project. Community participation encourages independence and reduction of penury (Hall *et al.*, 2010; Setälä, 2014). The development experts are of the view that an increase of participation among residents may lead to development program's sustainability

(Peredo & Chrisman, 2006; WTO, 2010; Fageha & Aibinu, 2013). This understanding is important in this research because it provides a context for the researcher to engage with the first and second objectives of this study which examine the community tourism resources in Umzumbe Local Municipality and evaluate the potential of community tourism in creating job opportunities and small scale businesses among other indices of measuring LED in the Umzumbe Local Municipality.

2.5.3 Participation and community tourism

CT promotes community participation and seeks to deliver wider community benefits. Recognition of the need for community participation in managing natural and cultural resources makes community participation in CT an increasingly important aspect of its sustainability (Hibbard & Lurie, 2000; Mitchell & Reid, 2001). Rozemeijer's (2001) definition of CT also suggests that community participation and ownership are key issues in CT. In this regard, it is important to understand how this participation ought to occur; hence, the next section explores Pretty's (1995) typology of participation.

2.5.4 Pretty's (1995) typology of participation

There are seven types of participation that could be utilised by development designers to form an idea of community involvement (Pretty, 1995). These are, token participation, passive participation, participation by consultation, participation for material incentives, functional participation, interactive participation, and self-mobilisation.

2.5.4.1 Token participation

Involvement here is absolutely something used to make people believe something that is not true. Here, those acting on behalf of others are not voted/chosen accordingly and they are powerless.

2.5.4.2 Passive participation

In this type of participation, community members are instructed to partake on what the authorities have ruled or previously done. This participation includes giving of information to the public by one member without the agreement by all stakeholders, and community comments are not considered. In this case, the division of knowledge forms part of outsiders who are competent people.

2.5.4.3. Participation by consultation

In this type of involvement, stakeholders are involved by means of consultation or to answer questions. The process does not admit that any division in decision-making, and competent people are not obliged to consider and forward community opinions to high authorities.

2.5.4.4. Participation for material incentives

Community members become involved by giving or helping with resources. Such resources are labour which is given back by food, money or any important thing needed for encouragement. For example, people with farms offer land and people avail themselves for work, but at the same time participate in the process of either experimenting or the activity of education. This participation is observed as an involvement, where communities possess no share in extending technologies or expected way of doing things in an organisation when encouragement is finished.

2.5.4.5. Functional participation

Involvement observed by outside organisations as a manner of attaining initiative aims, precisely decrease expenses. The community may be involved by generating groups in order to meet objectives which were decided in advance associated to the initiative. This participation may involve people working together and have an influence on one another and include mutual decision-making. However, this participation happens when the main decisions have been completed by people acting on behalf of outsiders. What is bad is that the locals may even then be included to work or fulfil outsider's aims.

2.5.4.6. Interactive participation

The community becomes involved in combined examination, improvement of steps to be taken, formulation and making strong the local organisations that has a particular purpose. Involvement is observed as correct according to law, and should not just be taken as a way of attaining projects aims. This process includes different areas of knowledge or study a set of methods and principles utilised to perform a particular activity. Participation here is utilised for planning education processes to attain a particular result. When a number of people assume regulating and managing local decisions and establish how accessible resources are utilised, they can share in preserving organisations.

2.5.4.7. Self-mobilisation

The community becomes involved by conducting projects self-governing of outside organisations to transform the injustice rules or people that control an organisation. In this type of involvement, people start communicating or meeting outside the organisation looking for resources. They also require practical opinions and suggestions, but maintain the management and regulation of how resources should be utilised. Self-mobilization can be well known by a large number of people if states and non-governmental organisations (NGOs) could offer a structure of empowerment encouragement system. People who are able to assemble themselves may or may not contest delivering large amounts of information and authority.

Although Pretty's (1995) typology of participation has been criticised for being too simplistic (see e.g. Dalal Clayton & Bass, 2006; Rahnema, 2010; Farrington, 2010; Teamey & Hinton, 2014), it nevertheless provides one with an understanding of how the community of Umzumbe need to organise and participate in CT for it to lead to LED. This provides a foundation on which to address the third and fourth objectives of this research which analyse how community tourism could be effectively implemented in the Umzumbe Local Municipality and propose a development management model of community tourism leading to LED in the Umzumbe Local Municipality, respectively.

2.5.5 Chapter summary

This chapter has explained the concept of community and also conceptualised community tourism. The chapter has also discussed the theories which underpin this study. The importance of the discussions in this chapter is that they suggest that in Umzumbe Local Municipality, there is a community and if this community worked together or participated in CT, it would be possible for LED to occur. These are issues which are discussed in-depth in the analysis chapters (Chapters, 6, 7 and 8). The next chapter discusses the literature review.

CHAPTER THREE: LITERATURE REVIEW

3.1 Introduction

The previous chapter discussed the theoretical framework of the study. This chapter focuses on literature review which supports the study and responds to the objectives. As such, the next section provides an overview of community tourism and local economic development starting from the global context and then narrowing down to South Africa and the study area.

3.2 The global context of community tourism and local economic development

The development of community tourism (CT) can be traced back to the 1950s and 1970s (Mitchell & Muckosy, 2008; Zapata *et al.*, 2011; Giampiccoli & Mtapuri, 2012; Karim *et al.*, 2012), when it emerged as a response to mass tourism (Giampiccoli & Mtapuri, 2012; Lucchetti & Font, 2013; Tolkach, King & Pearlman, 2013). Mass tourism is a type of tourism consisting of a large number of people visiting similar resorts frequently and at the same period annually (Kuvan, 2010). Conventional tourism (mass tourism) had problems with cultural activities and traditional heritage. The people who owned mass tourism were outsiders and led to an increase in leakages of finances and resources taken away from local residents. Therefore, mass tourism was heavily criticised. The disapproval of mass tourism in the 1970s led to the creation of CT as a substitute form of tourism in 1980s. CT was known for being a maintainable tourism from a social viewpoint. The creation of CT has been a mechanism for responding to the adverse effects of mass tourism in emerging nations (Kuvan, 2010; López-Guzmán *et al.*, 2011; Le *et al.*, 2012; Lukhele & Mearns, 2013; Giampiccoli *et al.*, 2015; Jugmohan *et al.*, 2016).

Since the disapproval of mass tourism, countries like Canada have used CT as a tool for conservation, community development, poverty alleviation and local economic development (Goodwin, 2006; George *et al.*, 2007). Some scholars (Kinga & Pearlman, 2009), actually assert that Canada was the first state to implement CT as a community development method. In other words, the utilisation of CT as a strategy for poverty alleviation was initiated from Canada's Northwest Territories (Northwest Territories [NWT], 1983; King & Pearlman, 2009). In other parts of the world, CT is utilised to achieve similar goals. A case in point is Thailand, where CT is implemented by the state so as to achieve local economic development and environmental

sustainability in areas where tourism resources are located (Guo, & Huang, 2010; Ministry of tourism & sports, 2011; Sin & Minca, 2014; Tourism Authority of Thailand, 2016; Chen, Li & Li, 2017). In addition, CT in Thailand encourages the participation of communities located at or near the tourism resources so as to improve their welfare (World Commission and Development, 1987; Hatton, 1999; Pookaiyaudan, 2013; Kuivalainen, 2013). This ensures that community members are trained in CT and the principles of sustainable tourism advancement (O'Nel, 2008; Pookaiyaudan, 2012; Gabito, 2013).

In countries such as Timor-Leste, CT has been used by the government in partnership with non-governmental organisation (NGOs) as a method of local economic development as well as empowering local people to manage community development. An example of this involved the investment of earnings from CT to build a local nursery school and library programs as a way of displaying benefits of CT to locals in the small island of Aturo (Pedi, 2007; Tolkach & King, 2015). In the context of Costa Rica, the implementation of CT showed it did not include the shared possession of local residents; instead, it consisted of shared possession of a large number of locals planned in an official organization. The results further showed that CT may have small-size useful effects on local economies (Trejos & Chiang, 2009; Santos & Manzano, 2014). In addition, CT generated economic connections in the local residents which were intermittent and having many different forms. In addition, the connections involving agriculture were badly impacted by large size and varying seasons, which led to leakages out of the locals. The government of Costa Rica works with NGOs to support CT development and its sustainability (Trejos & Chiang, 2009; Santos & Manzano, 2014).

In the Philippines, about 26 million out of 100 million (26.3% Filipinos) people are living in extreme poverty (Magtulis & Regalado, 2016; Briones, Yusay & Valdez, 2017). This led to about half of the population to reside in rural areas. These people are natives and they have no land to practice farming and they are also fisherman who lead poor lifestyle. However, due to the fact that their rural areas is blessed with natural resources, Philippines are able to sustain their economy by means of tourism development. This has led to local economic development in terms of employment creation in rural areas (Guzman, 2011; Lorio & Corsale, 2013; Holladay & Powell,

2013; Hechanova *et al.*, 2014). In Agua Blanca in Ecuador, CT has been implemented by the state so as to achieve local economic development.

The emphasis has been that CT should occur without destroying the environment (Ruiz-Ballesteros, 2011; Tolkach & King, 2015). In Agua Blanca, local communities are empowered to own and advance their businesses, conserve nature and cultural resources (Hiwasaki, 2006; Lagman, 2008; Santos & Manzano, 2014). In Africa, there are many countries that have utilised CT as a local economic development tool. For example, the Namibian State openly considers CT as a main sector that has a huge input to poverty reduction. The Namibian State on White Paper on Tourism (1999) publicly announced that the participation of local residents in the tourism process and implementation should be prioritized.

Further, the Zambian policy/law of 1955, dealing with promotion of CT, encouraged the creation of opportunities in order to accommodate local rural residents. These local residents including informal industries are encouraged to take part in the tourism sector, especially on a day-to-day operation of the business. According to the Zambian government, for a livelihood through CT to be maintained or continued, it should manage and deal successfully with stress, shocks and control or improve abilities and valuables without destroying natural resources base (NPC, 1998; Reggers, Grabowski, Wearing, Chatterton & Schweinsberg, 2016).

In Tanzania, CT is dealt with under cultural tourism program (CTPs) (United Nations World Tourism Organisation (UNWTO), 2003; Mgonja, Sirima, Backman & Backman, 2015). In the context of Tanzania, cultural tourism makes use of CT as a method which involves local community in planning and demonstrating aspect of life to visitors (URT, 2010). Nonetheless, CT is an important initiative which is highly encouraged in tourism discussions. It also provides a reasonable contribution to residents' advancement as well as in poverty alleviation (Manyara & Jones, 2007; Mgonja *et al.*, 2015).

In South Africa, CT is utilised as a local economic development instrument. For example, CT provides both opportunities and difficulties in pursuit for complete resident's advancement (Mtapuri, & Giampiccoli, 2016; Jugmohan, 2015; Jugmohan, Spencer, & Steyn, 2016). The gradual advancement of CT programs can be seen in dissimilar patterns (Hasan & Islam, 2015; Mtapuri, & Giampiccoli, 2016). It can be developed inside or exterior of the local residents by private, public or

nongovernmental (NGO) sectors. Further, these entities work together following a top-down or bottom-up methods. In the South African context, marginalised community members are regarded as champions of CT advancement from a social fairness viewpoint (Jealous, 1998). It is within this context that this study assesses whether the phenomenon of CT can be utilised as a strategy for local economic development in Umzumbe Local Municipality.

3.3 Community tourism resources

3.3.1 Tourism resources

Natural tourism resources are those resources that are natural and involve flora and fauna (Crouch & Ritchie, 1999). Tourism destination attraction is formed by natural or endowed resources. Basically, tourism attractions are dependent on the natural heritage resources for destinations to be attractive. As a result, comparative benefit of a tourism destination is reliant on its natural heritage resources (Van der Aa *et al.*, 2004; Li *et al.*, 2008; Su & Wall, 2014). Furthermore, resources generated by people such as culture, remarkable structures, places of worship, historic buildings, and cathedrals are essential tourism resources (Nelson, 2009). These are manmade resources.

According to Goeldner and Ritchie (2009) and Hamilton and Morgan (2010), purpose-built amusement attractions are specifically made for tourist attraction (for example, casinos and theme parks). The success for tourism is also dependent on human beings as an essential resource. The core of destination consists of created and natural resources (Keyser, 2009; Goeldner & Ritchie, 2009; Tsai *et al.*, 2016). Furthermore, over and above core resources are qualifying and amplifying determinants. These are described as 'factors that determine the level of competitiveness of a destination and its tourism industry, filtering, moderating, or intensifying the impact of destination endowed and created resources' (Keyser, 2009: 127).

Qualifying and amplifying determining factors have a secondary effect by indicating the measure of achievable success whereas destination core resources are determining factors that characterise destination competitiveness. Moreover, qualifying and amplifying determining factors lessen or intensify destination competitiveness. The endowed and created resources of a destination are

contextualised economically, demographically, environmentally and politically (South African Tourism, 2007; World Economic Forum, 2008; Keyser, 2009).

Eight qualifying and amplifying determining factors are (a) situational conditions, (b) safety and security, (c) cost competitiveness and value, (d) accessibility, (e) general infrastructure, (f) destination service and quality, (g) facilitating resources and interdependence (Dwyer & Kim, 2005; Keyser, 2009). Below is a discussion of the eight groups, beginning with situational conditions.

3.4 Situational conditions

Factors and forces that are immediate to the external environment of tourism sector's destination are situational conditions. Although these forces and factors are not inside the tourism sector, they are not outside the destination. What is necessary is that situational conditions are the features of the natural condition in which the tourism industry is situated (Cracolici & Nijkamp, 2009; Dwyer *et al.*, 2011). Thus, situational conditions vary from when linked to macro-environmental aspects. Situational conditions may hamper strategic alternatives of destination managers and cannot be guided by destination management action (Tribe, 1999; Ritchie & Crouch, 2003; Simpson, 2008). The following are the situational conditions:

3.4.1 Political

Behaviour and market perceptions towards a destination can be determined by political stability, government policy, or foreign policy on matters such as human rights and democratic elections. According to the White Paper on Development and Promotion of Tourism in the Northern Cape (NCPG, 2005), the role of marketing a destination can be played by understanding tourists' perception of a destination. A destination's image is important in distinguishing it from other destinations in a competitive market (Yilmaz, Yilmaz, Dçigen, Ekin & Utku, 2009). It is imperative to understand how customers gain knowledge for advertising and managing decisions. In fact, this is especially the case for products such as services, travel and tourism (Molina, Gomez & Martín-Consuegra, 2010).

Therefore, outside information sources are utilised by tourists in order to choose for a destination. Nevertheless, in order for a destination to be distinguished from its competitors, it is important that its controlling team should have correlative perception

(Zouni & Kouremenos, 2008) and image (Moutinho, 2000) of quality, as customers do. The construction of image is strong-minded by the qualities offered by a destination and by the exposure of information tourists obtain about a destination (Molina *et al.*, 2010). As a result, achieving political change can open the nation's tourism possibilities to the world. Stability in politics is necessary for tourists to be attracted to a destination (World Economic Forum, 2013). Therefore, if the government is weak in its functions and puts limits to control people's freedom, that will damage the image of a destination (Tassiopoulos, 2011; Ramankumba & Ferreira, 2015). Citizens are dependent on the state to make prudent decisions that ensure accepted standard of living especially in disadvantaged populations where there are restricted alternatives for the poor (Lagi, Bertrand & Bar-Yam, 2011).

3.4.2 Social

How citizens perceive tourism and their attitude towards tourists have an effect on how fast the destination develops and how tourists experience the destination (Keyser, 2009). In addition, the economic tourism effect is mostly seen by citizens, positively as a strategy for job creation, increase domestic economy, grow investments and diversify the economy (Liu & Var 1986; Dietrich & Garcia-Buades, 2008; Vargas-Sánchez, de los Ángeles Plaza-Mejía & Porrás-Bueno, 2009), and also advance domestic and government tax revenues, supplement earnings, and improve quality of life (Huh & Vogt 2008). On the contrary, residents appear to see the rise in the living expenses, that is, increase of prices of services and goods and unequally distributed economic benefits (Andereck & Vogt, 2000; Andriotis, 2005). People's attitudes and perceptions are responsible for how they respond to the attempts by the government to grow the sector of tourism and proposals by private sector to develop tourism and tourists that visit their communities.

3.4.3 Technological

The unavailability, the use, and level of technology and infrastructure in a destination would determine how tourists experience the destination and how efficient is the business of tourism (Buhalis, 2000; Raymond 2001; Buhalis & Deimezi, 2004). 'Technological change can, inter alia, create new markets, change relative cost barriers between businesses, create shortages in technical skills, result in changing values and expectations of employees, managers, customers, and create new competitive advantages' (Dwyer & Kim, 2005: 396; Keyser, 2009). In other words,

changes in technology can, among other things, bring new markets, decrease costs among businesses, cause shortages in technical skills and bring new advantages in competition.

3.4.4 Organisational and administrative

According to Keyser (2009), the organisational advancement level, organisational assets and abilities, and efficiencies in administration can affect tourists in different ways. The part played and extent of participation of the state in the tourism industry is determined by the macro-economic and political situations which are recognised as pivotal (Elliott, 1997; Göymen, 2000). For instance, the government will support the tourism industry that has an important function in economic development and recovery (Jenkins & Henry, 1982; Wang & Ap, 2013). The abovementioned aspects impact on the complexities of destination organisation (e.g. tourism development plans), application of processes to strengthen the tourism industry, speed of state approvals and decisions such as issuing of permit, records of decisions on the assessment of the environment and the degree of corruption, e.g., activities of bribing tourists and the business of tourism.

3.4.5 Legal and regulatory

A set of laws regulating the management of tourism industries and tourists, e.g., visa applications, registration of businesses, licences for trading and operation, evaluation of the environment, and work permits can impact the destinations competitiveness (Neumayer, 2006). Moreover, the main tourist destinations consist of incentives not to force visa limitations on countries that send visitors with an aim of remaining attractive in a competitive tourism market. Reducing strict control of visa prerequisites in several states is a response to the needs of the tourism sector in which 'autonomy to travel is a right to business' (O'Byrne, 2001: 402; Neumayer, 2006). If limitations of visa are imposed, it would reinforce inequalities between rich and poor nations. As a result, the negative effects on the competitiveness of the destination happened (Wang, 2004). In addition, this shows the part played and duties of every stakeholder, making sure rights of foreign and domestic tourists, rights of responsibilities of businesses that participate, in- and outbound operators of tours and other important participants in tourism.

3.4.6 Labour

Tourism requires a lot of people to work for it, and the product of tourism is mostly the outcome of the acts, actions and performances offered to tourists by a destination through its employees who interact with and service the sector's clients (Ritchie & Crouch, 2003: 137). Good human resources can have an effect on the economic performance of a destination or tourism industry.

3.4.7 Environmental

The presence or lack of, and fragile, or activeness of the environmental resources of a destination is not an indication of the destination's attractiveness but can also show how much development is needed in a destination. Strict management of tourism undertakings and tourism industries can be regarded as a hindrance to the advancement of tourism, but also can be regarded as competitive advantage in certain markets (Neumayer, 2006).

3.5 Tourism supply components

Components of tourism supply can be categorised according to the four factors: human, natural, cultural and technological resources (Middleton, 2001; Gunn & Var, 2002; Ritchie & Crough, 2003; Tsai *et al.*, 2016). Environmental or natural resources are the basic measure of supply. The current increase of people's awareness of the environment, the preservation of nature, ecotourism and nature resources are utilised responsibly to make sure that future generations continue to benefit. In this respect, tourism supply encompasses aspects such as the physiography of the place, natural features of the earth's surface, flora, fauna, water bodies, the quality of air etc.

Importantly, the accessibility of these resources is vital for the success and sustainability of tourism as a developing business (Garrod, Wornell & Youell, 2006). Infrastructure or such similar man-made or built resources includes below and on the surface constructions such as water delivery systems, disposal of sewage systems, electricity power cables, roads, networks of communication and several facilities for commerce and recreation. More specifically, what is required by tourism is a superstructure that is developed basically to back-up visitation and tourist activities.

Basic examples include parking lots, hotels, parks, airports and other areas for leisure (Briones, Yusay & Valdez, 2017). The critical part of tourism resource is transport as without it visitors cannot reach their tourism destinations. The transport system

includes aircraft, railway trains, buses and other forms of transport (Omerzel, 2006). At the centre of what tourism offers are cultural resources and hospitality. The wealth people have about their culture makes a place to be conducive for tourism business. Comfort and security are essential for tourists to be hosted. Residents' attitude to visitors must be a desirable one (Nailon, 1982).

The essential factors in tourism are the friendliness, politeness, honest interest and readiness to help and being accustomed with visitors. In addition, the tourism industry should train individuals working in the business of tourism to carry out their responsibilities as required. As a component of a programme that develops skills, the Tourism Industry Skills Plan (TSSP) in collaboration with the Tourism, Hospitality, Sport Education and Training Authority (THETA) is pivotal in the success of planned tourism sector (Altinay, Paraskevas & Jang, 2015; Kotler, Bowen, Makens & Baloglu, 2017).

3.6 Culture as a tourism resource

Cultural resources can be defined as any cultural feature tangible (material) or intangible (non-material) available within a country, region or area which makes a positive contribution to cultural tourism (Ivanovic, 2008). The idea of shared cultural recollection is recognised as a tourism resource worldwide. Therefore, the provision of this resource involves native cultures in Africa and in Canada for example. Various theorists have generated different definitions regarding culture. According to Tylor (1871) and Schouten (1996), culture includes complicated issues of information, rules, opinions, skills, accepted standard of behaviour, traditions and every ability and behaviour needed by communities in general.

Kroeber and Kluckhohn (1952) and Walle (1998) state that culture is a regular way of doing things in an open and direct way, and the way people behave through symbols of social groups. These societal groups include objects of historical or cultural interest. According to Keesing and Keesing (1971), McIntosh, Hinch and Ingram (2002), culture can be defined as a complete way in which people attain knowledge. Furthermore, culture relates to socially transferred ways of how people behave towards others. Culture is an external expression of people's thought. It involves memory about culture and events of the past. Therefore, in this sense, memory is used by communities to make sure that culture is sustained through stories.

It also involves shared information carried from generation to generation. In the human sciences, culture refers to the 'creation and use of symbols' which distinguishes a 'particular way of life, whether of people, a period or a group or humanity in general' (Williams as cited in Baldwin *et al.*, 1999: 4). It further implies that culture is a product of humans living together and it is learned (Baldwin *et al.*, 1999). The above definitions of culture are considered for this study because they assist this research to show how culture is or can be a tourism resource. Cases in point in this respect relate to cultural heritage and cultural commodification. The UNESCO convention on world heritage (1972) defined cultural heritage as the combination of material manifestations, living expression, and the traditions of communities. According to Kovathanakul (2006), cultural heritage can be defined as an inheritance from the past which contains events, places, and people.

In a similar vein, Lertcharnrit (2008) states that cultural heritage includes antiquities, artwork, monuments, sites, heritage buildings, and historical urban areas with the characteristic of intrinsic values. Liu (2013) argues that cultural heritage plays an important role in tourism destinations, due to the fact that millions of people travel across the globe just to experience different types of heritage (Timothy & Nyaupane, 2009; Sarttata, 2010; Timothy, 2006; 2016). In terms of tourism, cultural commodification refers to using a place's culture and the cultural artefacts to make a large profit to support part of the area's economy (George & Reid, 2005; Schouten, 1996). The concept of commodification has gained prominence in international tourism research. Several studies apply the concept of commodification as a basis for analysing cultural tourism (Cohen, 1988, 1989; Ateljevic & Doorne, 2003; Steiner & Reisinger, 2006). Cohen (1988) argues that commodification is a process by which things (and activities) come to be evaluated primarily in terms of their exchange value, in the context of trade, thereby becoming goods (and services); the exchange value of things (and activities) is stated in terms of market prices. In tourism, the packaging of cultural activities and artefacts for the tourist market is known as the commodification of culture.

In several developing countries, not least in Africa, governments are seeking to promote cultural tourism in order to achieve economic prosperity (Manwa, 2007; Lenao, 2009; Mbaiwa & Sakuze, 2009). A good example of cultural commodification is Lunenburg in Canada [Figure 3.6.1].

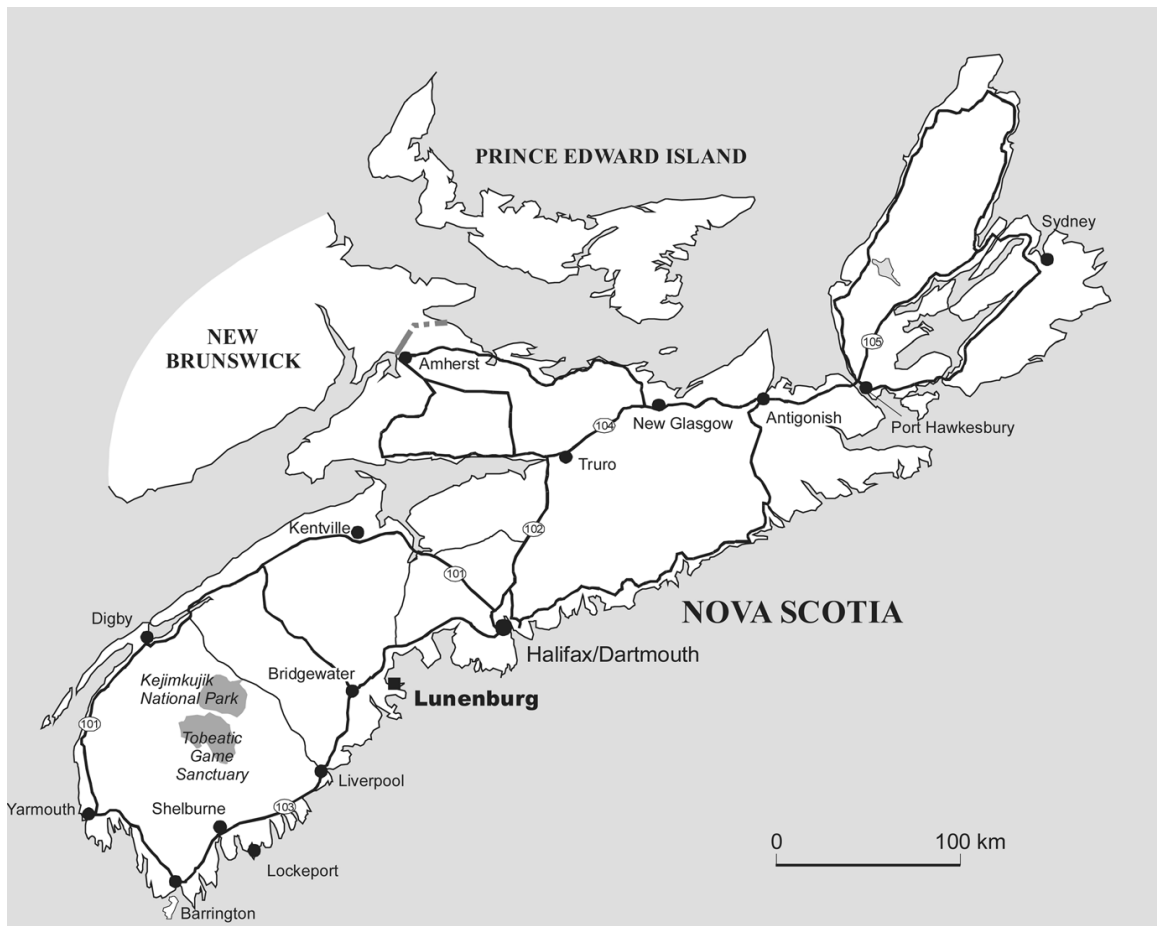


Figure 3.6.1: Location of Lunenburg, Nova Scotia, Canada (Source: George (2004: 94)).

Lunenburg commodified its culture in order to make it a tourism resource. In Lunenburg, several features of the residents changed conventional culture to a principal resource for generating tourism growth. During the 1990s, the community of Lunenburg became fully aware that their culture was a premier resource which could be gathered and used to generate economy for the improvement of the communities' life (George & Reid, 2005). The Lunenburg people utilised UNESCO rules of choosing standards to demonstrate themselves as residents possessing natural and sustainable living culture. Through UNESCO principles, the residents managed to place themselves as a systematic, informative and cultural region.

The World Heritage choice was the most important and successful part of tourism advancement in Lunenburg (George & Reid, 2005). This was based on that the residents become exposed to and respected or admired worldwide. Nevertheless, heritage as a tourism resource became the main contributor to economic growth and

social change in Lunenburg. What is clear from the preceding is that, if tourism resources exist, it is expected that CT should take off. Thus, in the study area, it is assumed that tourism resources exist and therefore, the fact that there is no CT in place is the research gap which this research occupies. Therefore, the relevance of the discussion in this section is that it provides a context for the first objective of this research which examines the community tourism resources in Umzumbe Local Municipality. Hence, the questions that arise are what are the tourism resources in Umzumbe Local Municipality? What are the core and qualifying and amplifying determinants and what is their potential to LED? Engaging with and responding to these questions address the first objective of this research as detailed in Chapters 6 and 7.

3.7 The potential of community tourism in Local Economic Development

The term 'potential' refers to latent qualities or abilities that may be developed to lead to future success or usefulness (Pawson, D'Arcy & Richardson, 2017). Therefore, the potential of Community Tourism (CT) in Local Economic Development (LED) refers to the ability of community tourism to lead to LED. This potential arises because community tourism is a common community-based development response to changes in the economic fortunes of a locality (Nel & Binns, 2002; Sharpley, 2002). It is on the basis of this potential that tourism-led development is clearly an emerging theme in the literature on South African LED (Rogerson, 1997; 2001), with tourism promotion geared towards community development being perceived as a viable growth option (Goudie *et al.*, 1999; Kirsten & Rogerson, 2002; Mahony & van Zyl, 2002).

Rogerson has identified tourism as a key LED strategy in South Africa (Rogerson, 1999a; 2000). The importance of tourism as an anchor for growing local economies is critical in South Africa's smaller urban centres (Rogerson, 2000: 402). A range of recent studies variously identify and discuss the impact of tourism development in South Africa on small enterprise development (Kirsten & Rogerson, 2012), rural livelihoods (Mahony & van Zyl, 2002), the poor (Ashley & Roe, 2013), black communities (Goudie *et al.*, 1999) and on regional development (Saayman *et al.*, 2001). In addition to being a potential LED strategy, tourism development has considerable potential in the country, given an increase in the number of international visitors from 4.5 million in 1994 when the African National Congress (ANC) came to power, to a projected 8.5 million in 2002 (Editors Inc. 2001).

The national government is seeking to capitalize on the country's rich natural and cultural resources and, as the *Tourism White Paper* (RSA 1996a) argues that if pursued responsibly, tourism has the potential to positively improve the quality of life of all citizens. Various economic strategies are associated with LED, some of the most prominent being those of place marketing and attempts to refocus economic activity along new or previously underused avenues, with tourism promotion being an increasingly common option (Boyle, 1997). In Still Bay, in Western Cape Province, South Africa, community cooperation, linked with successful place marketing and tourism promotion strategies, has laid the basis for the economic revival of the town and empowerment of historically disadvantaged groups (Nel & Binns, 2002). It is for this reason, that "the importance of tourism as an anchor for growing local economies is critical in South Africa" (Rogerson, 2000: 402). Rogerson (2002: 2) further identified the role that tourism is playing internationally and nationally as a "catalyst for job creation and a potential driving force for national economic development."

To support this, the Philippines are rich in natural resources, and CT utilises these resources to generate income. The community of the province of Palawan in Philippines is completely reliant on agriculture. Therefore, the locals in Philippines use natural resources to generate economic growth through tourism entrepreneurship. In Palawan, Philippines, the main objective of CT is the creation of employment opportunities and poverty reduction (Moscardo, 2008; Hechanova, 2014; Dolezal & Burns, 2015; Pawson *et al.*, 2017; Melubo & Buzinde, 2016; Pawson *et al.*, 2017).

The community of Palawan, Philippines, further utilises CT successfully to enrich their state economically in order to improve the wellbeing of a large number of Filipinos. This led to the Philippine state listing CT as the number one priority in development (Manyara & Jones, 2007; Anasco & Lizad, 2014). Furthermore, CT is a means for locals to ensure that they are included in decision-making processes and CT organisation is pertinent for encouraging CT development (Giampiccoli, Saayman & Jugmohan, 2014; Giampiccoli, Saayman & Jugmohan, 2016). CT initiatives include employment creation and income generation to local communities as well as much-needed foreign exchange to national governments while allowing the continued existence of natural resource (Ellis & Sheridan, 2015).

In addition, CT empowers local communities, giving them a sense of pride in their natural resources and control over their communities' development. Nonetheless, CT should not be viewed as an end in itself, but as a means towards empowering poor communities to take control of their land and resources, to tap their potential and to acquire skills necessary for their own development (Santos & Manzano, 2014; Rahman & Yeasmin, 2014; Weng, & Peng, 2014; Pilapil-Añasco & Lizada, 2014; Li & Hunter, 2015; Dutt, Grabe & Castro, 2016; Briones, Yusay & Valdez, 2017).

Compared to other institutional arrangements in tourism, CT is thought to have three types of advantages at local level. First, rural communities capture most of the revenue generated onsite; thus, very little money leaks out of the local economy. Second, tourism income received by CT projects and the associated distributed wages generate significant linkages for the local economy. Third, since local inhabitants are fully involved in the management of CT, rural community members gain institutional and managerial capacity. On this basis, CT is an approach that promotes empowerment and sense of ownership (Lapeyre, 2010; Weng & Peng, 2014; Ellis & Sheridan, 2015). Therefore, this study seeks to evaluate the potential of community tourism in triggering LED in Umzumbe Local Municipality.

3.7.1 Functions of South African Local municipalities as engines of LED

The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), section 152 (1) (c), empowers and requires municipalities to take responsibility for socio-economic development in their areas, thereby contributing to more sources of income and additional employment opportunities. Undoubtedly, South African local authorities must become catalysts of growth and development, otherwise they may be unable to justify their continued existence at the local sphere. Clearly, South African local municipalities have to play a crucial role in the South African economy; they must become engines of development (*Beeld* 15/8/1996).

This local economic development supports broad national macro-economic and provisional development strategies. In turn, municipalities must be supported by national and provincial government in their quest to improve local economic development (LED) (Discussion Document 1997:31; see also section 154 (1) of The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996). The developmental role of South African authorities is crucial in the new dispensation and

is specifically highlighted in the 1998 White Paper on Local Government. Local government has to promote the growth of the local economy, increase the job opportunities within its jurisdiction area, and utilise local resources wisely so as to improve the quality of life for all its inhabitants (*White Paper on Local Government: Executive Summary*: 1998). “Local municipalities must become integrally involved in the lives and the fate of the communities they serve; they must build capacity” (Maleka, 2012; Hilliard & Wissink, 1996b:26).

3.7.2 Maximising tourist potential and the relationship between LED and the IDP

One of the most significant ways in which local municipalities could stimulate economic growth is through exploiting the potential of the local tourist industry (Schedule 4 (B) of The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), where local tourism is highlighted as a function of local municipality. South Africa has many scenic areas which are still relatively unspoiled and which the international tourist would hanker to see. Planning for LED within the municipality IDP, i.e. identifying the role of the local municipality in co-ordinating and facilitating the role of other stakeholders in promoting LED, require municipal council to put economic development at the centre of their development agenda in order to leverage the benefits of these two developmental tool. If municipalities can play an important role in facilitating LED, and assuming that tourism resources and other infrastructure exist in the study area, the fact that there no CT is a research gap in terms of the extent to what the municipality needs to do and how. These are issues which this research addresses.

3.8 Effective implementation of community tourism

Effective application includes making sure that basic parts of an approach are applied practically as planned in order to satisfy local necessities (Nunkoo & Smith, 2014). The term of effective application is a wide term and includes various areas of disciplines; for example, science, engineering, teaching etc. Nevertheless, in this research, effective application was reduced to community tourism, beginning with basic parts of effective application.

3.8.1 Elements of effective implementation

Literature mentions that the key part of effective application in tourism is community involvement (Malek & Costa, 2015). Community involvement consists of five parts and

they are listed as empowerment, control, management, ownership, benefits, collaboration, monitoring and evaluation (Arnstein, 1969; Gray, 1985; Okazaki, 2008). Therefore, the following discussion begins with community involvement and its parts.

3.9 Community involvement

Community involvement is an important part in the development of sustainable tourism development (Okazaki, 2008; Bello, Carr & Lovelock, 2016). More community involvement reallocates authority amongst the population that hosts and divides benefits and expenses equally among shareholders. This is a process involving various societal and cultural groups dealing with shared matters or programmes at community level (Malek & Costa, 2015). The strategy mixes both willingness to work hard and give time and energy to “difference” and “unity” in similar community activity. It constructs on well-known stages in the process of participation and practice them multiculturally (Saufi, O'Brien & Wilkins, 2014; Stone & Nyaupane, 2018).

Furthermore, community involvement is defined as ‘a process of involving local government officials, local citizens, architects, developers, business people, and planners as stakeholders in ensuring that decision-making is shared’ (Idziak, Majewski & Zmyslony, 2015; Dragouni & Fouseki, 2018). Nonetheless, there are shortcomings in this phenomenon because it is a top-down approach linked with the state and rural population. Further, this phenomenon is criticised for the restricted view of involvement and not being effective in transforming communities in rural areas (Stone & Stone, 2011; Bello, Lovelock & Carr, 2017). However, some academics suggest that literature for tourism have proposed the application of a strategy that constitutes active participation of locals in the matters of development.

The reason is that local residents have been observed as a pivotal resource in ensuring sustainability of tourism product in destinations especially in rural areas (Towner, 2016). The atmosphere in the hospitality and the participation of the community can be enhanced by service which results in greater social carrying capacity (Jordan, Vogt Kruege & Grewe, 2013; Cheng, Wu, Wang & Wu, 2019). In addition, this approach can supplement possible development in making processes democratic.

The strategy also consists of the capability to raise awareness, interest and concern in domestic and regional matters, as local community members understand things that will work and things that are not in their local circumstances (Khazaei, Elliot & Joppe, 2015; Mayaka, Croy & Cox, 2018). Tourism is a business which is based on the provision of service and it is largely reliant on the backing and collaboration of host communities (Cole, 2006). It is believed that in the context of developing tourism, the involvement of the community is the pillar of a destination (Dogra & Gupta, 2012; Su & Wall, 2015; Pawson, D'Arcy & Richardson, 2017; Rasoolimanesh, Jaafar, Ahmad & Barghi, 2017).

3.10 Empowerment

Community involvement encourages the empowerment of a community, self-reliance, transparency, and the development of locals with leadership skills (Manyara & Jones, 2007). As such, community involvement can be understood “as an instrument of empowerment” specifically in connection with the underprivileged people in society (Karim *et al.*, 2012; Giampiccoli & Mtapuri, 2012). In addition, empowerment is accentuated as a way and aim to obtain fundamental human essentials, education, abilities and power to gain a particular excellence/standard of life (Strzelecka & Wicks, 2015). However, empowerment is regarded as more than involvement in making decisions; and it also consist of processes resulting to people perceiving themselves entitled and able decision makers (Ramos & Prideaux, 2014). On the other hand, empowerment is founded on participation of a person’s involvement in an organisation and in the making of an organisational decision (Park & Kim, 2016).

The implementation of this concept in tourism, empowerment would posit that the destination communities have the power including resources to manage tourism development (Timothy, 2007; Leksakundilok & Hirsch, 2008; Tamir, 2015; ASEAN, 2016; Chiutsi & Saarinen, 2017). Therefore, it means CT improvement is centred on the active participation of locals as the main shareholders in tourism development (Okazaki, 2008). It is evident that public involvement and empowerment emphasises the importance of awareness in communities increasing and completing change in the process of learning and understanding their circumstance and the need to deal with their challenges (Chiutsi & Saarinen, 2017).

3.11 Control

A large number of studies emphasise the necessity for CT to be kept under the complete control of local communities to ensure effectiveness (Mtapuri & Giampiccoli, 2013). Nonetheless, if communities are not in charge of tourism, once it is implemented, projects will be under a great danger of losing impetus and fail with no continuous support from implementers (Manyara & Jones, 2007; Shunnaq, Schwab, & Reid, 2008; Dadvar-Khani, 2012; Mtapuri & Giampiccoli, 2013; Malek & Costa, 2015; Hanrahan, Maguire & Boyd, 2017).

3.12 Ownership

Local ownership is provided by CT in different ways; for example, management and marketing in a way that outside organisations are not required because communities have developed the CT project to fit their capabilities and networking systems (Zapata *et al.*, 2011). It is important that the project's ownership and control are entrusted to locals in order to ensure that their needs are met (Giampiccoli & Nauright, 2010; Su & Wall, 2014). CT is absolutely within the framework of neoliberalism. In the framework of neoliberalism, bottom-up strategies offer ownership to locals in many different ways; for example, management and marketing (Zapata *et al.*, 2011).

3.13 Collaboration

Collaboration is described as “a process of joint decision-making among key stakeholders of a problem domain about the future of that domain” (Gray, 1989a: 11; Jamal, Taillon & Dredge, 2011). Furthermore, it is “a process through which parties who see different aspects of a problem can constructively explore their differences and search for solutions that go beyond their own limited vision of what is possible” (Gray, 1989b: 5; Okazaki, 2008). Many studies reveal that stakeholders who come together as participants in the development and planning processes help in reducing negative effects such as clashes, while at the same time improving the positive effects generated by tourism such as employment and increase in the market share (Aas, Ladkin & Fletcher, 2005; Byrd, 2007; Arnaboldi & Spiller, 2011). Therefore, people's collaboration to resolve challenges is the main important element in ensuring sustainable competitiveness of the tourism business.

3.14 Benefits

Community participation is a term which originated from western countries and made known to the development of tourism as a way of doing away with injustice to decision-making and ensure equal allocation of benefits as well as satisfying the needs of locals (Brohman, 1996; Chiutsi & Saarinen, 2017). However, greater concentration should be put on the destination residents to ensure the reduction of mistakes in tourism planning (UNWTO, 2014). A broadly recognised theory is the community-oriented strategy (Murphy, 2013) because it expedites the application of main principles that sustain development through the allocation of local management of development, collective decision-making and fair availability of benefits to everybody affected (Tosun, 2006; UNWTO, 2014).

3.15 Monitoring and evaluation

Monitoring means to continuously evaluate an activity in policy and programs processes. In addition, this event can be explained as the activity done systematically and documented elements of all actions showing if undertakings work as planned or in accordance with a suitable level (Rossi *et al.* 1999; Steele & Scherrer, 2018). Evaluation is the “the systematic assessment of the operation and/or outcomes of a program or policy, compared to a set of explicit or implicit standards, as a means of contributing to the improvement” of an initiative (Weiss, 1998: 4; Seasons, 2003). Thus, in the context of this research, monitoring and assessment are of paramount importance to make sure there is improvement in the initiative that has been applied. Where there are no development actions aimed at solving the problem monitoring and evaluation will be considered to ensure the program is successful. Hence, monitoring and assessment help in guaranteeing the planned result is accomplished.

3.16 Constraints to community participation

Inhabitant's dearth of trust, conflicting interests, time limitations, and lack of tourism information can make community involvement difficult to attain (Cole, 2006). Furthermore, the non-availability of funds to use when starting a business, assets, ownership and abilities restrict community's capability to manage their involvement in tourism development (Holden, Sonne & Novelli, 2011; Wu & Tsai, 2016).

3.17 Transformational leadership

The concept of leadership is not considered as important in the literature as a factor that can lead to success. If stated, it is recognised as one of several causes of community success in encouraging the development of CT (Moscardo, 2008; Armstrong, 2012; Wilson, Kontogeorgopoulos, Churyen & Duangsaeng, 2014). By contrast, the success of local development generally and CT specifically, depends largely on the quality of local leadership (Aref, 2011). On the other hand, local development success in general and CT in particular, rely mostly on excellence of leadership locally (Aref, 2011). In almost the same way, Blackman *et al.* (2004) state that accomplished initiatives necessitate separate “champions” to encourage community members, supply them with knowledge, thus function as connecting local communities and outsiders. Numerous studies showed the necessity of powerful and able leadership in order to ensure the success of CT in Thailand (Laverack & Thangphet, 2007; Pongponrat, 2011). Leadership is usually explained by a particular quality in a person’s personality, and the way a leader behaves towards other people.

Path-goal theory embraces that the main responsibility of a leader is to improve secondary expectations, valences and instrumentalities (House, 1971; House & Mitchell, 1974). Further, leaders provide “coaching, guidance, support and rewards necessary for effective and satisfying performance that would otherwise be lacking in the environment” (House & Dessler, 1974: 4). Based on the above information, this study seeks to analyse how community tourism could be effectively implemented in Umzumbe Local Municipality in terms of the elements of effective implementation. As such, questions relating to the nature and extent of community participation, control and empowerment, among others, in the tourism sector of the study area was addressed after the collection and analysis of data.

3.18 Management model of community tourism

A community involvement strategy has been promoted as the main component of sustainable tourism advancement (Haywood, 1988; Jamal & Getz, 1995; Murphy, 1985; Okazaki, 2008). Involvement is “not only about achieving the more efficient and more equitable distribution of material resources, it is also about the sharing of knowledge and the transformation of the process of learning itself in the service of

people's self-development" (Connell, 1997: 250). The aim of involvement is ability to share, and this will enable the society to equitably share benefits and costs.

Nonetheless, in the situation of tourism preparation, community involvement is a series of events including local government, locals, people entrusted with development, those involved in businesses, and those entrusted with planning as shareholders who make sure that decision-making is taken as a collective' (Haywood, 1988: 106). Citizen involvement should include power of sharing (Arnstein, 1969). Therefore, Arnstein brought a 'ladder of citizen participation' describing the important stages, classified into three phases of slow changing development: non-involvement, extent of tokenism and extent of citizen authority as explained in Figure 3.18.1. There are eight rungs in the ladder.

Rung one is 'manipulation'. Here authority custodians make use of involvement as a dishonest means of public relations. The second rung is 'therapy' where locals' beliefs, attitudes and values are changed to adapt to those of the bigger society in possession of authority. The third one is 'informing' where local citizens are apprised of their rights, responsibilities and choices and this is the first and necessary action that leads to genuine public participation. The fourth is 'consultation' where community members are persuaded or influenced to make known their feelings or opinions (a legal step leading to complete involvement). The fifth one is 'placation' where public encouragement slowly develops, albeit mostly tokenism. The sixth is 'partnership' where formal discussions are held between community members and custodians of authority; thus sharing practically the authority and responsibilities for preparation and decision-making. The seventh is 'delegated power' where community members accomplish more important authority over decision-making. The eighth is 'citizen control' where citizens are given complete control and authority for policy and governance.

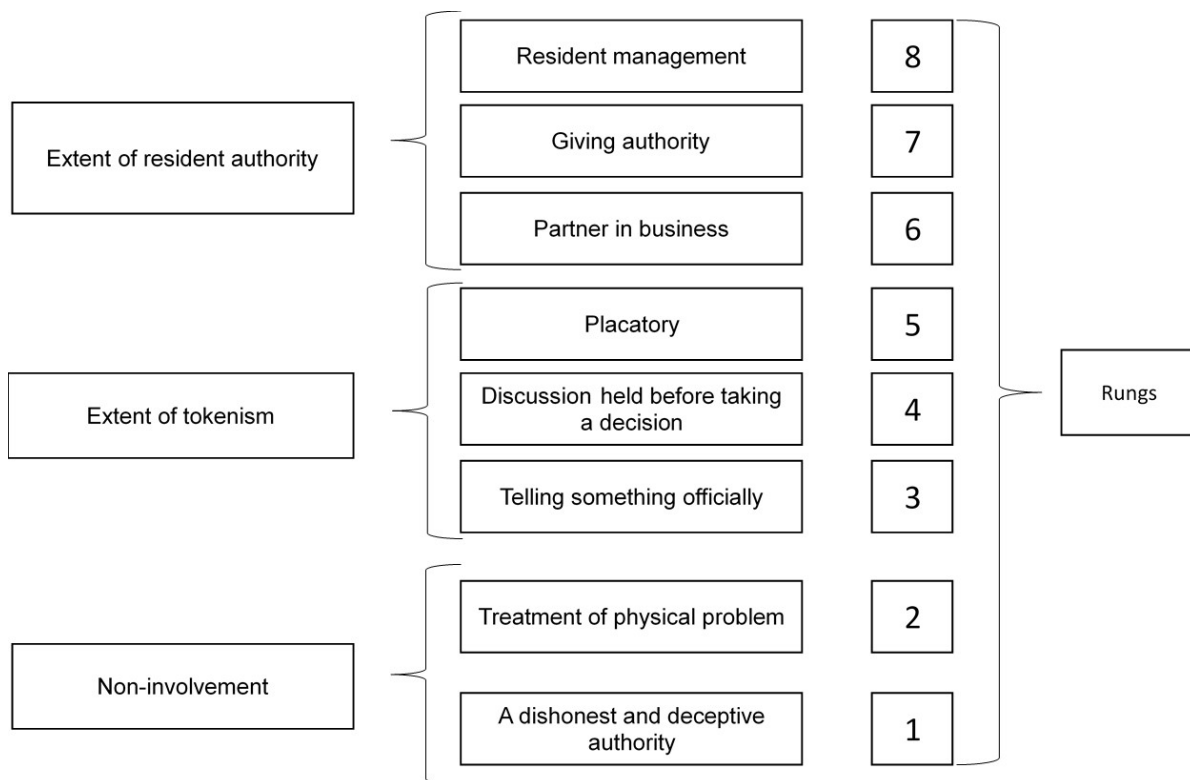


Figure 3.18.1: A model of community tourism (Arnstein, 1969 and Selin & Chavez, 1995)

A participation ladder by Arnstein is not important for identifying the present stage of community involvement only, but is also for describing the stages necessary for encouraging more participation. The relevance of this term to tourism advancement is noted by Haywood (1988) and Reid (2003). The ladder assists in comprehending the circumstance of visitor destination communities and the present condition of local participation in the development of tourism. Progressing from Arnstein's (1969) ladder, Rocha (1997) enlarges the 'ladder of empowerment' in order to involve a system of dividing empowerment theories into different types that started in the 1980s.

Empowerment is accentuated to be a way and an aim of acquiring fundamental human necessities such as education, skills and ability to accomplish better life (Parpart *et al.*, 2002; (Kontogeorgopoulos *et al.*, 2013; Dangi & Jamal, 2016; Mtapuri & Giampiccoli, 2016). Further, empowerment is hailed to be greater than involvement in decision-making, it also involves the series of events that makes citizens to view themselves capable of making decisions (Rowlands, 1997; Mtapuri & Giampiccoli, 2013). Contrariwise, involvement supports empowerment by including individuals in

an organisation and in the organisation's decision-making (Rocha, 1997; Mielke, 2012; Chaudhary & Lama, 2014).

Genuine community empowerment is attained slowly, through a process of acquiring absolute power until the last stage of Arnstein's ladder. Implementing empowerment to tourism, insists that tourist destination communities possess the power to take decisions regarding resources and also to control and act on tourism development (Leksakundilok & Hirsch, 2008; Tamir, 2015; ASEAN, 2016; Lemelin, Koster & Youroukos, 2015). In other words, CT advancement is grounded on the involvement of locals as the main shareholders in tourism development (Okazaki, 2008; Kontogeorgopoulos, Churyen & Duangsaeng, 2014). The manner of understanding public involvement and empowerment emphasises the need of communities' awareness promotion and transforming processes learning to understand their circumstances and the need to deal with difficulties on their own (Reid, 2003; Giampiccali & Saayman, 2015; Dodds, Ali & Galaski, 2016).

3.19 Evolutionary five processes

The authors created a development and gradual change strategy of tourism partnerships involving five processes (see Figure 3.19.1). The first one is "antecedents such as crisis, broker, mandate, common vision, existing links, leadership and incentives". The second one is 'problem-setting' by depending on one another, making mutual agreements amongst legal shareholders, and explaining shared difficulties and noticeable benefits for shareholders. The third one is 'direction-setting' that sets up aims, basic guidelines connected information search, exploration of choices and organisation of smaller groups. The fourth is 'structuring' organising relationships, allocating responsibilities, explaining duties, monitoring and controlling systems. The fifth one is 'outcomes' shown by programs whose impact has benefits (Selin & Chavez, 1995: 848; de Araujo & Bramwell, 2002: 1143).

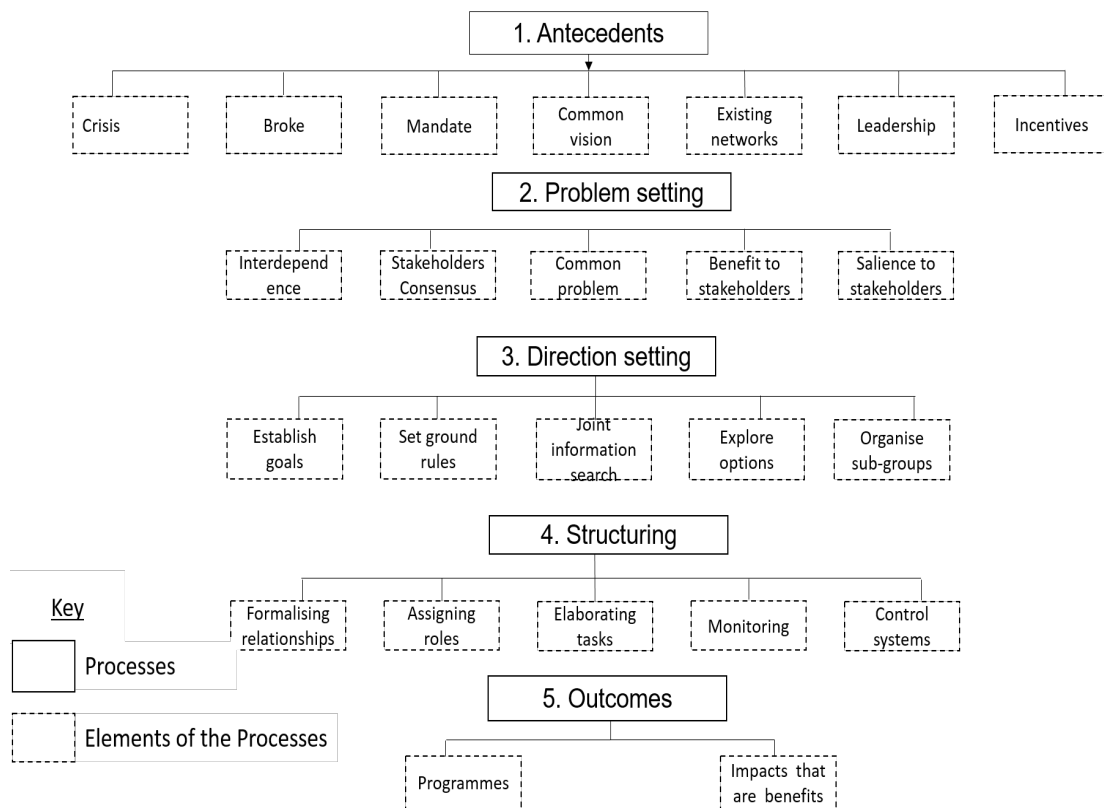


Figure 3.19.1: Evolutionary model of tourism partnerships (Selin and Chavez, 1995: 848).

3.19.1 Antecedents

Difficulties are always the catalyst for shared action by means of partnership. Partnership is a phenomenon which can also be started by brokers or convenors. At some stage, this phenomenon is legally authorised. A shared vision is taken as necessary for forming partnerships. Partnerships mentioned in the study should develop with a shared acknowledgement that tourism provides a crucial part in strengthening the rural economy which from the past is reliant on natural resources as useful commodities. Prevailing networks have crucial part in every partnership in the research.

At times, agents worked as a collective on some initiatives; thus, it was completely expected for them to develop relationships which involve partnerships. In some instances, people might have not become partners in a business but are acquainted with one another socially by means of organisations in the community or the church. Leadership is crucial in the development of partnerships. A strong leader is a person who brings people with several interests together in each instance, determined to do

what he or she wants to do regardless of other people's wishes (Selin & Chavez, 1995: 849). Incentives can lead to partnerships being strengthened in the research. An example is the National Recreation Strategy which encourages partnerships and provides cost-share grants that became a motivation for some people to take part (Selin & Chavez, 1995). As a result, people with interest appeared as a crucial factor leading to the creation of partnership. A great feeling of community and individual attachment to natural resources encouraged many individuals to be in partnerships. This particularly involved the private sector.

3.19.2 Problem-setting

The problem-setting phase is where different groups of people start to praise dependence on each other and start to understand that solving problems needs communal action. Collective agreement is attained based on who has a valid part in the matter. Shareholders start to mutually recognise the matter that causes them to come together (Gray, 1985). Nonetheless, acknowledging working together as groups may be insufficient to start a partnership. The feeling about benefits to be earned by individual partners is vital. Involvement in partnership requires that benefits are to be greater than costs. During the time the idea begins to grow, various issues should explain the shared difficulties occurring at this level (Selin & Chavez, 1995). Without a clear indication that a partnership will benefit partners involved, it will be impossible for it to succeed.

3.19.3 Direction-setting

People forming partnership start to recognise and realise an understanding of shared aims during the direction-setting phase (McCann, 1983). Shareholders usually participate in combined information searching where they discover the expected end of the partnership. In this stage, aims and ground rules are set up and small groups organised to consider special matters. Various members taking part in partnership deliberate on the process where all members give their space in order to get a wider ownership. Shared aims always concentrate on the way the business works, e.g., on what should be achieved and basic rules carefully prepared and explained at this stage.

3.19.4 Structuring

The structuring phase includes making the mutual meanings of people forming the group and planning regulatory framework to explain upcoming communal action (Gray, 1985). Shareholder communications in partnerships should be controlled in a highly systematic way. Lawful procedures of planning are set up, roles allocated, and official agreements established to observe and making sure that common compliance to the aims of the group is adhered to. Furthermore, an inventory system is put in place for establishing the quantity of private possessions given to the project. Plans for operationalisation are established in this stage. One area of knowledge explains this phase of the project as moving from the set of concepts to the stage of operation.

3.19.5 Outcomes

Application is certain to produce partnership results. The well-known results of partnerships are the ones produced following a plan, the noticeable and felt products. The improvement of relations in groups within the community is often cited. Lastly, the feedback by arrows in Figure 3.19.1 shows that partnerships repeated got through the same order and this results to wider focus where partnership is to thrive. Nonetheless, working as a group can be obstructed by unequal distribution of power (Hardy & Phillips, 1998; Jamal & Stronza, 2009; Lucchetti & Font, 2013).

Therefore, the issue of power relationships should be included in CT preparation to explain reasons and make easier to understand the programme (Reed, 1997, 1999). Working as groups can be especially thwarted by community's conservative power design (Dangi & Jamal, 2016; Ngo, Lohmann & Hales, 2018). Therefore, the process of identifying shareholders followed by evaluations is most important during preparation (De Araujo & Bramwell, 1999; Jamal & Stronza, 2009). The importance of the discussion in Section 11 is that it provides a context for this research to propose a model which could be used to implement and manage CT so that it leads to LED in UMzumbe Local Municipality. That is, this contextual background and the findings from the study, would provide inputs to the CT management model proposed in Chapter 8.

3.20 Chapter summary

This chapter has outlined the literature review that supports the study and responds to the objectives. The chapter analysed the development of community tourism (CT) showing when it started. In addition, the chapter discussed community tourism

resources and their importance in CT development, the potential of CT in LED, effective implementation and management of CT. The gaps which were identified include that there is no CT in the study area despite the fact that there is the existence of tourism resource. In addition, if municipalities can play an important role in facilitating LED, and assuming that tourism resources and other infrastructure exist in the study area, the fact that there no CT is a research gap in terms of the extent to what the municipality needs to do and how. The next chapter describes the setting of the study.

CHAPTER FOUR: SETTING OF THE STUDY

4.1 Introduction

This chapter describes the study area. It starts by outlining UGu District Municipality, followed by the description of the study area, that is, the competitive advantage of the municipality, its climate, biodiversity, socio-economic characteristics, infrastructure, tourism, employment status and education. The last part is the conclusion.

4.2. UGu District Municipality

UGu District Municipality has a total land area of 5866 square kilometres and forms a coastline of 112 km on the South Coast of KwaZulu-Natal Province. This coastline forms the border between KwaZulu-Natal and the Eastern Cape. Apart from its coastline, it is bordered by eThekweni Metropolitan Municipality as well as UMgungundlovu and Harry Gwala district municipalities. UGu District Municipality constitutes five (5) local municipalities namely, Umuziwabantu, Umzumbe, Ray Nkonyeni, Umdoni, and Ezingoleni (Stats SA, 2012). This study focuses on Umzumbe.

4.3 Umzumbe Local Municipality

Umzumbe Local Municipality, which is mostly rural, is the third biggest municipality in the district. Further, this municipality has no acknowledged town (DC 21; Umzumbe Local Municipality, 2017/2018-2021/2022). A 2016 analysis shows that the 20 wards of the municipality has about 151 676 residents, 47% of whom are males and 52% females. The demographics show that blacks are the majority in the municipality compared to other races (DC 21; Umzumbe Local Municipality, 2017/2018-2021/2022). The Umzumbe Spatial Development Framework (SDF) states that Ward 7, measuring 13.8 km², is the biggest ward in this municipality while the smallest is Ward 17 with an area of 0.37 km². Beginning from Umthwalume, the municipality stretches southwards and 60 km into remote rural areas and includes Hibberdene village.

An estimated 1% of its 1221 km² area is made up of built-up or semi-urban settlements. A noticeable feature of the municipality is that over 60% of its land is not developed (Umzumbe Local Municipality, 2017/2018-2021/2022). The municipality has 16 traditional leaders' courts and twenty (20) municipality wards. It has 20 ward councillors and 18 Proportional Representative Councillors (Figure 4.3.1 below).

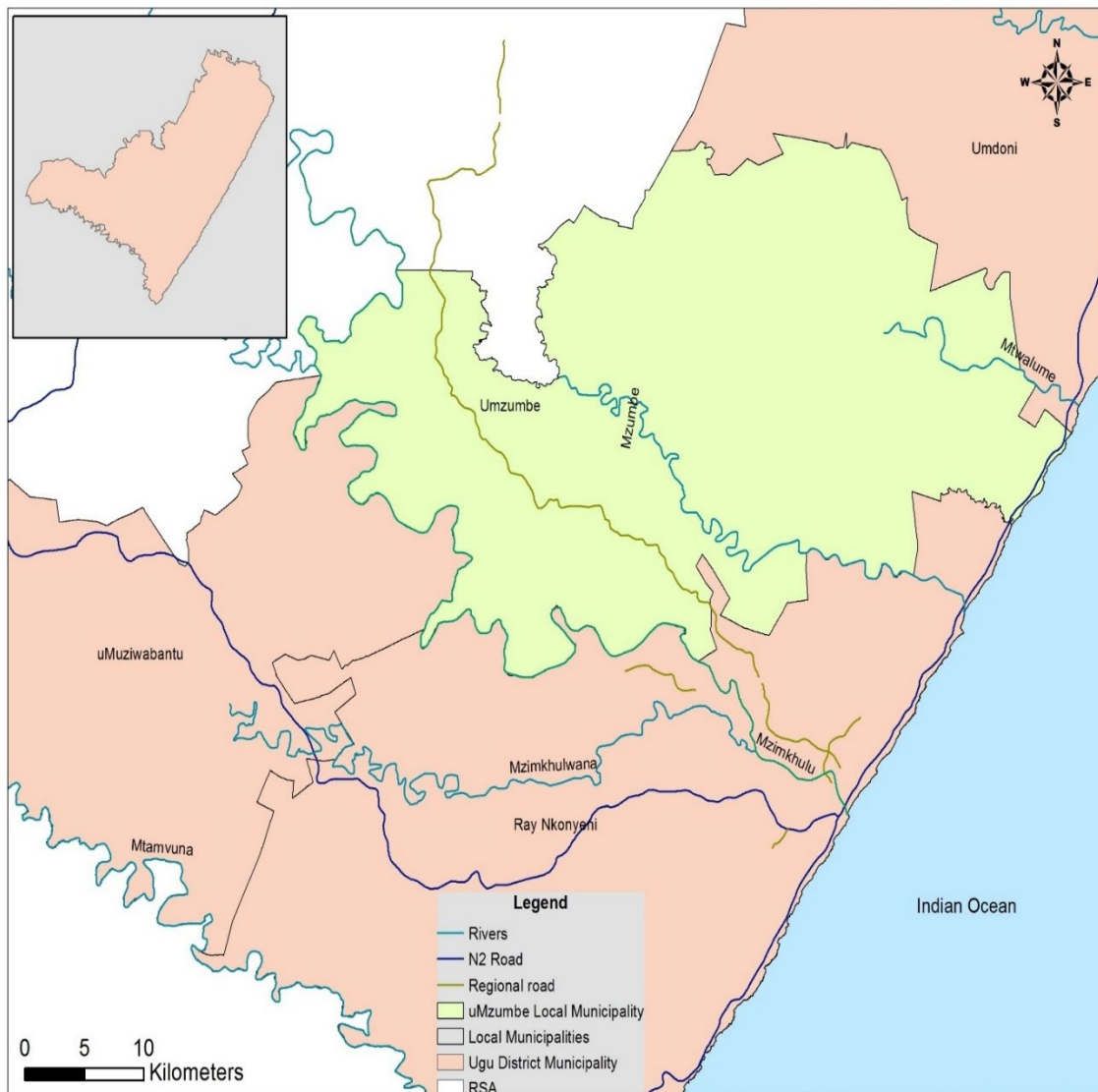


Figure 4.3.1: Map of Umzumbe Local Municipality

4.4 Competitive advantage of the municipality

The municipality's coast allows for ecotourism and its rich land has potential for agricultural development as well as its river sand which is important for business. This is enhanced by its natural endowments, rich history and the fact that it lies in the path of the N2 freeway which makes it accessible to the national trade routes. The municipality is currently revising its Local Economic Development (LED) plan (Umzumbe Local Municipality, 2017/2018-2021/2022).

4.5 Climate

Umzumbe Local Municipality has a subtropical climate characterised by warm sunny winters and summer rainfall (The South African Weather Service (SAWS), 1998). This

local municipality enjoys a mean temperature of 26 Degrees Celsius, with an absolute high peaking at 38 Degrees Celsius in summer and dropping to almost freezing point in winter (SAWS, 1998). Umzumbe Local Municipality receives more rain between September and March. These precipitations sometimes involve storms (Umzumbe Local Municipality, 2012/2013-2016/2017). At times storms and sporadic cold fronts occur. The winter period is always linked with cold fronts. Sometimes rainfall consisting storms and intermittent cold winds are created. Nonetheless, winter is mostly associated with cold temperature or winds. Rainfall is heavy with variable temperatures which often lead to droughts and flooding. These have been identified as evidence that the area is suffering from the negative effects of climate change (Umzumbe Local Municipality, 2017/2018-2021/2022).

4.6 Biodiversity

The municipality has a great diversity of birds as well as fauna plus a variety of amphibians, mammals and reptiles. Indigenous plants flourish along the wetlands next to rivers or streams where drainage remains are found. The municipality is home to two large Umdoni or water berry trees (*Syzgiumcor datum*). These important trees are well protected for posterity (Umzumbe Local Municipality, 2017/2018-2021/2022).

4.7 Socio-economic characteristics of the study area

The municipality has an estimated population of 179 638 residents. Residents who depend on springs and boreholes for water are estimated to be 13.8% and those who continue to rely on rivers and dams make up 43.7% of the population while 39.1% have access to pipe-borne water. Another 3.4% rely on other water sources (Umzumbe Local Municipality, 2017/2018-2021/2022). The majority of the population lives in rural areas which means that most of them go to towns to seek employment opportunities (Umzumbe Local Municipality, 2017/2018-2021/2022).

There are good educational facilities in Umzumbe Local Municipality but these need to be upgraded to a higher standard and quality. Although there are no universities, there are several primary and high schools in the area. The municipality has a Technical and Vocational Education and Training (TVET) college that provides basic teaching and entrepreneurial skills. The large size of the municipality means that its entrepreneurial resources are often stretched (Umzumbe Local Municipality,

2017/2018-2021/2022). There is one government hospital known as Assis in Umzumbe Local Municipality. The other government hospital which serves its residents is in Port Shepstone outside this municipality but it operates in collaboration with Assis Hospital. The focus of basic healthcare provision is the prevention of diseases through awareness campaigns (Department of Health, 2014).

Health services include HIV/AIDS and tuberculosis care, immunisation, oral care, environmental sanitation and childcare among others (Department of Health, 2014). Umzumbe Local Municipality suffers from a communal impact caused by HIV and AIDS and the assumption is that during the year 2004 there were 25 788 residents in this municipality who suffered due to HIV and AIDS. The prevalence rate of HIV in every year as well as the series of events of infection in the municipality is estimated to be 13.7%. An increase of people who died from AIDS related disease between 1994-2004 is between 11.7% to 53.3% (Department of Health, 2014).

Therefore, this has led to the decrease of the municipality's inhabitants from the period between 2001 to 2007 and more than 20000 residents died during this period (Department of Health, 2014). The increase in unemployment rate is a problem in the municipality as it causes more people to leave this municipality and go to urban areas (Umzumbe Local Municipality, 2017/2018-2021/2022). The inhabitants of Umzumbe Local Municipality are embattled with an increase of penury rate (Umzumbe Local Municipality, 2017/2018-2021/2022). However, residents who are old and/or physically disadvantaged are encouraged to participate in community projects which are meant to reduce penury (Chechini, 2014). The measures which are in place for decreasing poverty are the interim cash allocations and retirement compensation or pension.

In addition, children without parents (orphans) receive grants from the Department of Social Welfare as a means to fight against poverty. The people who receive an income of less than R3500 on monthly bases are identified by the municipality. The municipality is engaged in this process so that all those residents who earn an income less than R3500 are eligible for the Reconstruction and Development Programme (RDP), because the state is responsible for building RDP houses for the poor (Umzumbe Local Municipality, 2017/2018-2021/2022). In addition, the municipality

deals with housing delivery project to ensure maintainable Human settlement (Umzumbe Local Municipality, 2017/2018-2021/2022).

4.8 Economic activities

There is a beach in this municipality which is called Umthwalume beach and the beach is utilised for advanced fishing. This beach caters about ten (10%) residents (households) within the Umzumbe Local Municipality. Furthermore, the fishing venture is trading for eating areas along the coastline and some trading is done along the N2 freeway (Umzumbe Local Municipality, 2017/2018-2021/2022). The municipality is engaged in ensuring that the manufacturing of local furniture, production of tissues, manufacturing objects or figurines from woods, manufacturing of jewelleryes, production of bottle containing water for trading are funded.

A large group of people who possess skills in fashioning or crafting are found in the Umzumbe Local Municipality area. In addition, this municipality is packed with a high percentage of young people's entrepreneurship inventiveness. Further, the municipality also fund community members who are physically unfit as well as those who are talented in crafting to ensure empowerment (Umzumbe Local Municipality, 2017/2018-2021/2022). The Umzumbe Local Municipality does not have financial service because it is mostly rural. Both unauthorised and authorised selling systems are found in Umzumbe Local Municipality and dealers are commonly found in Wards, 10, 18 and 19.

4.8.1 Agriculture

Umzumbe Local Municipality communities are dependent on agriculture as a basic source of income generation. In addition, the residents who are unskilled mostly rely on agriculture to sustain themselves (generate income). However, sub-contractors assist by employing community members to cut trees in tree plantations. The Sappi Company also employs inhabitants to plant gum trees and ensuring that the plantations are well maned, prepare trees whilst growing until they reach harvest stage and another group of community members work in the sugarcane plantations. Along the streams in the Umzumbe Local Municipality, there are various small scale sand companies that dig sand for sale. Umzimkhulu and Umthwalume rivers are the areas where the digging of sand (quarrying) takes place. In addition, there are small informal contractors who are engaged in quarrying in the edge of the river. The sand that has

been dug is transported to different places for sale. Further, the sand is utilised for several purposes, such as building and repairing roads etc.

4.9 Infrastructure of the study area

The Umzumbe Local Municipality has a dearth of infrastructure such as roads and this poses a serious problem in most of the areas (wards) (Umzumbe Local Municipality, 2017/2018-2021/2022). In order to enhance rural advancement, penury reduction and employment generation, the Department of Transport constructs roads as well as bridges. The department also offers a well-protected and joined community transport network and controls traffic as well as ensuring that all people using roads are protected (Department of Transport, 2014).

The roads found in Umzumbe Local Municipality are organised as follows: freeway known as N2, provincial roads and the road starting from Umtentweni and ends at Highflats. The other roads are local municipality roads. There are also roads made of gravel (coarse road) and these roads cause difficulties for motorists as driving during rainfall periods is dangerous (Umzumbe Local Municipality, 2017/2018-2021/2022). Public transport such as buses and taxis in Umzumbe Local Municipality are utilised by residents (Umzumbe Local Municipality, 2017/2018-2020/2022).

4.10 Tourism establishments

4.10.1 Ntelezi Msani

This site is found in Ward 10 and it is kept for remembering gallant people who fought against apartheid regime's acts where blacks were taxed for not carrying identity documents which were called "dompass" .

4.10.2 Isivivane sika Shaka

This area is found in Ward 15. It is a port where King Shaka and his "Impi" lived temporarily as they were preparing for a fight against colonialists in the Eastern Cape.

4.10.3 Itshe lika Maria

This is a tourist attraction mountain and it is found in Ward 7. Further, the mountain is important for its unique milieu. The local community members believe that the formation of this mountain resembles a mother carrying a baby. They are also convinced that this mother is a picture of Maria from the bible.

4.10.4 Umsikazi Mountain

This special mountain is found in Ward 12 and it has unique milieu essential for complete ecotourism (Umzumbe Local Municipality, 2017/2018-2021/2022). In addition, this mountain is higher than the land around and its top is flat like Table Mountain in Cape Town and it can be utilised as a tourist attraction.

4.11 Employment Status and education

The 2011 Census shows that 90603 residents qualified for employment but 14% were actually employed, 15% not working, 16% disheartened job seekers and 87% looking for jobs. Females are worse in this case compared to males. The people who earn more get R9 601 to R19 600 making 25% quarter of the whole populace.

4.12 Chapter summary

This chapter has summarised the physical setting of the study area which involves the description of the UGu district municipality and Umzumbe Local Municipality as the study area. It also described the following sections of the study area: competitive advantage of the municipality like potentials, climate which is a subtropical climate, biodiversity involving a variety of birds etc., socio-economic characteristics, economic activities such as Umthwalume beach, infrastructure, and tourism establishments which describe tourism attractions, employment status and education attractions.

CHAPTER FIVE: RESEARCH METHODOLOGY

5.1 Introduction

This chapter discusses the research methodology which was followed. The chapter is composed of the following key elements: research paradigm, research design, research methodology, sampling data collection techniques, data analysis, reliability and validity and ethical considerations.

5.2 The research paradigm

The concept of a “paradigm” was initially proposed by Thomas Kuhn in 1962 (Kuhn, 1970: 3; Clark, 1998: 1). Currently, the term ‘paradigm’ refers to the basic belief or worldview that guides an action or investigation (Guba, 1990; Guba & Lincoln, 1994). Further, a paradigm acts as “a worldview, a general perspective, and a way of breaking down the complexity of the real world” (Patton, 1990: 37). As such, paradigms are immersed in the social context that prescribes what is important, what is legitimate, and what is reasonable. In addition, paradigms are normative; they indicate the required action without the necessity of tedious consideration along existential or epistemological lines. The term paradigm has no universal indication of its further meaning (Donmoyer, 2006).

Still, in view of the current literature (Guba & Lincoln, 1994; Johnson, 2017), a paradigm is taken to convey a certain manner of looking at the social world. It is composed of certain philosophical assumptions that guide and direct thinking and action. Therefore, a paradigm serves to define what should be studied, what questions should be asked, how they should be asked, and what rules should be followed in interpreting the answer obtained. In this sense, a paradigm is the overarching unit of consensus within a science; it distinguishes one scientific community (or sub-community) from another. Guba and Lincoln (1994) and Burnett (2012) indicate three assumptions that help define a paradigm, namely, the ontological, epistemological, and methodological questions. The ontological relates to the nature of the “knowable” or what is the nature of “reality”? The epistemological concerns the nature of knowledge and the relationship between the researcher and what could be known (the “knowable”). The methodological relates to how the researcher obtains the desired

knowledge and understanding? Due to the nature of the main research question, this study utilises the post-positivism research paradigm.

5.2.1 Positivism and post-positivism

According to Richards (2003: 37), Rehman and Alharthi (2016: 53), “until recently, educational research has drawn primarily from psychological traditions that operate within a positivistic approach”. Positivism adopts a realist-external ontology. As Guba (1990) elucidates, the outside world is governed by natural laws. Science seeks to discover the true nature of this reality and explain how it really works. The ultimate goal is to predict and control natural phenomena and find timeless and context-free generalisations. The positivist inquirer, must put questions directly to nature and allow the nature to answer back, in order to discover the real world. In other words, “the inquirer so to speak must stand behind a thick wall of one-way glass, observing nature as she does her thing” (Guba, 1990: 19).

Creswell (2014) notes that post-positivism is informed by actions, circumstances and results rather than antecedent conditions. Post-positivism provides a paradigm that transforms positivism from its relatively narrow perspective into a broader way to examine real world problems. Similar to interpretivism, post-positivism emphasises meanings, and attempts to explain social concerns. The characteristics of post-positivism can be described as collective, integrating theory and practice, encouraging and acknowledging the researcher’s unique contributions to the topic, and recognising that various techniques are applicable and suitable for collecting and analysing data (Daugherty, Djuric, Li & Leckenby, 2017). Post-positivism does not suggest that positivism is no longer relevant but rather offers that something exists subsequent to positivism that also is worth considering.

Post-positivism allows for reflexive methodology related to tourism science, but also enables the possibilities for examining data in more extensive ways. Post-positivism offers a practical approach to collecting data using more than one method. The value of post-positivism is that it presents a narrative that integrates personal and professional experiences and theoretical interpretations with a riveting story. It has been said that post-positivism enables researchers to be reflective about their position related to a topic that they find compelling (Henderson, 2011; Vashishth & Chakravorty, 2019). This approach was preferable in this study because it assisted in

uncovering meanings from people about their multiple interpretations of reality. The chosen paradigm also acknowledges that fixed meaning is not a neutral act, and that the questions raised reflect particular interests. In addition, this paradigm allows for natural settings and contextual data, and enables the possibilities of solutions to important problems. Qualitative data and mixed methods research are often essential in this context.

5.3. Research design

This research study employs the mixed methods approach based on the overarching research paradigm of post-positivism. Mixed methods represent a third paradigm in addition to what is called the qualitative and quantitative methodological paradigms (Wester & McKibben, 2019; Poth, 2019). This means that both qualitative and quantitative methods are applied with the aim to produce valid and reliable data sets (Johnson, 2017). In this type of research, the researcher combines quantitative and qualitative research techniques, methods, approaches, concepts or language into a single study. This research design is inclusive, pluralistic, and complementary, and it suggests that researchers take an eclectic approach to method selection and thinking about and conduct of research (Rapanta & Felton, 2019). There are three types of mixed method research designs and these are explanatory-sequential, exploratory sequential and convergent.

This study utilized a sequential exploratory approach as an ideal for enabling the research to produce authentic results. The sequential exploratory approach includes a process of qualitative data collation first to analyse a phenomenon and thereafter quantitative data is gathered in order to describe the connections established in qualitative data. This is useful in overcoming the lack of strength of a solitary strategy. According to Creswell (2009; 2014), the sequential exploratory approach comprises a first stage of qualitative data collection and analysis. A second stage which is quantitative data collection and analysis follows and constructs on the outcomes of the first qualitative stage. The weight is mostly put on the first stage, where data is linked to the qualitative data analysis and the quantitative data collection (Morgan, 1998).

The principal goal for utilising this approach was to use quantitative data and outcomes to help in the understanding of qualitative findings. In this design, the researcher used a three-phase method. The researcher first collected qualitative data and analysed it

(stage 1), making use of the analysis to develop an instrument (stage 2), thereafter administered it to a sample of a population (stage 3) (Creswell & Plano Clark, 2007; Clark: & Creswell, 2008). The aim of this approach was to utilize quantitative data and outcomes to support in the elucidation of qualitative findings (Creswell & Plano Clark, 2007). Figure 5.3.1. below shows the methodological process of sequential exploratory research.

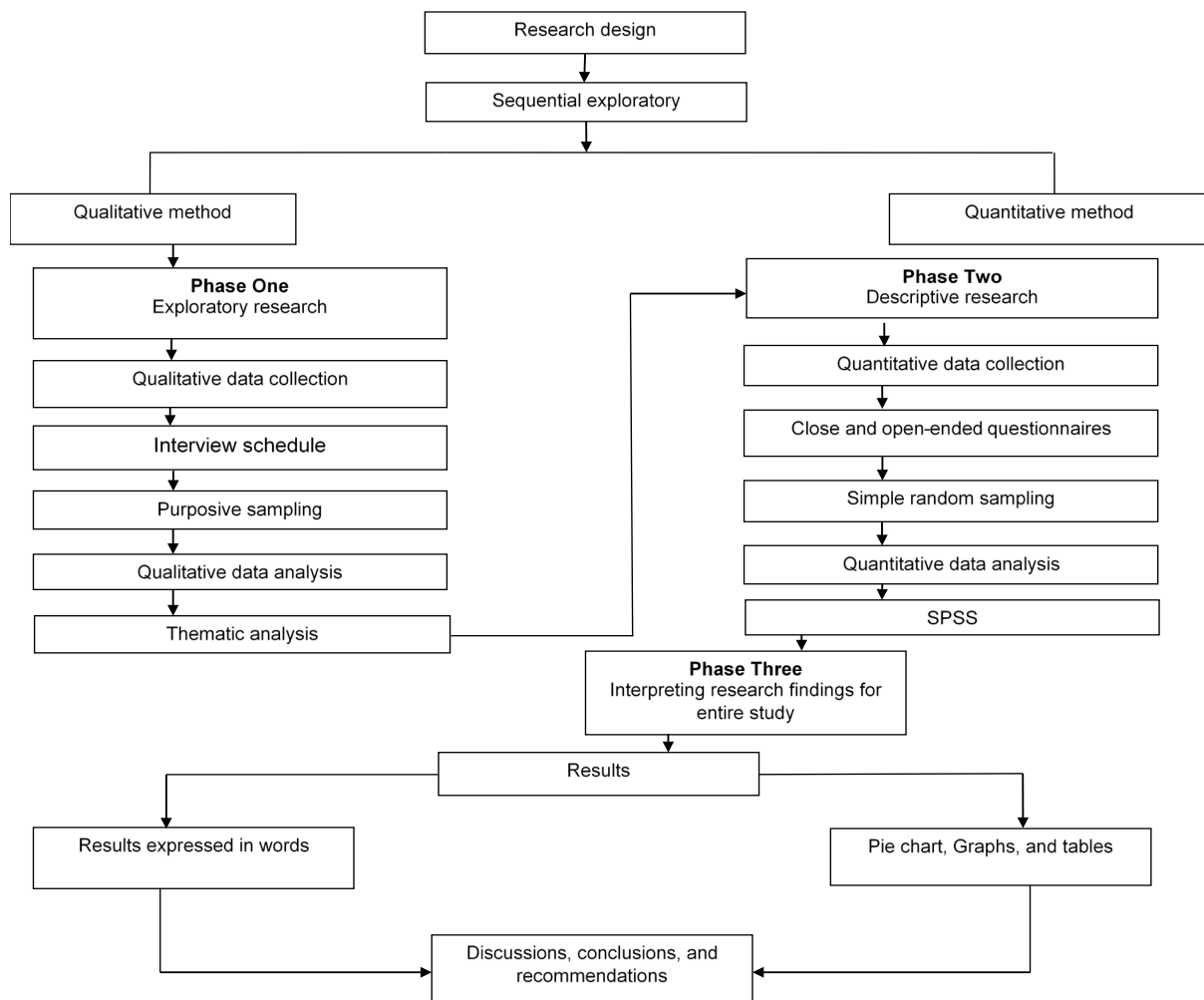


Figure 5.3.1: Sequential exploratory research showing steps in mixed method analysis (Source: Researcher’s own construct: 2020)

5.4. Research methods

5.4.1 Qualitative research

Qualitative research is best explained as a naturalistic, interpretive approach, concerned with exploring phenomena “from the interior” (Migliorini & Rania, 2017; Rose, 2017) that takes the perspectives and accounts of research participants as a

starting point. It can also be defined as a set of interpretive, material practices that make the world visible (Arntsen & Waldrop, 2018; Shekhar *et al.*, 2019). Qualitative data are collected via field notes, interviews, conversations, photographs, recordings and memos by which researchers study things in their natural settings, attempting to make sense of or interpret phenomena in terms of the meanings people bring to them (Denzin, 2017; Sligo, Nairn & McGee, 2018).

5.4.2 Population of the study

The term population denotes the inhabitants or persons occupying a certain place, town and or country and whom the researcher targets with an intention of taking samples. The Umzumbe Local municipality population increased from 165 803 in 2001 to 193 768 in 2011. At the same time, there was a decrease in the number of residences, from 200 000 in 2001 to fewer than 150 000 in 2011 (Umzumbe Local Municipality, 2012/2013-2016/2017). These figures include officials from uGu District Municipality, Umzumbe Local Municipality ward councillors, as well as its communities consisting of chiefs and business owners.

5.4.3 Sampling in qualitative research

Sampling is a strategy which assists in selecting a basis for the data (Moser & Korstjens, 2018; Sim, Saunders, Waterfield & Kingstone, 2018). In general, qualitative investigation is largely centred on the non-probability sampling process (Dworkin, 2012; Merriam & Tisdell, 2015). In the case of non-probability sampling, the probability of choosing each sampling unit is unknown. Therefore, non-probability samples do not rely on the principle of the probability theory. The researcher in this study used non-probability sampling, as there was no reasonable way of verifying if the chosen sample was indeed representative of the population (Gunter & Raghuram, 2018; Aksakal, Bilecen & Schmidt, 2018). Non-probability sampling comprises of two broad types: accidental and purposive. In this study, the researcher used purposive sampling.

5.5 Purposive Sampling

In this study, participants were chosen for sampling because of their salient features which convinced the researcher that they possessed information which may be valuable to the research. It is important that choices for sampling should be done for the precise purpose of gaining a solid foundation for data to respond to the questions of the study. The purposive sampling method is considered as a crucial approach

under non-probability sampling (Etikan *et al.*, 2016; Prasetyo, Kamarudin & Dewantara, 2019). The targeted population for the study consists of LED Officers who are experts in the field of LED in Umzumbe Local Municipality, officials (tour operator and tour organiser) who are specialists in the tourism sector, the Tribal Council (chiefs) of the study area, ward councilors, general community members (households) and business owners. These participants formed part of the target population and were selected on the basis of their knowledge and experience concerning the selected topic of the study, making them essential in attaining the objectives of the study. Thus, a sample of 24 officials was interviewed.

These officials were classified as follows: one tourism manager from uGu District Municipality, one municipal manager from Umzumbe Local Municipality, one LED officer from Umzumbe Local Municipality, one tour operator from the tourism sector under Umzumbe Local Municipality and 20 ward councilors under Umzumbe Local Municipality. The officials under tourism sector from Umzumbe Local Municipality reports to the uGu District Municipality tourism manager. Table 5.5.1 below shows the classification of these officials.

Table 5.5.1: Summary of qualitative sample

Number	Occupation	Destination	Reason for selection
1	Tourism manager	UGu District Municipality	The responsibility of the Tourism manager is to ensure tourism promotion in the region by means of advertisements and strategies and also offer help to tourists. This officer has an idea of community tourism and its value in the study area.
2	Municipal manager	Umzumbe Local Municipality	The Municipal manager is responsible for several administrative work. These responsibilities consist of the implementation of planned strategies and making sure that the municipality is functioning as required. The municipal manager has knowledge about community tourism.
3	LED officer	Umzumbe Local Municipality	LED officer is responsible for attracting fresh businesses, tourism and recognise chances for sustainable economic growth and advancement. Further, they are charged with ensuring that the tourism business in the area is developing and also promoting sustainability of business practices in the area.
4	Tour operator	Umzumbe Local Municipality	The responsibility of Tour operator is to make arrangements, encourage holidays, travel alternatives, work with hotels and transport industries for ground travel. In addition, these people assist tourists by directing them until they reach the destinations. As a result, the researcher had a view that tour operator might share his or her experience of working with different tourists and as well as different types of destinations. Furthermore, the researcher had a feeling that this person's involvement in tourism might result to him or her knowing community tourism.
5	Ward councilors	Umzumbe Local Municipality	The researcher wanted to verify if they have knowledge about community tourism as they serve community members.
Total number of officials=24			

Source: The researcher's own construct (2020)

5.5.1 Use of documents

The official papers or books that give information or that can be used as evidence or proof of something are regarded as social facts (Atkinson & Coffey, 2010). These documents can be utilised in a societal setting. Documents are versions of reality, scripted according to various conventions, with a particular purpose in mind. Furthermore, documents construct particular kinds of representations using particular kinds of conventions both textual and non-textual. Documentary analysis may also be employed as the main method for qualitative research in its own right (Prior, 2003; 2008; Scourfield *et al.*, 2012). The researcher visited the Umzumbe Local Municipality to make enquiries if there was a document about community tourism and was told that there was no such document(s) in the municipality. Therefore, no qualitative document analysis (QDA) was done. The municipality's integrated Development Plan (IDP) only deals with tourism in general.

5.5.2 Instrumentation and data collection

An in-depth investigation takes a form of exchange of thoughts or discussion (Lofland & Lofland, 1995; Sargent, 2004; Brown, 2007; Zhang & Wildemuth, 2009; Guest, Namey, & Mitchell, 2013; Granot, & Greene, 2015; Tak, Kedia, Tongumpun, & Hong, 2015). Although an in-depth interview consists of several phases, the researchers can utilise this approach to gather data from respondents to express themselves vividly within other people (Spradley, 1979; Campbell, 2003; Banner, 2010; Johnson & Rowlands, 2012; Mann, 2016; Ferrucci, 2018; Jimenez, Hudson, Lima & Crabtree, 2019). This approach aims at combining structures that are able to change or suit new conditions or situations and involve working together and have influence on each other because the information is created through communication (Legard, Keegan & Ward, 2003; Scheibelhofer, 2008; Beitin, 2008; Jeanfreau & Jack, 2010; Roulston, 2013; McIntyre, 2016; Crossman, 2017; Dornschneider, 2019).

In-depth interviews are carried out on the few participants and it is utilised to discover issues for more research to be conducted and not judging analysis. This study utilised in-depth interview because it is regarded as the best and suitable approach for primary data collection in qualitative research. Further, unlike questionnaires, this approach is utilised with an aim of discovering thorough knowledge of an interviewee and viewpoint on a topic. It assists in finding new comprehensive and in-depth knowledge than any

other approach for collecting data. Furthermore, in-depth interview is a learning-oriented approach which is used for finding new knowledge and offers a stress-free and interesting feeling for the data collation.

5.5.3 Data analysis in qualitative research

Data analysis “is the process of organizing and sorting data in light of increasingly sophisticated judgments and interpretations” (Glesne & Peshkin, 1992: 130; Kolb, (2012; 84). The goal of data analysis is to explore essential thoughts and ideas, patterns, and themes in the researcher’s mind or the knowledge heard or witnessed by the researcher. The main aspects of qualitative data analysis are (1) sensing themes, (2) constant comparison, (3) recursiveness, (4) inductive and deductive thinking, and (5) interpretation to generate meaning. Further, qualitative data analysis attempts to verify the way how those involved explain the meaning of their event by examining their way of noticing things, the way they think or behave, knowledge, beliefs, ideas and capabilities to try to estimate the building of their event (Mayer, 2015; Graue, 2015). By means of the inductive method of analysis, the major aim is to allow the outcome of the research to occur from the common, main subjects’ intrinsic natural data, with no limits enforced by an organised theoretic aim. The researcher approached data analysis inductively, following the six steps as follows:

Step one: Tidying up

According to Gibbs (2018), tidying up is the first step in analysing qualitative data. In this first stage of qualitative data analysis, which is cleaning the data, the researcher read through the notes and also transcribed recorded interviews. Nonetheless, the researcher went back to the field to do further data collection that assisted in filling omitted information in the record.

Step two: Finding items

The special things in the data arrangement which the researcher codes, counts and gathers into research findings are items. Therefore, the researcher in this study made sure that special things are items or units of examination. Sifting data was done through repeated items that speak to research questions (Merriam, 1988). Frequency, omission, and declaration were looked for through systematic processes involved in focusing the items in data. The researcher thoroughly checked whether or not the information is found in the data.

Step three: Creating stable sets of items (coding)

Coding is the crux of analysis (Miles & Huberman, 1994). The researcher considered this step when categorising data. Hence, the researcher identified initial items, and grouped them into categories in terms of their similarities and differences (Lecompte, 2000) and same or different objects (Creswell, 2003). The goal of the researcher was to put together similar data. Thereafter, the researcher checked for data that are exactly the same or that show slight difference. As a result, the researcher ensured that definite differences are shown between different data.

Step four: Creating patterns

After classifying the data that go together, the researcher ensured that patterns are established. Establishing patterns included noticing how taxonomies can be put together meaningfully. Taxonomies made up patterns that together relate to each other forming themes (Walcott, 1994). The researcher generated themes which although are influenced by the questions, may have no relation to any question. The process is the same as the Van Gogh jigsaw puzzle where sky and bird pieces are linked together until the picture starts to take shape. The researcher made sure that data collection and finding items includes dismantling things and sorting their separate parts.

Step five: Generating meaning

Each interviewee's response was coded by the researcher. Codes varied in either being single or more than one word and were easy to compare. As a result, in this research finding, patterns included regrouping them in ways that start to look alike, logical, and well organised description of the project and activity or the phenomenon that is being studied. In addition, the researcher indicated the essential patterns. Combining items helped in examining resemblances and the analogy or items in sets that are the same.

Step six: Interpretation in qualitative research

This is the last step in analysing data which includes interpreting findings in qualitative research. The researcher has shown what has been learnt and captured what is important in an idea (Lincoln & Guba 1985). The researcher included own interpretation during the stage of interpretation (Creswell, 2014). In addition,

interpretation consisted of meanings taken from comparing findings and includes information obtained from literature or theory. Further, the researcher during this step made columns utilising one of the control data to check for regular arrangements in the answers (Creswell, 2014). Columns were organised in order to ensure that the data which is alike is put together. After that, the researcher revisited the initial transcript in order to authenticate meanings. The researcher made sure that an interpretation developed from qualitative examination includes the connection which is easy to understand (Wolcott, 1994).

Furthermore, the researcher ensured that the meaning developed consists of detectable explanations connected to the data. Nevertheless, the researcher guaranteed that all sections of the data that can affect one another are closely connected to the whole. When interpretations are made, the researcher continued to ensure that meaning derived from participants is maintained and indicate when making any claim (Anfara, Brown & Mangione, 2002). As a result, rich and thick description served as a reliable base developed from a firm foundation from which a researcher can narrate a story (Wolcott, 1994). Figure 5.5.3.1 shows the six steps in qualitative data analysis.

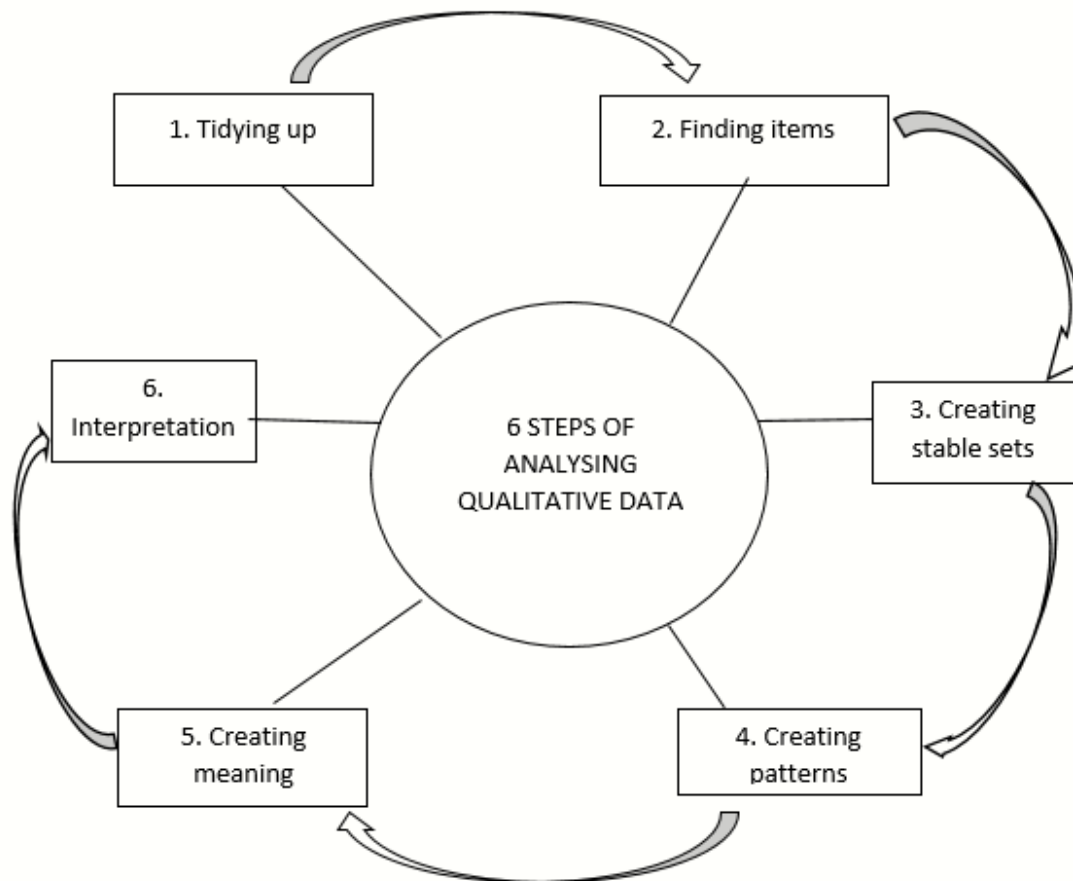


Figure 5.5.3.1: Qualitative data analysis (Source: Creswell 2014)

5.5.4 Quantitative research

Quantitative research intends to establish the connection between a self-governed variable and another set of dependent or resulting variables in a population (Luo & Ferguson, 2017; Fast, 2017). Various techniques were utilised to collect data from the participants. In this study, quantitative data were collected through a face-to-face survey using structured questionnaires. The questionnaire consisted of two main categories of questions namely, open-ended and closed-ended questions (Goertzen, 2017; Creswell & Poth, 2017). The researcher focused on open-ended interviews to make sure that participants were able to supply trustworthy and complete replies. By using questionnaires, the researcher evaluated the phenomenon under investigation. The questionnaires were structured and administered in such a manner to allow the collection of objective and reliable information.

5.5.5 Sample size

The population of Umzumbe Local Municipality is 151676 (Umzumbe Local Municipality, 2017/2018 – 2021/2022). The first important question that needs to be addressed is the size of the sample (Wu, 2012). The sample size is based on two facts. These are: (a) the confidence desired by the researcher in the data collected and (b) the significance of reducing the extra amount of time that would be required by a bigger sample size. The researcher calculated the sample size using the formula by Cochran (1977):

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$

$$n = \frac{385}{1 + \frac{(385 - 1)}{151676}}$$

$$n = 384.03$$

where:

n = number of population to be sampled

N = population size

n_0 = Cochran sample size recommendation number

The researcher therefore sampled 384, 03 participants from Umzumbe in order to determine the connections between the levels of the research. A sampling size of 384 respondents is believed to be sufficient to gather data needed for answering the research questions. The sample size is based on the population size of Umzumbe Local Municipality (N=151676) and is deemed to be sufficient for gathering data needed for answering the research questions in order to attain the objectives of this research. The sample size comprised of 10 questionnaires answered by the traditional community leaders (chiefs) in Umzumbe, 28 questionnaires answered by local business people, 20 questionnaires answered by local ward councillors and 326 questionnaires answered by the general community members.

5.5.6 Data collection techniques

The researcher used the simple random sampling technique quantitative data collection. The collection of data using this method is important because it ensures that the absolute sample structure is accessible (Maree & Petersen, 2007). Further to that, this method provides all participants a chance to be selected. As a result, random sampling is most likely to yield a sample that truly represents the population when compared to non-random samples. In other words, it enabled the researcher to make accurate assumptions or generalisations from the sample regarding the population under investigation. Random sampling enabled the researcher to statistically calculate the relationship between the sample and the population; that is, the size of the sampling error.

5.5.7 Quantitative data analysis strategy

Quantitative data were collected, systematically arranged and analyzed. First, this involved the coding of the data in terms of assigning numerical codes to the data. Second, data were then uploaded into the Statistical Package for Social Sciences (SPSS) to generate descriptive statistics. Occurrence tables, bar graphs and pie diagrams that explain and interpret data were produced. These methods of representing the data were to illustrate the existence of CT resources in Umzumbé Local Municipality, and assisted in evaluating the potential of CT in LED. This responded to objectives and research questions one and two respectively. The diagram below (Figure 5.5.7.1) provides a schematic representation of how the proposed research design responded to the objectives and research questions.

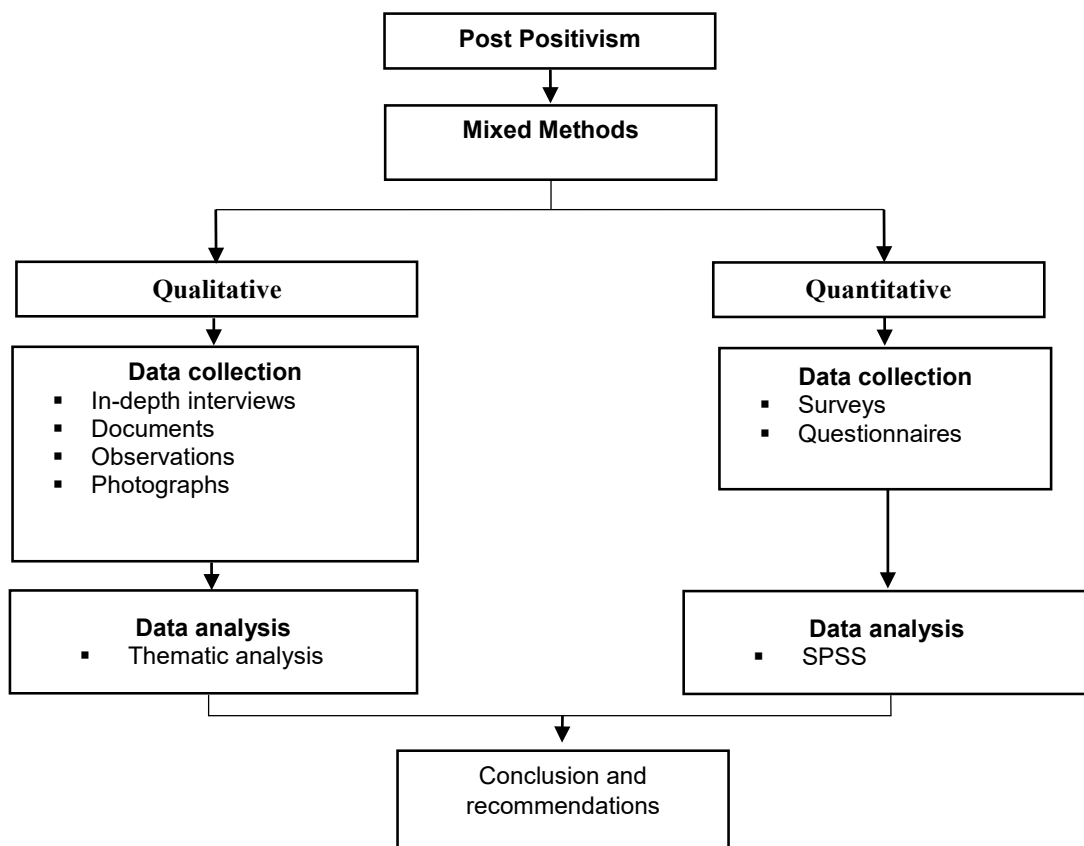


Figure 5.5.7.1: Quantitative data analysis procedures (Source: Guest, Namay & Mitchell, 2013)

In the final analysis, Table 5.5.7.1 below summarises and links the study methodology to the research objectives.

Table 5.5.7.1: Goal achievement Matrix adopted in the study

Research objective	Data collection method	Sampling	Analysis and data presentation	Outcomes
1. Examine the community tourism resources in the Umzumbe Local Municipality	<ul style="list-style-type: none"> • Interview schedule • Questionnaires 	<ul style="list-style-type: none"> • Purposive sampling • Simple Random 	<ul style="list-style-type: none"> • Qualitative data analysis using thematic analysis • Quantitative data analysis SPSS Microsoft excel, presentation in tables, graphs and charts 	The study identified the various community tourism resources in the Umzumbe Local Municipality.
2. Evaluate the potential of community tourism in job opportunities and small-scale businesses among other indices of measuring LED in the Umzumbe Local Municipality	<ul style="list-style-type: none"> • Interview schedule • Questionnaires 	<ul style="list-style-type: none"> • Purposive sampling • Simple Random 	<ul style="list-style-type: none"> • Qualitative data analysis using thematic analysis • Quantitative data analysis SPSS Microsoft excel, presentation in tables, graphs and charts 	The study revealed the potential of community tourism in generating job opportunities and small-scale businesses among other indices of measuring LED in the Umzumbe Local Municipality.
3. To analyse how community tourism could be effectively implemented in the Umzumbe Local Municipality	<ul style="list-style-type: none"> • Interview schedule • Questionnaires 	<ul style="list-style-type: none"> • Purposive sampling • Simple Random 	<ul style="list-style-type: none"> • Qualitative data analysis using thematic analysis • Quantitative data analysis SPSS Microsoft excel, presentation in tables, graphs, and charts 	The study established a Strategy for ensuring the successful implementation of community tourism in the Umzumbe Local Municipality.
4. To propose a development management model of community tourism in the Umzumbe Local Municipality	<ul style="list-style-type: none"> • Interview schedule • Questionnaires 	<ul style="list-style-type: none"> • Purposive sampling • Simple Random 	<ul style="list-style-type: none"> • Qualitative data analysis using thematic analysis • Quantitative data analysis SPSS Microsoft excel, presentation in tables, graphs and charts 	The study generated a Development management model of community tourism in the Umzumbe Local Municipality

5.6 Reliability and validity

5.6.1 Qualitative reliability and validity

Pietersen and Maree (2007) states that reliability refers to the repetition and constant (not changing) characteristic of the evaluating mechanism. When the prejudice of the information gatherer is reduced, reliability will be guaranteed. Where the researcher manages to normalise situations for example by showing individual features of every related subject, prejudice is minimised accordingly. The researcher ensured secrecy, privacy and confidentiality by making sure that the situation where information was gathered was conducive for respondents to give information voluntarily. In other words, nothing should affect the respondents (whether physical or psychological). During the interview, the investigator remained with each and every respondent at all times until the interview was completed.

5.6.2 Quantitative reliability and validity

The continuing reliability of answers is exposed when participants answer questions in questionnaires. While the interview was in progress, a notice stating “no interruption required” was put up at the entrance to guarantee privacy. Respondents were told not to reveal their identity, to maintain secrecy. According to Pietersen and Maree (2007), validity refers to the degree to which the tool matches anything it is quantifying, ensuring the legitimacy of the process. Content validity refers to the degree in which the tool ensures that all information contained is meant to be assessed. In order to certify that the information is valid, the investigator presented a draft description to the supervisor to make remarks prior to the finalisation of the document. Questions focused on the data collected in the period of literature review to guarantee that subjects were representing what they needed to be aware about community tourism. Further to that, the validity of information contained was guaranteed by managing the surveys in a standardised manner. Each survey was disseminated personally by the investigator to every respondent. Simple language was used when preparing questions so that all respondents could comprehend the meaning or content, e.g. in isiZulu and English. Respondents were supplied with clear instructions and the investigator completed the surveys for respondents that were illiterate. Every respondent completed the survey with the investigator present. By so doing, the investigator prevented the manipulation of data, e.g. by preventing respondents from collaborating with other people on their surveys.

5.7 Ethical considerations

The research was guided by the four principles of independence, namely, voluntary participation, non-maleficence, impartiality, and fairness (Beauchamp & Childress, 2001). The researcher ensured that the interests of the participants were well protected in that no personal information would be disclosed without the participant's consent. Informed consent was signed by participants as proof that permission had been obtained before the research had commenced. Confidentiality was maintained at all costs. Ethical consideration includes the protection from and reduction of harm to participants and respondents. The mentioned information is supported by Welman *et al.* (2005) and Heilferty (2011). Nelson *et al.* (2011) state that the researcher must consider the following ethical considerations: informed consent, right to privacy, protection from harm, and participation of the investigator.

5.7.1 Informed consent

The researcher clearly explained to the prospective participants, the purpose of the research and ensured that they fully understand. Further, the researcher requested the participants to consider their participation in the research. This was done at the beginning of the interviews as participants were fully aware of the nature of data that was to be collected about them. After that, informed consent forms were distributed to the respondents once they had agreed to participate in the research. Further the researcher made it clear that there would be no compensation for participation. The informed consent forms and recorded information were read by both researcher and respondents. Thereafter, the researcher requested the respondents to put their signatures as a symbol of giving permission.

5.7.2 Right to privacy

The researcher informed the participants that their right to privacy is guaranteed. Further, participants were told that their names were not be known (anonymity would be maintained).

5.7.3 Protection from harm

To ensure protection from harm or injury, the researcher guaranteed the participants that an indemnity would be considered. Mertens (2010) argues that qualitative researchers who hold transformative values have a responsibility to address issues of human rights, social justice, discrimination, and oppression. As a result, the

researcher made every endeavor to guard against any human rights violation during the interview sessions in order to protect participants from harm.

5.7.4 Involvement of the researcher

In this study, the dishonest influencing of participants by the researcher was avoided at all times and, any beguiling acts by the investigator were avoided. Fontana and Frey (1994) argue that researchers should take care to avoid using deceitful acts or methods of quizzing when interviewing the respondents. The researcher evidently gave thought to the possible uses of his research, as Mertens and Wilson (2012) contend that no matter what the purpose, researchers need to consider the possible uses of their research from the beginning of the study throughout the entire process.

Drew and Hardman (2007) mention that the main components of informed consent are voluntariness, knowledge, capacity and all these components need to be included in the consent to validate it. In order to ensure voluntary consent, each participant was able to apply his or her own mind freely in making decisions (choices) that are devoid of force and any form of dishonesty, inducement, enticement, limitation, intimidation or pressure. When the procedure was introduced to the participants, the right to decide must be maintained at all times.

5.7.5 Confidentiality

Confidentiality was explained to all those taking part in the study. Confidentiality denotes that respondents' well-being is valued and honoured. The researcher mentioned to the respondents that only the manager and the investigator would be able to retrieve confidential data. Participants were informed that their identification was not be written on transcripts nor on the last information (accounting statement). The same applied to respondents who expressed no problem with being identified. Further, the participants were ensured that data would be used only for the purpose included in the initial informed consent process. At the end of the research project, data recorded and written would be kept in a safe and secret room. Afterward, when the research is complete and a statement reporting about the research had been made, all recordings would be destroyed.

5.7.6 Transparency and human rights

The researcher ensured that data collected were accessible to participants. In order to ensure transparency, the researcher included member checks (offering the participant a chance to read the transcript and eliminate any detail which was perceived as too personal) during the interview progression. A direct citation was made in order to make sure information could be back-traced. To demonstrate fairness or transparency the researcher emphasised to the respondents that should they wish to cancel their participation in the research, it was their right to do so.

The above procedure is supported by Brydon-Muller *et al.* (2011) who affirms that qualitative researchers who work within the action research tradition have emphasized the ongoing inclusion of members and triangulation as strategies to involve participants in use of qualitative data. Harris (2009) stresses that the members of marginalised communities should be accorded all the rights and privileges of those from the dominant group, and not be relegated to a lesser role or that of a token representative. In this study all participants were treated equally; with full respect and their cultural differences were acknowledged.

5.8 Chapter summary

This chapter has described the strategies of research that were utilised starting with the research paradigm and then the research design and the research methods (mixed methods). In addition, the chapter described reliability and validity including qualitative reliability and validity, quantitative reliability and validity and ethical considerations.

CHAPTER SIX: UNDERSTANDING THE PERSPECTIVES OF THE LOCAL COMMUNITY ON THE POTENTIAL OF COMMUNITY TOURISM IN LED IN UMZUMBE LOCAL MUNICIPALITY

6.1. Introduction

This chapter reports on the results of the data analysis, which transformed raw data obtained from the study into meaningful facts. It means that this chapter provides a systematic analysis of data and a detailed discussion of the results that were obtained using a questionnaire. Therefore, this chapter starts with a description of the demographic characteristics of the respondents which are then followed by a discussion of the results according to the sequence of objectives as presented in chapter one.

6.2 The Demographic Data

This section presents the demographic characteristics of the respondents in terms of gender, race, age, marital status and home language. It must be noted that there are three hundred and forty-nine respondents (community members) who participated in the study.

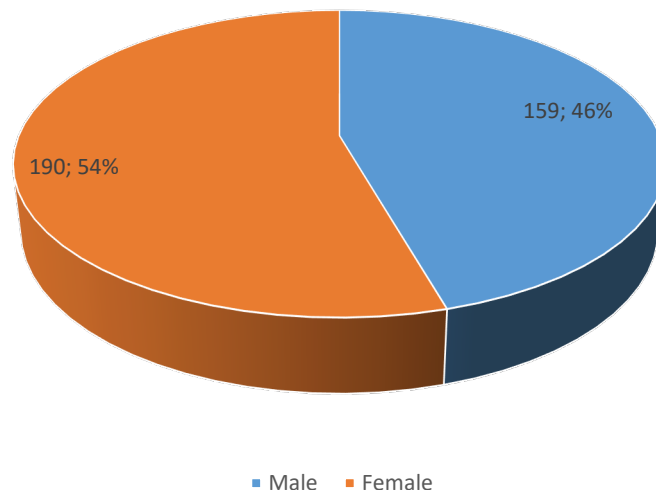


Figure 6.2.1: Gender

It is noted from Figure 6.2.1 above that most of the respondents were women. It means that there were 190 (54.4%) females that were involved in the study and there were 159 (45.5%) males who also participated in the study. Even though gender has nothing

significant in the study, it was important to include in order to have views from both men and women.

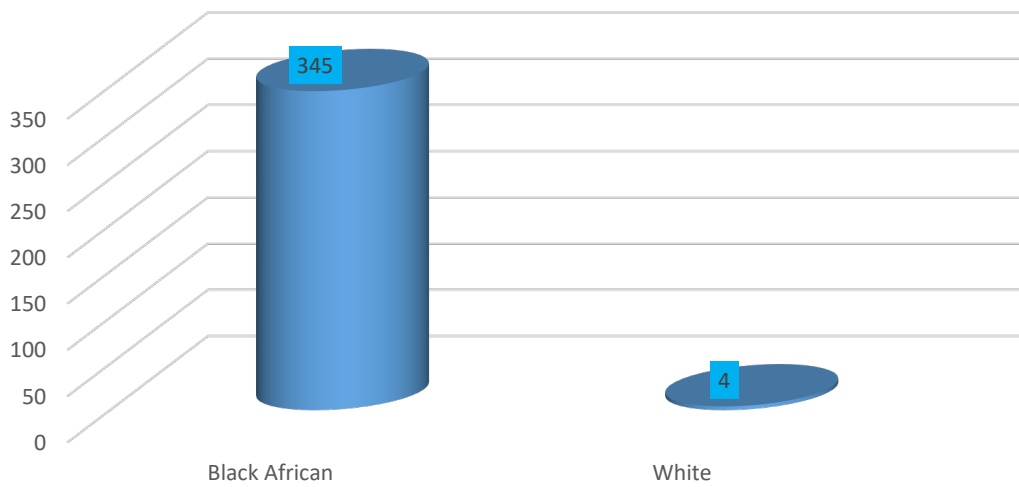


Figure 6.2.2: Race

Concerning the race of the participants (Figure 6.2.2), a large number of the respondents, that is, 345 (98.8%) were Black Africans and only 4 (1.1%) were Whites. These findings are an indication that the area where the study was conducted is highly dominated by Black African people.

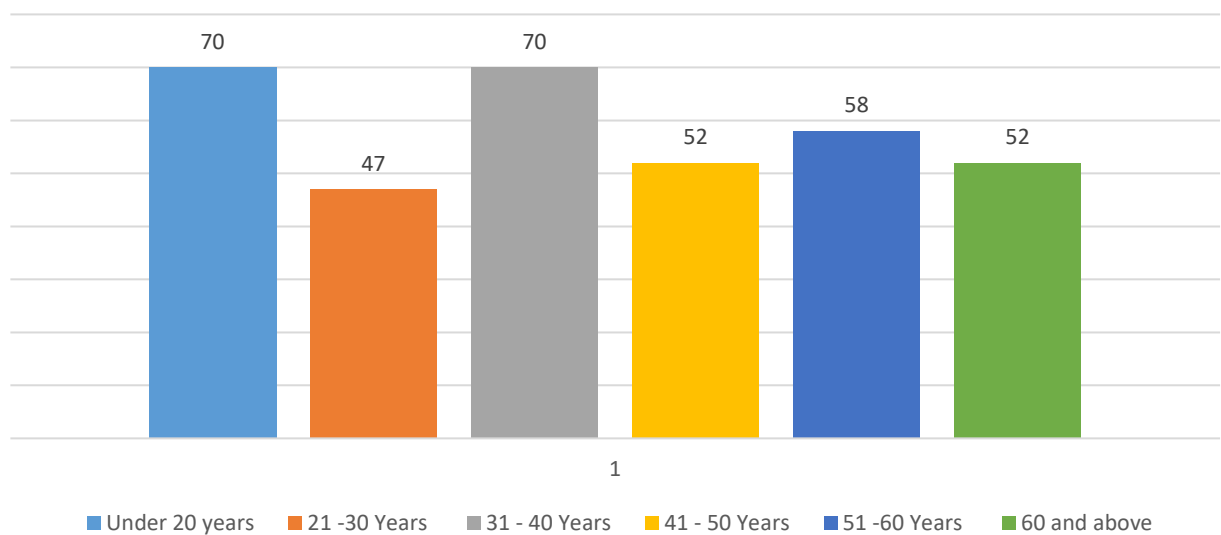


Figure 6.2.3: Age

Regarding the age of the respondents (Figure 6.2.3), the findings of the study showed that those respondents who were under 21 years were 70 (20%) and another 70 (20%) were those who were aged between 31 and 40 years. This is an indication that the area is dominated by people who are still relatively young. The age group that followed were those between the ages of 51 and 60 years with a percentage of 16.6%, while the ages between 41 and 50 years and those from 60 years and above were 14.9% each. The least of the age groups were those between 21 and 30 years who were 13.5%. These findings suggest that the study was well represented in terms of age.

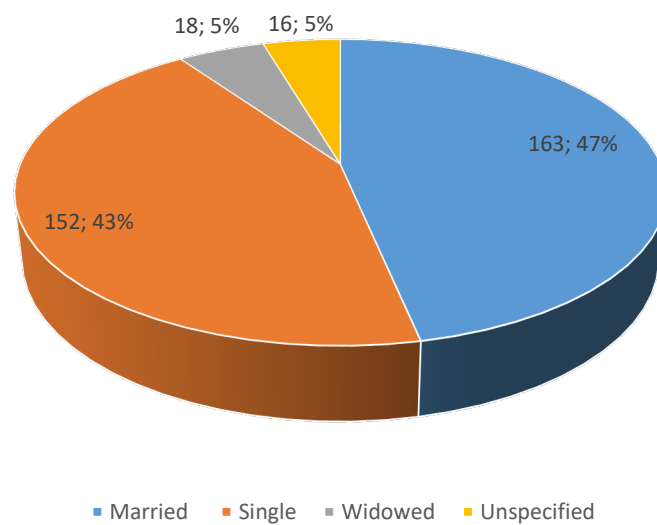


Figure 6.2.4: Marital Status

In terms of marital status of the respondents (Figure 6.2.4), 163 (46.7%) were married, closely followed by 152 (43.5%) single ones. Eighteen (5.2%) were widows and the last group (4.6%) never specified their marital status.

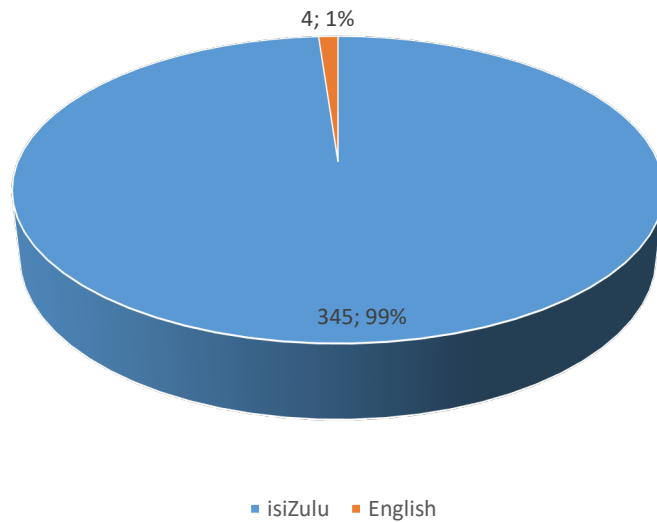


Figure 6.2.5: Home language

Concerning the home language of the respondents (Figure 6.2.5), most (99.1%) indicated that their home language is isiZulu while only 4 (1.1%) had English as their home language.

6.3 Community tourism resources

The study sought to establish the knowledge of community members towards tourism resources in the area.

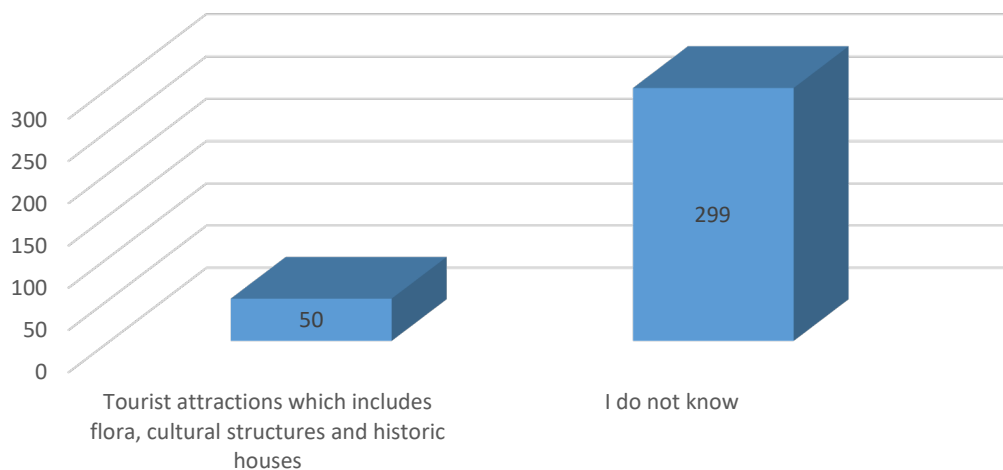


Figure 6.3.1: Understanding the concept of community tourism resources

This question was meant to measure the understanding and awareness of CT resources by community members (Figure 6.3.1). Regrettably, only 50 (14.3%) had

an understanding of the concept of CT resources. To them, CT resources meant tourist attractions. Meanwhile, two hundred and ninety-nine (87.7%) said they had no idea what the concept meant. In a nutshell, the study perceived that only a few community members had a clear understanding of CT resources.

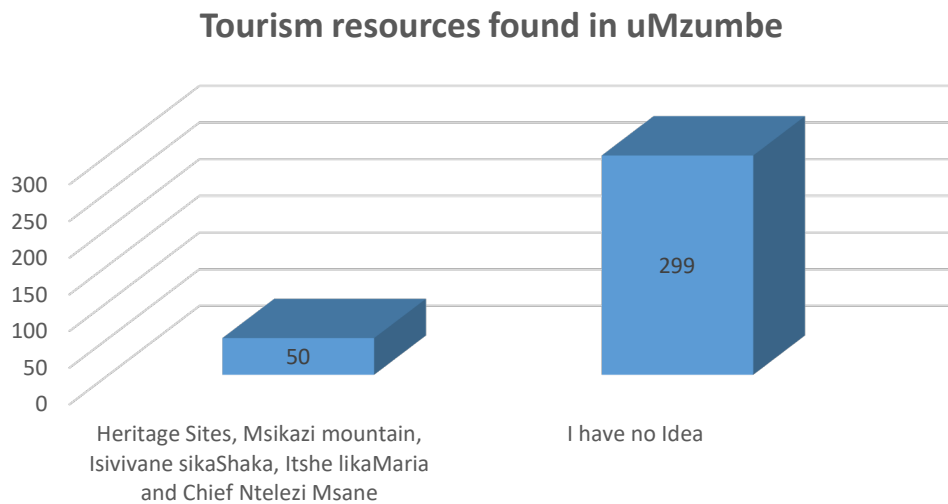


Figure 6.3.2: Tourism resources in Umzumbe

On the second issue around tourism resource attractions found in Umzumbe municipality, only 50 (14.3%) of the respondents attested that the tourism resource attractions found in the area were heritage sites, cultural features and historic houses such as 'Itshe lika Maria', 'Msikazi Mountain', 'Isivivane sikaShaka' and 'Chief Ntelezi Msane' (Figure 6.3.2).

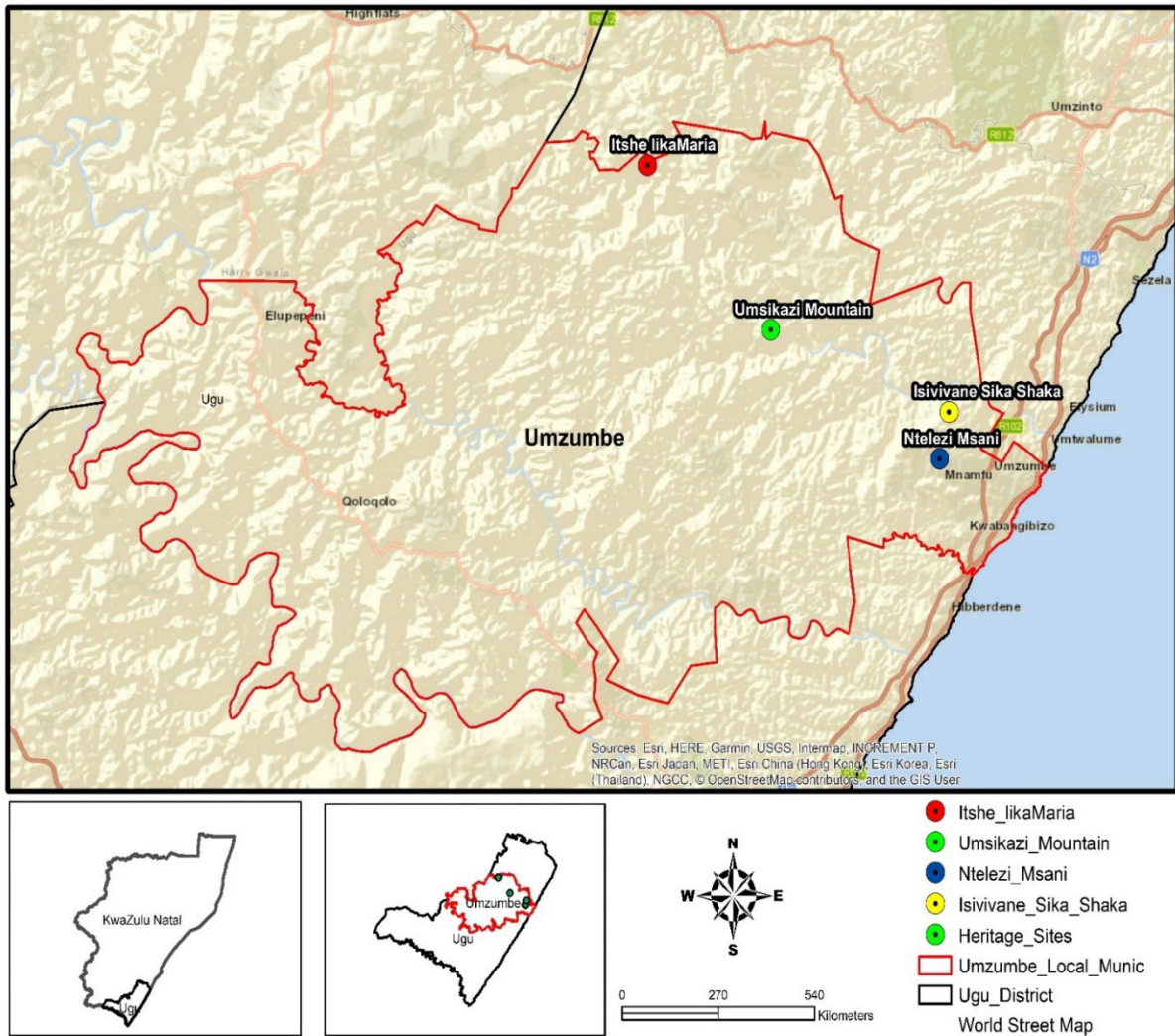


Figure 6.3.3: Spatial location of tourism resources

In addition to this spatial depiction, these tourism resources are described in detail below.

6.3.1 Umsikazi Mountain

This is a natural or endowed CT resource. Umsikazi Mountain (Figure 6.3.1.1) is a highland with a flat terrain on top like Table Mountain in Cape Town. The other feature is that the mountain has a fountain on top and the water comes out from this fountain in summer time during heavy rains. This water forms a waterfall on the other side of the mountain. The side where waterfall occurs is marked “C”. To climb the mountain is challenging but church congregations take risk as they make use of this mountain to conduct prayers on top. Umsikazi mountain is 566 meters above the sea level.



Figure 6.3.1.1: Umsikazi Mountain (Adapted from Google earth)



Figure 6.3.1.2: The top feature of the Umsikazi Mountain (Researcher's own source)

6.3.2 The Isivivane of King Shaka

Isivivane of King Shaka (see Figure 6.3.2.1 and Figure 6.3.2.1) is an area where the Zulu combatant warrior King Shaka Zulu together with his army (Impi or troops) rested

as they were on their journey to the former Transkei for regular raids. Tourists and researchers come to see where King Shaka used to rest with his troops.



Figure 6.3.2.1: Isivivane sika Shaka (Researcher's own source)



Figure 6.3.2.2: Another view of Isivivane sika King Shaka (Researcher's own source)

6.3.3 Itshe lika Maria

Itshe lika Maria (Figure 6.3.3.1 and 6.3.3.2), which is a heritage site demonstrates the magnificence of nature. The local inhabitants and tourists fully believe that the picture of a rock on the mountain has a shape of a woman carrying a baby. Inhabitants and tourists are of the view that the woman carrying a baby is Maria from the bible. In that light, Christians visit this mountain to pray and worship God. They normally come to conduct prayers having candles that they light and give offerings for luck.



Figure 6.3.3.1: Itshe lika Maria (Researcher's own source)



Figure 6.3.3.2: Another view of Itshe lika Maria where offerings are made (Researcher's own source)

6.3.4 Chief Ntelezi Msane

This is a created CT resource. Chief Ntelezi Msane (Figure 6.3.4.1) is a site which was named after Chief Ntelezi Msane. This site is important because it contains the history about the heroes who were selfless as they fought against apartheid tax laws. This site therefore commemorates the people who fought against colonialism and were subsequently arrested and transported to St Helena where they were kept as prisoners.



Figure 6.3.4.1: Chief Ntelezi Msane memorial site

However, the majority of 299 (85.7%) had no idea at all of the heritage tourism resources found in Umzumbe Local Municipality. An additional issue about the knowledge of tourism resources in the study area is that there was a special dimension

to it (Figure 6.3.4.2). That is, it was the people who lived further from the coastal areas who had no knowledge (cream colour) of tourism resources, but those close to the coast (green colour) had knowledge of these. This indicates exposure to tourism activities and resources to those closer to the sea and other natural and cultural tourism features and lack of the same to those further from tourism resources and activities.

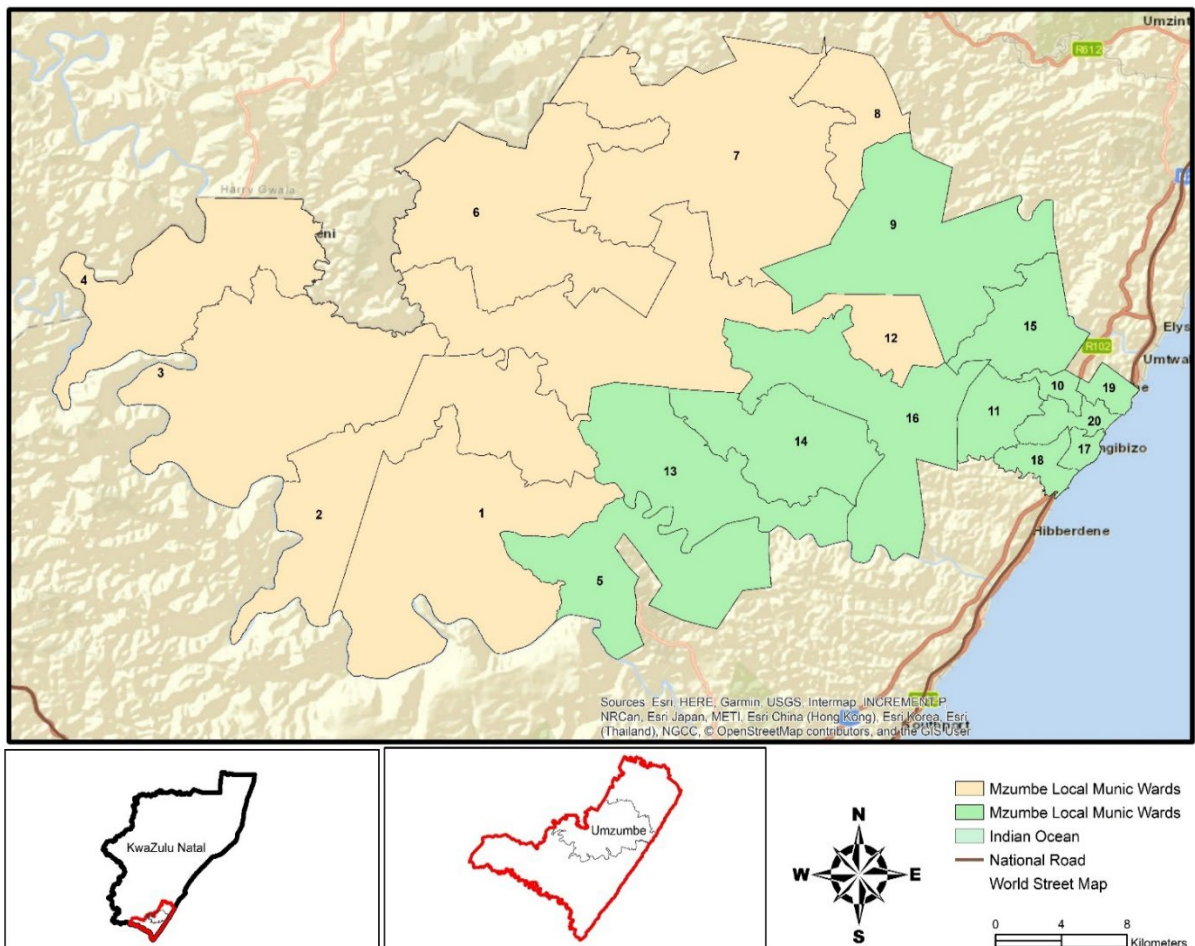


Figure 6.3.4.2: Spatial dimension to knowledge of tourism resources

These findings illustrate poor awareness of CT in Umzumbe Local Municipality. This may suggest poor marketing of the heritage tourism as well as natural resources in the local municipality. The fact that only few respondents (community members) were able to mention the types of tourism resources available at Umzumbe Local Municipality is in line with Van der Aar *et al.* (2004); Li *et al.*, (2008), and Su and Wall (2014) who also reported similar findings in their studies. Regarding the importance of CT resources in Umzumbe Local Municipality, 50 (14.3%) of the respondents indicated that the CT resources in the Umzumbe Local Municipality provided the community

members and tourists with historical information. Regrettably, a large number [299 (85.7%)] revealed that they were not sure or have no idea of the importance brought by CT resources in the Umzumbe Local Municipality (Figure 6.3.4.3).

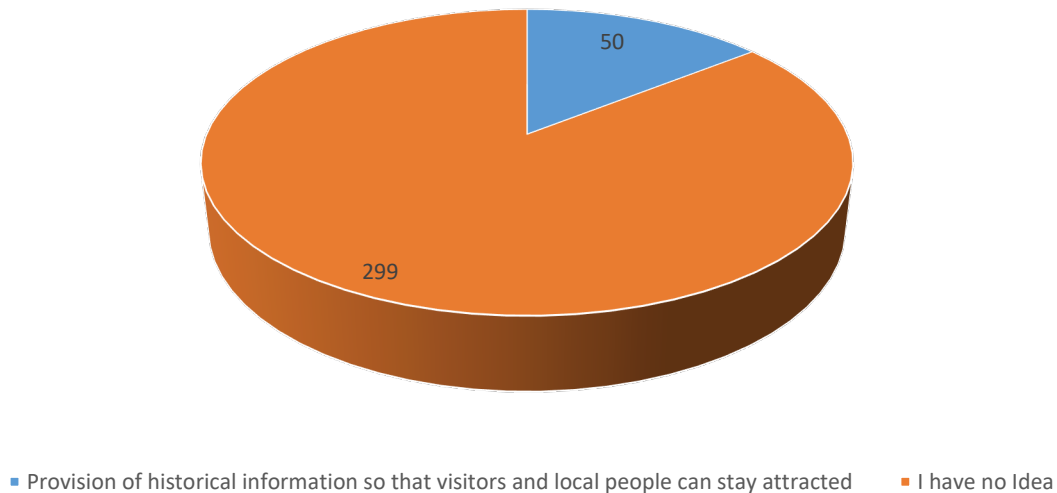


Figure 6.3.4.3: Importance of Community Tourism Resources

Most importantly, the discussion in this section actually demonstrates that indeed CT resources are available in Umzumbe Local Municipality. These resources essentially belong to the community but regrettably, the majority are not aware of what these CT resources are. Differently stated, Umzumbe Local Municipality has the endowed and created resources which provides a favourable tourism destination mix. This tourism destination mix is enhanced by favourable qualifying and amplifying determinants. Below is a summary on the tourism resources in the study area.

6.4 Natural or endowed resources

Umzumbe Local Municipality has natural or endowed resources which is important for tourism destination attractions. These include resources that are generated through nature and they involve flora and fauna (Crouch & Ritchie, 1999). It is true that CT is primarily dependent on natural resources found in the tourism destination, therefore, there is a potential for CT in the Umzumbe Local Municipality area based on the fact that natural/endowed resources are available. These natural resources enhance the beauty of Umzumbe local municipality and they are already attracting tourist visitors. Therefore, the advantage of Umzumbe as a potentially significant tourism destination is dependent on its endowed heritage attractions as described in the section.

6.5 Created tourism resources

These are resources which are created by human beings are important resources for attracting tourists. The examples of these are culture, remarkable structures, etc. Nonetheless, the Umzumbe Local Municipality is blessed with adequate infrastructure such as hotels and B&Bs which are not far away from the mentioned tourism resources (see section 6.3 above). The types of hotels found there are from five star down to one star hotels and B&Bs. Examples of these include (a) Dolphin Place (five-star hotel), which charges an average of R1800.00 per night, (b) Umthunzi Hotel (five-star hotel), which charges an average of R1615.00 per night, (c) Royston Hall Guesthouse: five-star charging per night R1020.00, (d) Forest River Lodge: two-star charging R990.00 per night and (e) The Mtetweni guest lodge: one-star charging R730 per night. (f) Venture Inn Hotel (one-star hotel) charging about R650.00 per night. There are also B&Bs which include Stephan Guesthouse B&B: three-star charging R950.00 per night, My Den Beachfront B&B and self-catering: 3-star charging R680.00 per night, Dwengu Guesthouse B&B: charging R575 per night, and Montjoy Guest Lodge B&B: charging R550 per night.

Therefore, places that can be used to accommodate various tourists from different socio-economic background are available. Roads which lead to the tourism resources are there and are well maintained making it easier to visit tourism resources. For example, there is Nyangwini road which leads to both Chief Ntelezi Msane memorial tourism site and Isivivane sika Shaka tourism site. Further, there is Qurha road which leads to Umsikazi mountain. This road is a well maintained gravel road and it is a public road, just like Ifafa 34 road which leads to Itshe lika Maria tourism site. Other roads are N2 Freeway and R102 leading to Hirbbedine beach and Margate beach for tourists who want to visit the sea. In addition, there are cultural entertainment activities such as *insema*, which involves the placing of pumpkins at a certain distance, thereafter warriors stand at a certain distance also and practice accuracy by throwing spears strategically to stab the pumpkins as proof that they can be accurate when fighting their enemies. King Shaka was very fond of this practice. Cultural events include indlamu (a type of Zulu dance) and izangoma¹ performances. Izangoma dances are

¹ Zulu traditional doctor

a different way of entertainment because they carry *amashoba*² when dancing and engage in skilful manoeuvres using *amashoba*. These cultural events are an important tourism resources.

6.6 Qualifying and amplifying determinants

The extent of competitiveness of a tourism destination is determined by qualifying and amplifying determinants. These aspects are crucial as they determine the level of competitive advantage of a tourism destination and heighten the impact of tourism destination (Keyser, 2009). Further, qualifying and amplifying determinants decrease or increase tourism destination competitiveness and assist the destination to maintain its momentum of being competitive. The examples of qualifying and amplifying determinants are the economic, demographic, environmental and political characteristics of an area (World Economic Forum, 2008; Keyser, 2009). Further, qualifying and amplifying determinants improve the tourism destination image. Destination image can refer to tourist mental representation of feeling and knowledge of specific destination (Fakeye & Crompton, 1991). In the context of marketing, destination image plays a significant role in improving consumers' perceived value, satisfaction, intention, and decision making (Chen & Tsai, 2007; Chi & Qu, 2008; Fu, Ye, & Xiang, 2016). In the field of destination image, qualitative and quantitative studies have been conducted to confirm that destination image has a significant effect on tourists' intention to recommend and their satisfaction (Eid & El-Gohary, 2015; Fu *et al.*, 2016).

In Umzumbe Local Municipality, the favourable situational conditions are politics, environment, social, technology, organisational and administrative, legal, regulatory and skilled labour. Thus, this makes this area to be a potentially good tourism destination, which can be more competitive. All in all, the Umzumbe Local Municipality has political stability; the atmosphere is convivial and the level of crime in this local municipality is generally low (Umzumbe Local Municipality 2017/2018 – 2021/2022). Therefore, the availability of these tourism resources and the conviviality of situational conditions in the Umzumbe Local Municipality are proof that CT can be implemented or established in the Umzumbe Local Municipality. In other words, there is potential for CT because of the tourism destination attributes described in this section. To

² This is an ox or horse tail tied to a stick. It indicates the status of a *sangoma* and is an instrument of connecting them (*sangoma*) to the ancestors

reiterate, destination attributes can be defined as the group of disparate elements that promote tourists to a destination (Kim, 2014; Gannon *et al.*, 2017). Thus, tourism resources found in Umzumbe Local Municipality are historically rich which makes them to qualify to be destination attributes as they are able to attract tourists even if CT is not there. For example, many people visit 'Itshe lika Maria' and other areas, but this has not been effectively developed into CT programmes and activities. In all this lies the potential to package these resources and unleash CT in the study area.

Furthermore, Table 6.6.1 below demonstrates a very strong positive correlation between knowledge of community tourism resources and understanding the concept of community tourism (0.01 level which shows a very significant correlation). This suggests that the more people have knowledge of community tourism resources the more they become aware of what attracts tourists in the area. This suggests that there is a potential for the development of CT in the study area. Similarly, Table 6.6.2 below also illustrates the correlation between tourism resources found in Umzumbe Local Municipality versus the potential of CT to LED. This reveals that there is a positive correlation between tourism resources found in Umzumbe and community tourism contribution to local economic development. The correlation reflects that the tourism resources found in Umzumbe have a significant potential to contribute towards community tourism and LED. Even though the effect is very low, the correlation is very significant since it is at the 0.01 level.

Table 6.6.1: Understanding of the concept of community tourism resources vs understanding community tourism

		Knowledge of community tourism resources	Understanding Community Tourism
Knowledge of community tourism resources	Pearson Correlation	1	.941**
	Sig. (2-tailed)		.000
	N	349	349
Understanding Community Tourism	Pearson Correlation	.941**	1
	Sig. (2-tailed)	.000	
	N	349	349

** Correlation is significant at the 0.01 level (2-tailed).

Table 6.6.2: Tourism Resources found in Umzumbe vs Community Tourism contribution to Local Economic Development

		Tourism resources found in Umzumbe	CT contribution to LED
Tourism resources found in Umzumbe	Pearson Correlation	1	.874**
	Sig. (2-tailed)		.000
	N	349	349
CT contribution to LED	Pearson Correlation	.874**	1
	Sig. (2-tailed)	.000	
	N	349	349

** Correlation is significant at the 0.01 level (2-tailed).

6.7 Community tourism and Local Economic development

Similar to the preceding section, this part of the analysis discusses the results from the community members regarding their understanding of local economic development in Umzumbe Local Municipality. Figure 6.7.1 below indicates that 98 (28.1%) community members knew the meaning of local economic development. To them, local economic development meant a plan for job creation. However, a large number [251 (71.9%)] stated that they had no idea of the meaning of local economic development.

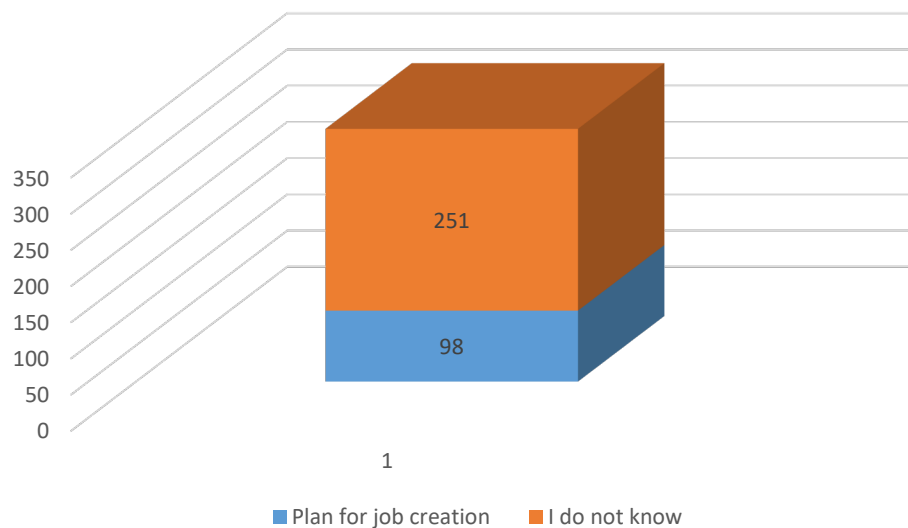


Figure 6.7.1: Understanding of Local Economic Development

In addition, community members were required to respond to the question regarding their understanding of CT (Figure 6.7.2). Surprisingly, a large number of respondents [304 (87.1%)] indicated that they had no idea of CT. There were only 45 (12.9%) who stated that CT meant tourism owned and controlled by local community members. The study findings from the few respondents agreed with the World Commission and Development (1987), Hatton (1999), Pookaiyaudan (2013) and Kuivalainen (2013) that CT is meant to improve the welfare and the lives of rural people. This ensures that community members are trained in CT and the principles of sustainable tourism development (O'Nel, 2008; Pookaiyaudan, 2012; Gabito, 2013).

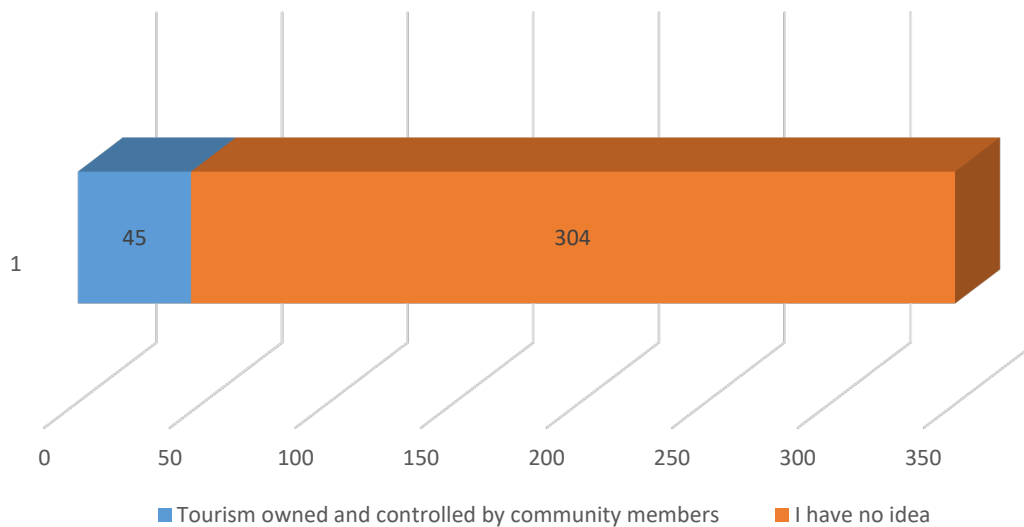


Figure 6.7.2: Understanding of Community Tourism

The second objective of the study was to assess the potential of CT in local economic development in the Umzumbe Local Municipality. In this respect, the respondents were further required to state if CT had a potential for contributing towards local economic development. In this regard, the respondents were of the view that owning CT organisations by themselves would enable them to build activities such as hosting festivals and the creation of flagship foci such as heritage sites, convention centres and capitalizing on locally available natural resources, which are all hallmarks of this approach, and this is supported by Boyle (1997). Therefore, tourism attractions such as Umsikazi Mountain, Itshe lika Maria, Isivivane sika Shaka and Chief Ntelezi demonstrates the potential of CT in leading to LED and the generation of employment opportunities for local residents. Respondents who answered questionnaires stated that there were enough tourism resources to implement or establish CT in the Umzumbe Local Municipality. For example, these tourism attractions are being utilised as they are visited although not formalised because no money is charged for visiting.

Therefore, community members (respondents) understood the concept of CT in that if they could become owners of CT initiatives, they could be able to utilise both endowed and created tourism resources found in the Umzumbe Local Municipality to start their own business. Linked to this is Table 6.7.1 below that illustrates the relationship/correlation between understanding CT and its contribution to LED. What

this suggests is that there is a very strong positive correlation between understanding community tourism and community tourism contribution to local economic development. In other words, the more people know community tourism, the more there is potential in them to engage in its various programs and activities which could potentially contribute to local economic development.

Table 6.7.1: Understanding of Community Tourism vs Community Tourism Contribution to Local Economic Development

	Understanding of CT	CT contribution to LED
Understanding of CT	Pearson Correlation	.848**
	Sig. (2-tailed)	.000
	N	349
CT contribution to LED	Pearson Correlation	.848**
	Sig. (2-tailed)	.000
	N	349

** . Correlation is significant at the 0.01 level (2-tailed).

In this sense, CT becomes a potential for LED as people running CT can be able to generate employment opportunities for locals and therefore, enhance LED. The fact is that if people feel a sense ownership of a project, they protect the project to the fullest, they become fully involved in a day-to-day functioning of a project. This is confirmed by the study of Leigh and Blakely (2016) who were of the view that LED increases the chances of local economy's capacity to create wealth for local residents. This is because LED ensures that different people work together to achieve sustainable economic growth that brings economic benefits and quality of life improvements for all in the local community (Mbekeni *et al.*, 2008: 5).

In addition, these respondents are of the view that if they can be empowered to control or manage CT projects, they can be able to decide on their own how the business could be productive, for example in attracting tourists. Nonetheless, they believe that

as Umzumbe Local Municipality has both endowed and created resources, they as local communities can be able to generate income and enrich themselves through these resources. For instance, people leaving in the surroundings of natural resources do not own B&Bs, but should community members be empowered, it would be easier for them to establish businesses such as B&Bs, craftworks, and restaurants where indigenous food and traditional attire could be sold.

6.8 Reflection on community tourism and the potential for LED in Umzumbe Local Municipality

The findings of the study showed that a large number of respondents [288 (82.5%)] had no idea if CT could contribute towards local economic development. However, only 46 (13.2%) of the respondents agreed that CT has a potential to contribute to local economic development in Umzumbe Local Municipality and amazingly, 15 (4.3%) said CT does not have the potential to contribute towards LED (Figure 6.8.1). The findings from the few community members who said CT could contribute to LED concurred with Rogerson (2002) who highlighted that CT is a key strategy for LED. Additionally, CT is considered as an anchor for growing local economies (Rogerson, 2000). According to Kirsten and Rogerson (2012), CT grows small enterprise in rural areas whereas Mahony and van Zyl (2002) state that it is vital for small enterprise development. Ashley and Roe (2013) indicated that it is meant for the poor to earn a living while Goudie et al. (1999) revealed that it promotes black communities by creating job opportunities.

This suggests that CT can have a potential for local economic development by attracting more tourists who then increase employment opportunities in their area. The findings of the study concurred with Moscardo (2008), Hechanova (2014), Dolezal and Burns (2015), Pawson *et al.* (2017), Melubo and Buzinde (2016) whose studies also reported CT can lead to LED through the creation of employment opportunities and poverty reduction for community members. According to Ellis and Sheridan (2015), CT is a tool that sustains local communities by employment creation and income generation to local communities as well as attracting tourists in their land. In this sense, CT can potentially enhance LED.

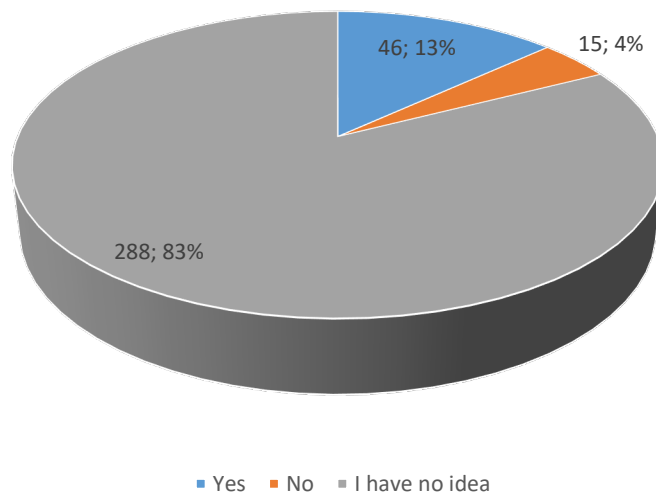


Figure 6.8.1: The contribution of community tourism to LED

Concerning challenges around the implementation of CT, the highest number of respondents [259 (74.2%)] (community members) were experiencing difficulties with lack of education and training while 90 (25.8%) said they were not experiencing difficulties around the implementation of CT (Figure 6.8.2). The study findings from the majority of respondents concurred with Yusuf *et al.*, (2017) who also found in their studies that rural areas and its people have not received developmental attention it deserves around the implementation of tourism.

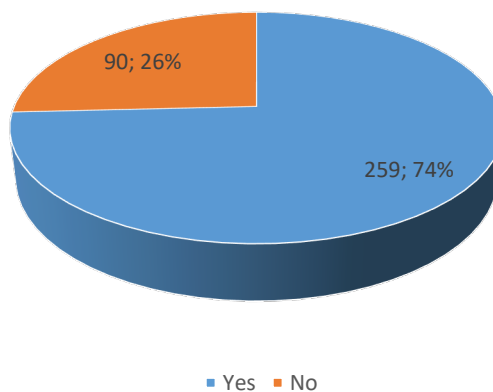


Figure 6.8.2: Challenges around the implementation of community tourism

In an attempt to understand the nature of challenges which the community faced in the implementation of CT; they were asked to indicate the type of problems they were experiencing with CT. It was noted that one hundred and twenty-nine (37.0%) respondents said they were experiencing difficulties because of the lack of education.

There were 220 (63.0%) who said they had no idea why they were experiencing difficulties with CT in Umzumbe Local Municipality (Figure 6.8.3).

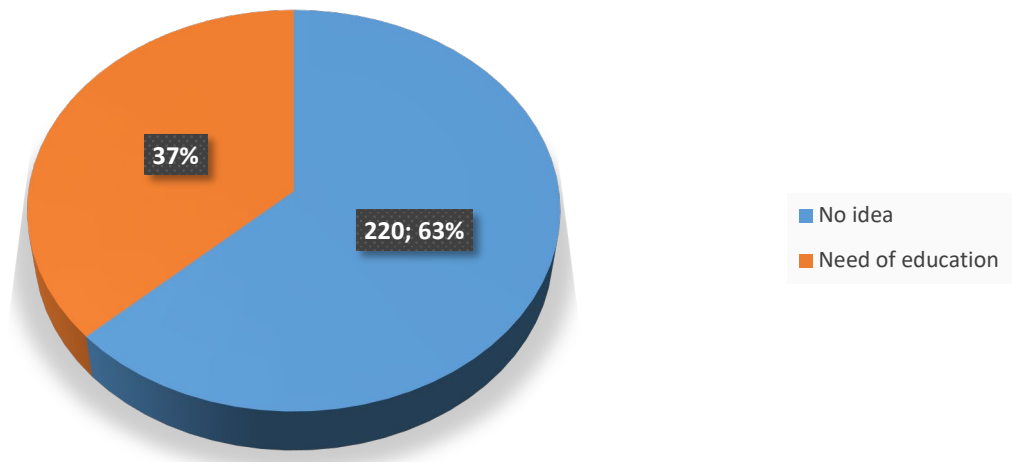


Figure 6.8.3: Nature of challenges

Furthermore, the respondents were asked if they were aware or familiar with the strategies employed to enhance local economic development in Umzumbe Local Municipality (Figure 6.8.4). Regrettably, all 349 (100%) respondents indicated that they were not aware or familiar with the strategies used to enhance local economic development in Umzumbe Local Municipality.

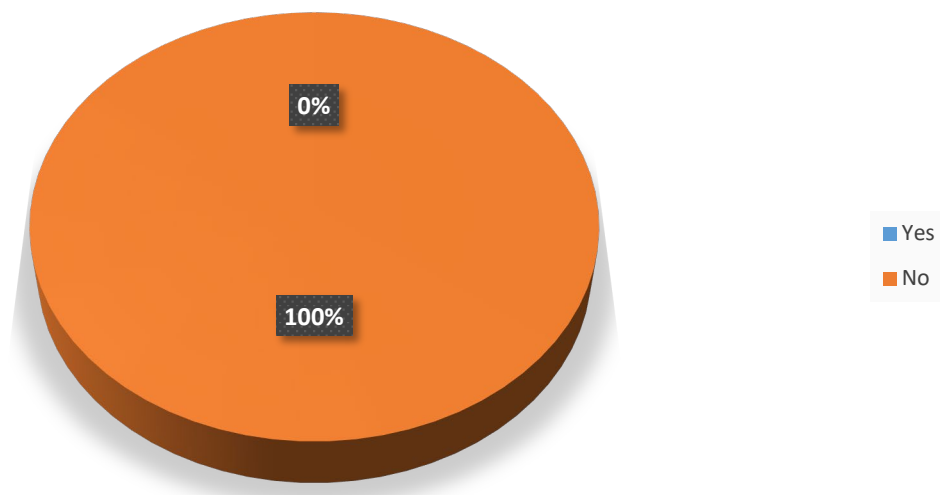


Figure 6.8.4: Strategies employed to enhance LED

A follow-up question was also made regarding communication between Umzumbe Local Municipality and the inhabitants of the area. Amazingly, all 349 (100%) of the respondents were of the opinion that there is no communication between the Umzumbe Local Municipality and the inhabitants of the area. Communication is fundamentally a social action – the articulation of social relations between people, and one can readily conclude that participation of the people in development initiatives is not possible without communication.

Respondents were asked to comment if there were factors which could hinder economic development through CT in Umzumbe Local Municipality. Regrettably, 334 (95.7%) respondents indicated that there were factors that hinder LED through CT in Umzumbe Local Municipality. There were only 15 (4.3%) respondents who said there were no factors that hinder the economic development through CT in Umzumbe Local Municipality. Additionally, from the 334 the community members who said there were factors hindering local economic development in Umzumbe Local Municipality, 249 (71.3%) indicated that local community members lacked education regarding CT, while 85 (28.7%) revealed a lack of community awareness on CT in Umzumbe Local Municipality (Figure 6.8.5).

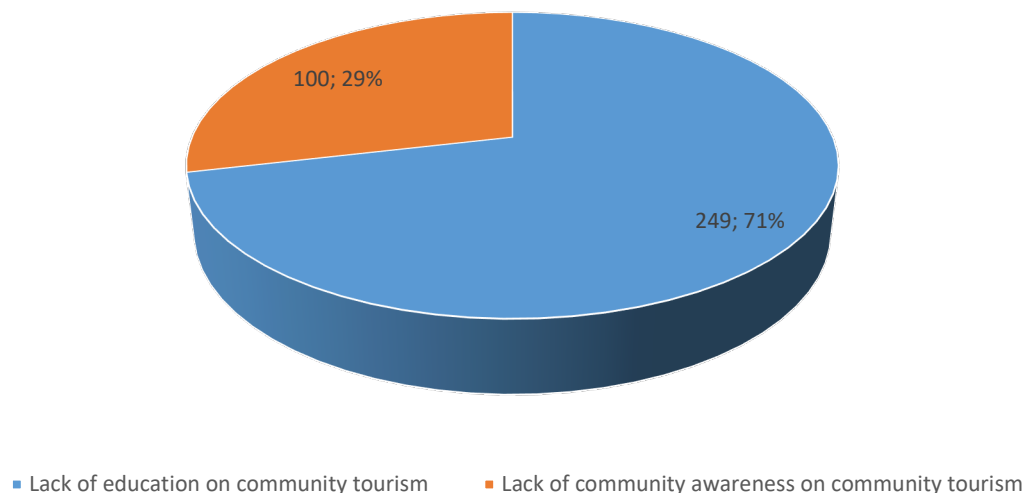


Figure 6.8.5: Factors hindering economic development through CT

Furthermore, respondents were requested to comment on strategies that could be employed to ensure community members understood CT in Umzumbe Local Municipality. Interestingly, all respondents had something to say in this question where

the majority [249 (71.3%)] indicated that educating community members on CT is key. One hundred (28.7%) opined that there is need for awareness campaigns on CT in Umzumbe Local Municipality. The study findings agreed with Okazaki (2008), Bello, Carr and Lovelock (2016) who also pointed out in their studies that involvement of community members is a vital element of sustainable tourism development.

The findings of the study also corroborated Chiutsi and Saarinen (2017) who revealed in their study that empowering and raising awareness to the public regarding CT is key in utilising what tourism brings in a community. The findings concurred with Idziak, Majewski and Zmyslony (2015), Dragouni and Fouseki (2018) who also mentioned in their studies that community participation in local economic development is dependent in local government officials, local citizens, architects, developers, business people, and planners to be involved in decision-making. According to Dragouni and Fouseki (2018), the lines of communication between local government and the people need to be wide open. To this extent, the Field Theory as discussed in the Theoretical Framework (Chapter 2, Section 2.2.3) comes to the fore to the extent of demonstrating that social communication is an essential characteristic of community (Kaufman, 1959; Wilkinson, 1991).

On the basis of this, the survival of a community, organisation, and operation is made feasible by means of social connections. After all, the Human Ecology Theory (Chapter 2) shows that individuals and organisations depend upon one other in a community setting. This includes the manner in which they have relationship with the physical environment in which people and things exist (Twemlow & Hough, 2004; Aldridge, 2014). That is, the idea of community consists of a number of stakeholders sharing similar characteristics and benefits (Norris *et al.*, 2008; Sherrieb *et al.*, 2010; Mulligan *et al.*, 2016). This social communication involves the degree and the associations between different stakeholders in a geographical place. Therefore, community members from different groups should be taught how to communicate effectively in order to achieve the intended goal.

In addition, communication can play an important role in bringing the community together towards developmental projects. This is the context within which the Systems Theory as discussed in the theoretical framework (Chapter 2) explains a community in terms of the coming together of social groups of people working or living together

for a specific purpose with a set of ideas in order to carry on with key societal work (Geoghegan & Powell, 2009; Matarrita-Cascante & Brennan, 2012). Thus, for the community to operate efficiently, all the parts have to work properly in order to produce the intended results. This means a community in a social system should be well-structured socially and guided by imperatives that connect two or more people or units of people (Matarrita-Cascante & Brennan, 2012).

In order to effectively resolve the difficulties of a community, there is a need for different groups to work in collaboration. Therefore, through communication, it is necessary to bring together resources from all parts of the community to work together efficiently (Sutherland, 2013). In the case of the Umzumbe Local Municipality, community members should be taught about the importance of communication as stakeholders intending to implement CT organisation successfully. Citizens' leaders, like councillors, need to be capacitated to assist residents with CT development.

6.9 Effective implementation of community tourism in the Umzumbe local municipality

This section is about the effective implementation of community tourism in the Umzumbe Local Municipality. First of all, it is important to mention that based on the conceptualisation and theorisation of the notions of community and community tourism in Chapter 2, there is currently no community tourism in the Umzumbe Local Municipality, but there are tourism attractions (endowed/natural) and created resources as well as qualifying and amplifying determinants). In this sense, the discussion here centres on what can be done so as to unleash the development potential of CT in the study area. This is why the respondents were required to respond to a number of questions as discussed below. For instance, the respondents were required to comment on the effectiveness of the implementation of community tourism in Umzumbe Local Municipality. Amazingly, all 349 (100%) respondents (community members) knew nothing about the effectiveness of the methods implemented to improve CT in the Umzumbe Local Municipality.

Again, the respondents were asked to comment about who ensures the implementation of CT in the Umzumbe Local Municipality. Regrettably, all the respondents [349 (100.0%)] were unable to identify or mention any person or body responsible for ensuring the implementation of CT. The respondents were asked to

mention the main stakeholders and their roles in Umzumbe Local Municipality. Again, the study findings showed that all 349 (100.0%) respondents had no clue about the main stakeholders nor their roles regarding CT in the Umzumbe Local Municipality. The respondents were asked to comment on the extent in which community tourism was evaluated and monitored. Regrettably, all 349 (100.0%) respondents did not know anything regarding CT evaluation and monitoring in Umzumbe Local Municipality.

6.9.1 Education and marketing of community tourism

The respondents were asked to comment on the improvement that needed to be done to make CT a reality. Interestingly, the findings from community members showed that 204 (58.5%) respondents were of the opinion that educating community members on CT is key in Umzumbe Local Municipality. The importance of education in CT is illustrated by that without the community being educated or made aware of CT and taking control of tourism, CT projects are at high risk of losing momentum and failing without the on-going support of the implementers (Manyara & Jones, 2007; Shunnaq, Schwab, & Reid, 2008; Dadvar-Khani, 2012; Mtapuri & Giampiccoli, 2013; Malek & Costa, 2015; Hanrahan, Maguire & Boyd, 2017).

The data obtained from the field and analysed especially by 58.5% of those who have an understanding of CT phenomenon mentioned that there is an urgent need to educate members of the community regarding community tourism. There was also 42% of those who said marketing community tourism to the local citizens is vital. In a nutshell, the main problems in implementing CT in the Umzumbe Local Municipality are the lack of training, marketing CT to the community and lack of education about CT. The informants further revealed that the other crucial problem is the shortage of skilled facilitators or teachers for the planning and application of tourism training and education, as well as costs, support framework and the school climate.

Community issues that deal with public perceptions (where often progress is thwarted by traditionalism or conservatism) and employment prospects are hindering the effective implementation of CT. The findings revealed that a serious demand for community members who are willing to start CT enterprises to be thoroughly educated or trained on these aspects. Knowledge is power; thus, it is the key instrument (element) in ensuring that community members become successfully involved in CT development. Therefore, it is axiomatic that educating people about CT first is

paramount in order to ensure CT initiative is effectively implemented in the Umzumbe Local Municipality. The training and education obtained should be formidable such that it convinces the government to provide funding.

Thus, for example, it is crucial that people who are passionate about CT study it in a tertiary institution so that they can gain comprehensive knowledge (human capital) about CT and become experts. This would make the government to be convinced that the CT project is eligible for funding. Education is important because successful management of CT programs and activities depends on it. Stakeholders who are sophisticated should participate in all categories of development in order to make sure that CT is implemented effectively. Policy-making, which brings together, the state, private sector, NGOs, inhabitants, businesses and experts in collaboration that defines the extent and the type of tourism needed by the community. However, residents who are managers and developers need to offer the community, tourists, business owners and other stakeholders with educational information regarding CT projects through workshops.

Additionally, there were 145 (41.5%) who said marketing CT to community members is very important. The study findings agreed with Okazaki (2008), Bello, Carr and Lovelock (2016) who also pointed out in their studies that the involvement of community members and their empowerment is a vital element of CT development. Empowerment can be defined as the “activation of the confidence and capabilities of previously disadvantaged or disenfranchised individuals or groups so that they can exert greater control over their lives, mobilise resources to meet their needs, and work to achieve social justice” (Scheyvens, 2009: 464). Hence, the notion of empowerment is considered to be a multi-dimensional concept and includes economic, social, political and psychological factors (Nyaupane & Poudel, 2011). In order for livelihood improvement to be achieved, Nyaupane and Poudel (2011) argue that community empowerment is an intrinsic ingredient.

The Umzumbe Local Municipality should play a vital role in ensuring CT is effectively implemented through the provision of economic empowerment to enable communities to improve their own livelihoods by developing better infrastructure, generating new businesses and by increasing access to education (Nyaupane & Poudel, 2011). However, other modes of empowerment may entail a plethora of additional

advantages. Therefore, it is crucial that in order to implement CT successfully in the Umzumbe Local Municipality, community members involved in CT programmes should be fully empowered by local authorities. This may include 'social empowerment', whereby communities become more cohesive as they pull together and develop shared goals, or 'psychological empowerment', which includes the development of self-esteem and increased status amongst disadvantaged community members (Scheyvens, 2009; Nyaupane & Poudel, 2011).

The learning methodology used to look for various perspectives and groups determines how available resources are used. It is important that local community members are educated about the importance of participation as this would help them understand the dynamics of CT organisation. Once they understand the dynamics of CT it would be easier for them to implement CT effectively in Umzumbe Local Municipality area. A large number of writings belabour the necessity for CT to be kept under the complete management of local residents to ensure effectiveness (Mtapuri & Giampiccoli, 2013). Citizen involvement encourages local empowerment, self-reliant, transparency, development of locals and ensures leadership skills (Manyara & Jones, 2007; Kalavar & Melubo, 2014).

The indicators of CT's psychological and social empowerment of locals are (i) improve self-esteem due to external acknowledgment of the distinctiveness and importance of the residents' culture, natural resources and traditional information; (ii) improve citizen equilibrium whereby the persons working together to construct a prosperous tourism undertaking (Scheyvens, 1999). During the analysis all of community members (respondents) expressed their opinion that CT can be effectively implemented and improved in the Umzumbe Local Municipality by creating awareness campaigns. In addition, 100 (28.6%) community members also indicated that CT can improve tremendously only if there is funding for community members to run Small Medium Tourism Enterprises (SMTEs) in Umzumbe Local Municipality. The local government should arrange for awareness campaigns in the local communities and political awareness of the planning and preservation of CT resources (Sirakaya *et al.*, 2001).

To reiterate, as a means to realising public participation and empowerment, it is a necessity for a community to be made aware of CT in their area (Chiutsi & Saarinen, 2017). The findings of the study are in-line with the Participation Theory as advanced

by Arnstein (1969), Gray (1985), Okazaki (2008) (see Chapter 2) whose studies revealed that community participation in any development project is necessary and comprises of five components and these are empowerment, control, management, ownership, benefits, collaboration, monitoring and evaluation. On the issue of involvement of community members, it is argued that community participation can be reinforced by being educated and well informed about the benefits and importance of being involved in CT (Idziak, Majewski & Zmysłony, 2015; Dragouni & Fouseki, 2018).

According to Okazaki (2008), CT development is based on the engagement of local communities as central stakeholders in tourism development. As a means to realising public participation and empowerment, it highlights the necessity of raising community awareness and transformative learning processes in understanding their situation and the need to confront problems themselves (Chiutsi & Saarinen, 2017). It also has the ability to increase awareness, concern and interest in local and regional issues, as locals know what works and what does not within local conditions (Khazaei, Elliot & Joppe, 2015; Mayaka, Croy & Cox, 2018).

The findings suggest that CT should be owned and controlled by local residents. This suggests that CT can have a potential for LED which is meant for improving the local residents wellbeing through job creation. However, the fact that tourism resources are available in Umzumbe Local Municipality is in itself an illustration of the CT potential for local economic development. Umzumbe Local Municipality has tourism resources both manmade and natural or endowed resources. Based on that, CT has a potential for LED in the study area. Linked to public participation, the respondents (community members) stated that what was also vital was community ownership of CT projects and activities.

There were 45 (13%) who felt that CT should be owned by local citizens and 304 (87%) did not have any clue. If the principle of ownership is to be adhered to, it must be established at the outset on whom authority is to be vested. Local development should not be externally managed (Gran 1983:169; Wisner, 1988; Lachapelle, 2008; Light, Hill, Hansen, Hackney, Halskov & Dalsgaard, 2013; Islam, 2014; Hall, Foxon & Bolton, 2014; Goedkoop & Devine-Wright, 2016; Linnerud, Toney, Simonsen & Holden, 2019). Once community members feel a sense of ownership, they would be certain that the project belongs to them, thus protect it and implement it effectively.

6.9.2 Community tourism planning and implementation

Community members were asked about the planning and implementation of CT in the study area (Figure 6.9.2.1). Even though very few people (13%) were positive in this question, it cannot be ignored that 87% were not sure about what needed to be done, which suggests that there was no planning and implementation of CT in the study area.

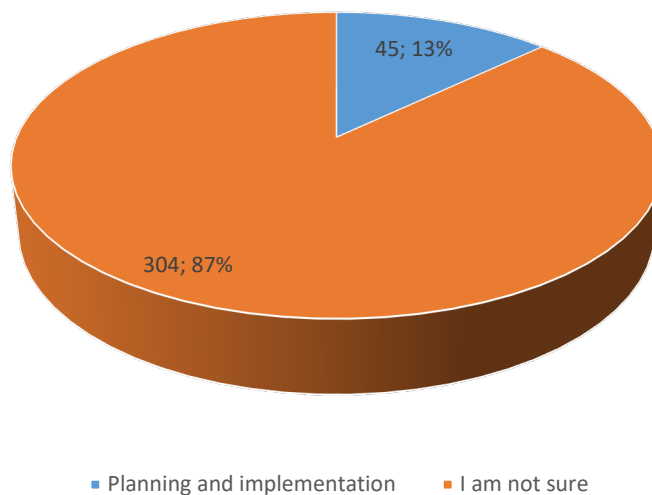


Figure 6.9.2.1: Community tourism planning and implementation

These findings suggest that the first thing to understand is that planning, implementation, and evaluation must be regarded as one action or a continuous series of actions that together form what is called project management. The action group (community members) carries the responsibility for managing the project. Therefore, in order to ensure CT is effectively implemented in the Umzumbe Local Municipality, planning, implementation and evaluation must be the responsibility of the action group (community members). The management task lies with the action group, donors and development agencies. A project manager must come from nowhere but the action group.

Planning means bringing together – the need for resource, and the objective – and relating to fourth element, action. Planning is, therefore, regarded as a technological process where variables and task paths are brought into harmony through rational and logical processes. If (i) ordinary people, with only a basic knowledge are responsible for planning; (ii) the situation in which planning takes place is fluid and therefore,

constantly changing; and (iii) the planning process is to be a learning process for those involved. Then rationality and logic are of little consequence and excellence can only be obtained through trial and error (Murphy, 1983; Bramwell & Lane, 2014).

The following aspects of planning should be considered to guarantee the effective implementation of CT in the Umzumbe Local Municipality. (i) Planning must be incremental, (ii) planning must and can only be short term; (iii) objectives must be attainable in a fairly short period; (iv) planning must be simple and singular, and (v) planning must involve all (Choi & Murray, 2010, Lai, Li & Feng, 2006). In the context of this study, the findings revealed that 60% of the respondents felt that planning should be considered as a means of achieving goals. There were only 40% who were not sure. These findings are an indication that it is not enough to say that planning involves making decisions about the use of resources because the best use of any particular set of resources would depend very much on what one is trying to achieve (Khazaei, Elliot & Joppe, 2015; Malek & Costa, 2015). Therefore, effective implementation of CT in the Umzumbe Local Municipality demand planning to be confined within projects with clear and distinctive goals.

6.9.3 The role of the government, private sector and Non organization (NGOs)

During the data analysis, notably, 220 (63.0%) of the community members suggested a need for government and private sector to be involved in the implementation of CT in Umzumbe Local Municipality (Figure 6.9.3.1). The study findings concurred with Mtapuri and Giampiccoli (2013) that involvement of government in CT is key agent in all aspects of the facilitative process. Governments are expected to nurture and develop CT enterprises as it is in their interest to do so for the empowerment of communities and for poverty alleviation (Mtapuri & Giampiccoli, 2013).

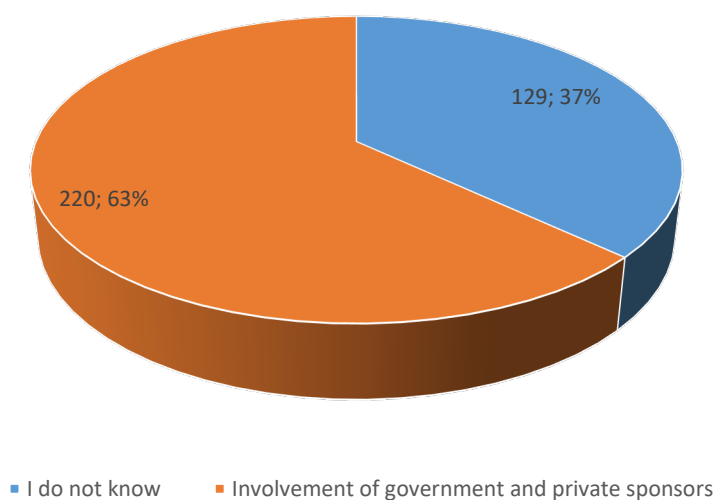


Figure 6.9.3.1: The developmental role of government, private sector and non-organisations

Further, some of the land suitable for some tourism structures to be established is privately owned. Therefore, the Umzumbe Local Municipality officials or funders should negotiate with the landowners to acquire the land where a CT infrastructure can be built because without this structure, it would be impossible to implement CT effectively. The South African local authorities are required to become instruments of change and development in that they must strive to raise the overall standard of living for all their inhabitants (White Paper on Local Governments: General, 1998). Local authorities are responsible for the upliftment of locals.

The undermentioned strategies are the responsibilities of local authorities to developmental goals:

(a) Maximise tourist potential and appropriate infrastructure. Local authorities could stimulate economic growth through exploiting the potential of the local tourist industry as mentioned in Schedule 4 (B) of The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), where local tourism is highlighted as a function of local authorities. Further, the literature states that the government should ensure that eight qualifying and amplifying determining factors which are situational conditions, safety and security, cost competitiveness and value, accessibility, general infrastructure such as roads networks and communication networks linking them to the rest of Africa and

the rest of the world must be fully operational. Destination service and quality, facilitating resources and interdependence as well as the endowed and created resources are in place to make sure tourism destination are attractive (The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996); Dwyer & Kim, 2005; Keyser, 2009).

(b) Capitalise on physical surrounding. It is essential that the physical environment is sufficiently attractive to lure investors and potential donors (National Environment Management Act, 1998 (Act 107 of 1998)), where environmental management principle is spelt out.

(c) Create conducive entrepreneurial conditions, although regulations are the function of local authorities, most investors do not want to be bothered with too much bureaucratic red-tape and officiousness. Their business ventures must demonstrate the potential to succeed at the onset and, therefore, they want the inception (establishment) stages of their business to be as smooth as possible. It is the responsibility/duty of the local authority to ensure that it attracts large numbers of investors-cum-entrepreneurs and does not scare them off with pedantic procedures, bureaucratic inertia, and inflexible public policies. If honesty and impartiality do not become the order of the day, it could repulse the potential entrepreneur and investor (*Die Burger* 25/10/1996); *Beeld* 15/8/1996).

Furthermore, communities encounter restrictions to implement this type of tourism because they do not have capital resources important for the implementation of CT program; therefore, it is paramount that the government entities, private sector and NGOs become involved to ensure the initiative is effectively implemented (Nyaupane *et al.* 2006; López-Guzmán, Borges & Castillo-Canalejo, 2011). In addition, the state's various roles are the drawing of legislation, communication, co-ordination, structuring, planning, regulating, as well as funding for tourism for different issues such as politics, socio-economic and socio-cultural and social welfare of the citizens. These requirements should be established to implement CT effectively in the Umzumbe Local Municipality. The government's obligation is not to focus on policy drafting only. Due to the fact that the tourism organisation is fragmented into small businesses, it is normally the responsibility of the government to provide incentives so as to make sure that the objective set in the national tourism policy is achieved.

6.9.4 Political and technological considerations

The findings revealed that 60% of the respondents were of the opinion that political aspects and power were the main influences of CT. Again, there were 40% who were not sure (Figure 6.9.4.1).

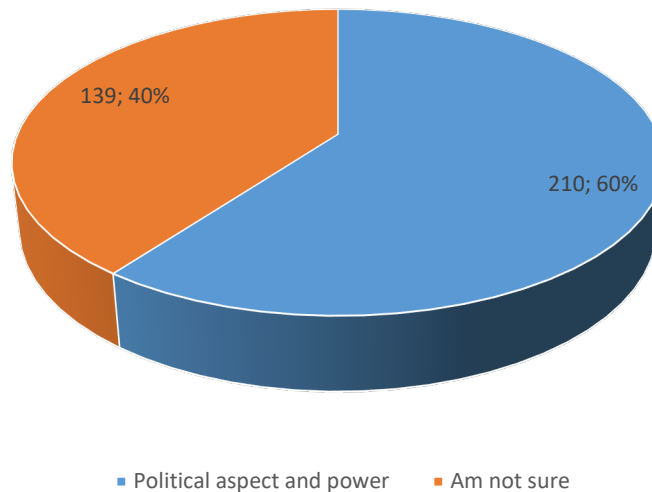


Figure 6.9.4.1: Political and technological aspects

The findings of the study were in-line with Hall (1994), McIntosh, Goeldner and Ritchie (1995), whose findings showed that sustainable development is a political concept, and therefore achieving the goals of CT depends heavily on the society's political system and power distribution. For example, despite the fact that one goal of CT is to improve quality of life for local residents in both developed and developing countries, governments control tourism development. As a result, local residents are often excluded from the decision-making process. Therefore, in order to make sure that CT is effectively implemented, local community members should form part of the decision-making process.

This will make the CT organisation to be a reality (Simmons, 1994; Hart, 1998; Buhalis, 1999; Buhalis, 2000). Albeit, some of the political matters mentioned in the achievement of CT are related to citizens' rights, another group state that non-availability of shareholder collaboration, citizen involvement, a dearth of residents' leadership, weak regulations, the part played by NGOs, replacement of citizens result to the advancement processes managed by private or foreign shareholders (Dredge,

& Gyimóthy, 2017; Astawa *et al.*, 2018; Smith & Robinson, 2006; Bimber, Stohl & Flanagin, 2008; Elliott, 2020).

Hence, it is important to understand that the chief purpose of political perspective is to negotiate the aims of forthcoming CT and to introduce a government method able to apply policies focusing at the entire categories (Becker, Jahn & Stiess, 1999). Nonetheless, it is paramount that local community members are educated about political issues to avoid the unknown situations that might become a problem in the implementation of CT. In other words, locals should be taught about all the dynamics and processes involved in CT implementation. In order for tourism to develop in an appropriate manner, which is, above all, positive for the local community; one of the key elements required is information and communication technologies (ICT), since the use of new technology reduces transaction costs and, at the same time, facilitates the flow of information from local initiatives. Technology is an important aspect in ensuring the effective implementation of CT as it is also a key role player. Technological advancement in transportation, information and communicating ways are influential to the development of contemporary tourism (Pigram & Wahab, 1997; Marien & Pizam, 1997; Wahab & Pigram, 1997).

Improved knowledge on technology such as the Global Web e-mail and e-commerce conveys advantages to host citizens, because these technologies assist residents with the means of coordination that allow shareholders to exchange knowledge (Marien & Pizam, 1997), permitting for the generation of tourist-education as a particular way of communication and opening entry to a broader market by means of internet (Milne & Mason, 2000). Thus, for the Umzumbe Local Municipality residents to understand technology, they need to be well educated about its importance in the tourism organisation. The moment these community members adapt to technology, the more it is feasible to implement CT effectively in the Umzumbe Local Municipality. CT stresses scientific information as well as the vital need for technology encouragement to comprehend the present phenomenon, evaluate or observe tourism's effect and offer other means and methods to do away with undesirable results. Further, all dynamics of CT advancement are interrelated, thus functioning as a fundamental part for the advancement of CT signs.

The literature states that the level, use, or lack of infrastructure and technology in a destination are also aspects that can factor into visitors' experiences and efficiency of tourism business (Buhalis, 2000; Raymond 2001; Buhalis & Deimezi, 2004). Thus, "technological change can, inter alia, create new markets, change relative cost barriers between businesses, create shortages in technical skills, result in changing values and expectations of employees, managers, customers, and create new competitive advantages" (Dwyer & Kim, 2005: 396; Keyser, 2009). In addition, it is vital that the issue of infrastructure is also considered for CT to be effectively implemented (the infrastructure, such as buildings involving offices for the tourism organisation to run etc.).

6.9.5 Community capacity building

In this study, it was established that 340 (97%) respondents required capacity building to be in place, while 9 (3%) were not sure what was required (Figure 6.9.5.1).

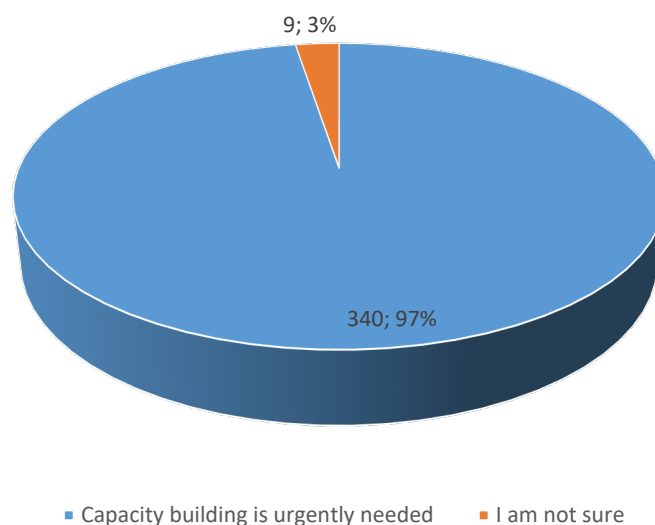


Figure 6.9.5.1: Community capacity building needs

Schedule 4 (B) of The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) mentions that it is the responsibility of local government to ensure that local community members are capacitated. This lack of knowledge was a key element contributing to limited tourism leadership, effective planning and coordination and involvement of local stakeholders. The concept has been extensively used in other areas of development, especially in education (Lavarack, 2005; Moscardo, 2005).

Community capacity refers to the levels of competence, ability and skills necessary to set and achieve relevant goals.

Two key ideas that are common to all definitions of community capacity (i) community capacity is about collective knowledge and ability within the community itself; (ii) that this knowledge and ability is used to define problems and options from within the community. Community capacity is therefore, a precondition for any other activity. Community capacity building in tourism development can be seen as the capacity of the people in communities to participate in tourism activities (Cupples, 2005; Aref, 2011). A comprehensive definition of community capacity building is that articulated by Goodman et al. (1998): “It is a process as well as an outcome; it includes supportive organisational structures and processes; it is multi-dimensional and ecological in operating at the individual, group, organisational, community and policy levels; and it is context specific” (Goodman *et al.*, 1998: 260).

Community capacity building helps individuals, organizations, and communities to find unused and undeveloped skills, resources and geographic advantages that enable them to reconsider strengths and opportunities of the abilities of community capacity in tourism development. It has been discovered that community capacity building enhances strengths and increases the confidence needed in tourism development. The success of tourism development requires that all stakeholders understand that investments in community capacities are necessary for development. Without community capacity building, tourism development processes could not operate.

6.9.6 Entrepreneurial leadership

The last aspect that is considered crucial by 129 (37%) of the total sample is entrepreneurial leadership. A large number [220 (63%)] was not sure of any aspect crucial for CT to be effectively implemented (Figure 6.9.6.1).

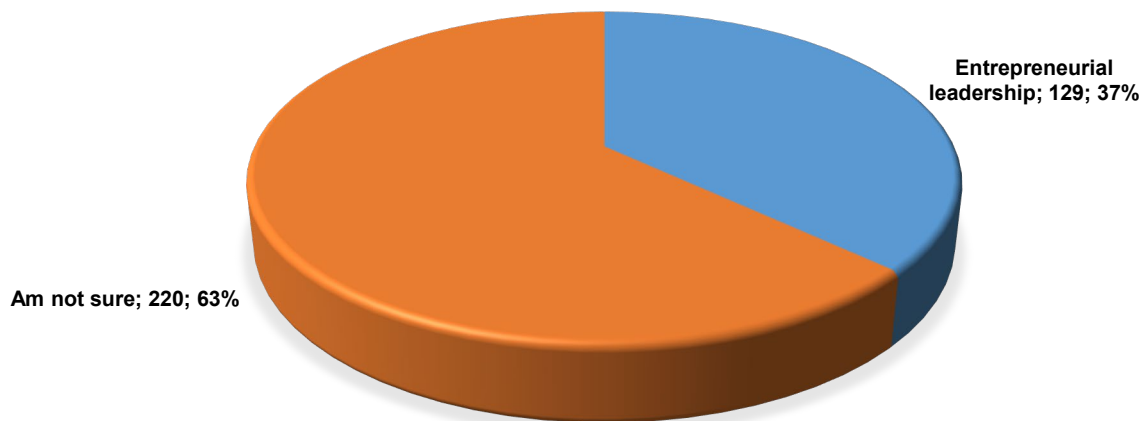


Figure 6.9.6.1: Entrepreneurial leadership

The most important reasons for the entrepreneur to develop his or her leadership skills are that it (i) facilitates the execution of the activities of the business; (ii) proper leadership should ensure that the execution of the work takes place as effectively and efficiently as possible, and (iii) leadership has an important influence on the relationship between the entrepreneur and his or her personnel, as well as on the willingness of the personnel to work efficiently. Further, the leader of a small business should be innovative. In addition, the owner is the person who thinks about the future of the business, including how to compete better, how to grow, and what next new thing should be tried. Operation means the ability to manage the business as it grows and inspiration stems from the reasonable expectation among employees and customers that the entrepreneur should be the business's biggest booster and champion (Katz & Green, 2011). All this means that there is a need for training on entrepreneurship and leadership so that community members who venture in business enterprises can do so successfully.

The argument being made in this part and the whole of Section 6.9 is that there were certain programmes which needed to be put in place so as to trigger the potential of CT in LED. In other words, there was a potential of CT leading to LED if all the discussed were implemented. Furthermore, Table 6.9.1 below reveals that there is a positive correlation between methods of improving community tourism and community tourism potential on local economic development. The correlation demonstrates that the methods of improving community tourism can have a huge impact in community

tourism as a potential tool for local economic development. This correlation recommends that it is vital to implement different programmes as described in the preceding parts so as to unleash the LED potential of CT.

Table 6.9.1: Methods of Improving Community Tourism vs Community Tourism Potential on Local Economic Development

	Methods of improving community tourism	CT potential on LED
Methods of improving community tourism	Pearson Correlation Sig. (2-tailed) N	1 .540** 349
CT potential on local economic development	Pearson Correlation Sig. (2-tailed) N	.540** 1 .000 349

** . Correlation is significant at the 0.01 level (2-tailed).

6.10 Chapter summary

This chapter has discussed the views of the community members in the Umzumbe Local Municipality about CT and its potential in LED and what needs to be done to in Umzumbe Local Municipality. The analysis reveals that the locals in the study area have no understanding of the CT concept at all. As a result, these community members did not know about the potential of CT. Further, a large number of these locals did not know about tourism resources that could be utilised as CT attractions in the Umzumbe Local Municipality. The analysis revealed that the information from the LED officer that community members are being trained and educated for CT is something contrary to community member’s information as the majority of them knows nothing about CT and tourism resources found in the Umzumbe Local Municipality. The data obtained from these locals revealed that it is paramount that locals are well educated. For example, people who are interested in running CT project need to study at tertiary institutions

where they would be trained and acquire relevant knowledge and become experts in CT.

CHAPTER SEVEN: THE PERSPECTIVES OF BUSINESS OWNERS, TOURISM OPERATORS AND LED OFFICERS ON THE POTENTIAL OF COMMUNITY TOURISM IN LED

7.1 Introduction

This chapter presents the analysis of data and a detailed discussion of the results that were obtained using the interview protocol for ward councillors, business owners, tourism operators and local economic development officer in Umzumbe Local Municipality. It is important to note that the first set of interviews were conducted among twenty (20) ward councillors, twenty-eight (28) business owners. One (1) interview was conducted with the only tourism operator and another one (1) interview was conducted with the local economic development (LED) officer in Umzumbe Local Municipality. In total, the interviews were conducted with 50 participants.

7.2 Understanding of community tourism

This section explains how ward councillors, business owners and the tourism operator as well as local economic development officer understand community tourism (CT) in Umzumbe Local Municipality. The study findings showed that a large number of business owners had no understanding of CT in Umzumbe Local Municipality. Ward councillors, business owners and one tourism operator who participated in this study had an understanding of CT in Umzumbe Local Municipality. The eight ward councillors, ten business owners and one tourism operator revealed that to them, it meant tourism owned and controlled by local community members (Interview with Ward councillors, business owners and tourism operator, Umzumbe Local Municipality, July, 2020).

The LED officer stated that CT is “tourism which must be owned and controlled by local community members and that local community members must benefit from it” (Interview with LED officer, Umzumbe Local Municipality, July 2020). Therefore, the LED officer differed from the ward councillors, business owners and tourism operator in that he was aware that CT should benefit the locals whereas others only understood CT as an initiative owned and controlled by local community members. The only local economic development (LED) officer who participated in the study was asked to identify the main features or components of CT.

The findings of the study showed that the LED officer was able to point out that the main features or components of CT is that it is controlled and owned by local community members. The local economic development (LED) officer was also asked to comment on the role played by Umzumbe Local Municipality in CT. The local economic development officer explained that Umzumbe Local Municipality ensured that local community members were trained or educated on CT. The LED officer went on to state that the Umzumbe Local Municipality ensured that members of the community interested in CT were funded to start projects on CT. Lastly, the LED officer also revealed that the Umzumbe Local Municipality ensured that tourism seats are well secured.

This is consistent with the Department of Tourism's (2010: 56-57) position that local municipalities should provide financial support to local business people; contribute to the upkeep and development of public tourist attractions (e.g. historical, cultural and environmental); provision of public infrastructure; provision of public amenities, such as parking, ablution facilities and public transportation, in support of the tourism industry; conducting spatial planning in support of tourism, and allocate land and infrastructure for tourism development; planning and providing local road signs; maintaining the general safety, upkeep, cleanliness and beautification of the local area; and assisting the LTB in implementing the provincial registration and minimum standards system by providing health and safety inspection services. Additionally, local municipalities are expected to partner with the public, business, labour and civic sectors and work together to identify sustainable ways to utilise and harness location-specific resources; grow and transform the economy in specific local areas, and implement programmes and projects that build on and showcase opportunities to address economic empowerment constraints (Department of Tourism, 2010: 56-57).

The information given by the LED officer seems not to be true that community members are being trained and educated about CT as most participants who are local community members clearly mentioned that they had no idea at all about CT programs (see Chapter 6 Section 6.3, 6.8 and 6.9). They further complained about the issue of funding. These community members mentioned that no one had ever told them about funding for CT. Therefore, this is proof that the views of LED officer are unfounded. The Umzumbe Local Municipality has four tourism attractions but one of them has a new building which is well fenced where tourism instruments are kept (Chief Ntelezi

Msani tourism site). The other three are not taken care of. This is contrary to the LED officer's version.

It was important to ask the LED officer about the involvement of community members in tourism in Umzumbe Local Municipality. The study findings indicated that the LED officer was also well versed on the subject and even stated that local community members were workshopped by the Umzumbe Local Municipality on CT. The LED officer went to reveal that community members were also made aware of the business opportunities on CT. However, this is contrary to local people's opinion because during the interview, the majority of community members (participants) clearly stated that they had no idea about CT programme as well as awareness of opportunities attached to it (see Chapter 6, Section 69 and subsection 6.9.5). From this, it is clear that there is no communication between the LED officer and the Umzumbe Local Municipality residents on issues of CT program.

Furthermore, the LED officer also stated that the Umzumbe Local Municipality assisted in setting a tourism site known as Chief Ntelezi Msani. Likewise, the LED officer was asked to comment on how the Umzumbe Local Municipality was involved in CT. Interestingly, the LED officer asserted that the Umzumbe Local Municipality provided skills to local community members on CT. This is an issue which is contradicted by the community members who stated that they lacked training for CT programmes. A follow-up question was made to the LED officer regarding strategies implemented by the Umzumbe Local Municipality to ensure that community members are involved in CT.

The findings from the LED officer showed that the Umzumbe local municipality is providing skills, training and raising awareness to local community members on CT. Again there is disagreement here. What the LED officer is claiming is contrary to what the community said. For example, the LED officer knows CT and how it should be implemented as suggested by claims that Umzumbe Local Municipality provided skills, training as well as awareness of CT program to community members. On the other hand, the findings from data analysis of community members revealed that most community members did not know anything about CT and had not been trained or provided with skills on CT. In addition, community members mentioned that the

Umzumbe Local Municipality had never conducted awareness campaigns on CT programmes in order to empower locals.

7.3 Understanding of local economic development

The study further asked ward councillors, business owners and the tourism operators their understanding of local economic development. The study findings indicated that 13 (thirteen) ward councillors and 18 (eighteen) business owners had no understanding of local economic development in the Umzumbe Local Municipality. It was discovered that 7 (seven) ward councillors, 10 (ten) business owners and one tourism operator had an understanding of local economic development in Umzumbe Local Municipality. To them, local economic development meant a plan introduced by government for job creation (Interview with ward councillor, business owners and tourism operator, July 2020).

Even though 13 ward councillors and 18 (eighteen) business owners lacked understanding of the concept of local economic development, the findings from the 7 (seven) ward councillors, 10 (ten) business owners and one tourism operator suggest that they had an idea of what LED involved in terms of creating capacity and skills for people to engage in productive economic activities. This is consistent with Leigh and Blakely (2016) who also revealed that LED was meant to increase the chances of local economy's capacity to create wealth for local residents. It is meant to increase job opportunities for local people.

Concerning the role of CT in local economic development, the participants were asked to point out the role that CT could play in local economic development in the Umzumbe Local Municipality. Regrettably, 13 (thirteen) ward councillors and 20 (twenty) business owners were unable to mention the role of CT in local economic development in Umzumbe Local Municipality. Notably, 7 (seven) ward councillors, 8 (eight) business owners and one tourism operator and one LED officer were able to mention the role of CT in local economic development in Umzumbe Local Municipality. They revealed that the role of CT in local economic development is to create job opportunities for local community members and to educate them on matters of tourism.

This is why one of the Ward Councillors stated that “we understand that the role of CT in local economic development is to create job opportunities for local community members and to educate them on matters of tourism” (Interview with Ward Councillor, July, 2020), and the tourism operator declared that “I know the role of CT in LED to be an initiative that was introduced by government for the generation of employment opportunities” (Interview with tourism operator, July, 2020). All these views amplify the idea that LED should be seen as a management model consisting of five components: (a) community empowerment, (b) community involvement, (c) ownership, (d) enablement and (e) equitable distribution of benefits in the local community so as to generate economic growth for local residents (Moscardo, 2008; Butcher, 2012; Ernawati *et al.*, 2017).

The key informants who were the ward councillors, business owners and tourism operators were asked if all business people were fully informed to run tourism projects by Umzumbe Local Municipality. Disappointingly, the findings from ward councillors, business owners and the tourism operator showed that all business people were not informed by the Umzumbe Local Municipality to run tourism projects. The key informants (ward councillors, business owners and the tourism operator) were asked to comment on different ways in which local community members should be benefiting economically from CT. Interestingly, this question brought a lot of debate among the key informants as a large number of them were able to point out the expected benefits. For example, they mentioned that CT should lead to job creation opportunities, creation of businesses in which profits were shared among community members. They also stated that CT should lead to the community being educated on CT and community members should be made aware of CT projects.

A follow-up question was made to the key informants (ward councillors, business owners and the tourism operator) regarding hindrances to local community members who wish to start a tourism project in Umzumbe Local Municipality. Again, this question attracted a lot of debate among the key informants on hindrances facing local community members to start their business on tourism. The key informants (ward councillors, business owners and the tourism operator) revealed a number of hindrances which include lack of knowledge about CT business opportunities, lack of funds to start the business project, lack of education on CT and lack of willingness by local community members to start businesses. These study findings concurred with

Yusuf *et al.* (2017), Yusuf, Rostitawati and Obie (2019) and Yusuf (2020) whose findings are that community members have not received the necessary information and training on the potential of CT. As a result, local community members continue to be backward and known to be low income generators, and socially backward because they are not familiar with CT (Henama *et al.*, 2016; Strydom, Mangope & Henama, 2018; Henama & Sifolo, 2017; and Henama, Mangope & Strydom, 2019; Strydom *et al.*, 2020).

7.4 Community tourism resources

The key informants (ward councillors, business people and the tourism operator as well as the LED officer) were asked to explain their understanding of the concept of CT resources. Regrettably, 13 (thirteen) ward councillors and 19 (nineteen) business owners did not know the concept of CT resources in Umzumbe Local Municipality. However, 7 (ten) ward councillors, 9 (nine) business owners, one tourism operator and one LED officer understood the meaning of the concept of CT. They revealed that CT resources meant tourist attractions and related facilities and services. Even though 13 (thirteen) ward councillors and 19 business owners did not know the meaning of CT resources, the findings from the few participants (ward councillors, business owners and the tourism operator as well as the LED officer) agreed with Crouch and Ritchie (1999) who defined CT resources as the natural or endowed resources which form the basis for tourism destination attractions.

For Crouch and Ritchie (1999; 2003), CT resources are those resources which occur naturally and they depict flora and fauna. The key informants (ward councillors, business owners, the tourism operator and the LED officer) were asked a follow-up question regarding the types of CT resources available in the Umzumbe Local Municipality. Again, the findings of the study showed that a large number of ward councillors and business owners had no idea of CT resources available in Umzumbe Local Municipality.

The findings indicated that 7 (seven) ward councillors and 9 (nine) business owners and the tourism operator as well as the LED officer who knew the CT resources found in the Umzumbe Local Municipality. It was indicated that the CT resources found in Umzumbe Local Municipality were the heritage site, uMsikazi Mountain, Itshe lika Maria, Chief Ntelezi Msane and Isivivane sika Shaka, which are both natural and

created tourism resources (Interview with Ward councillors, business owners and tourism operator, July, 2020). For a detailed description of these tourism resources refer to Chapter 6, Section 6.3.1, 6.3.2, 6.3.3, 6.3.4 Figures 6.3.1.1, 6.3.1.2, 6.3.2.1, 6.3.2.2, 6.3.3.1, 6.3.3.2, and 6.3.4.1.

7.5 The potential of community tourism to LED in the Umzumbe Local Municipality

The key informants (ward councillors, business owners and the tourism operator) were also asked to comment on the potential of CT in local economic development in Umzumbe Local Municipality. Interestingly, the key informants revealed that CT has a potential to attract more tourists in rural communities (Interview with Ward councillors, business owners and tourism operator, July, 2021). They stated that this was possible because, increased numbers of tourists would lead to more tourism related business growth, thus leading to LED. For instance, increased tourism demand could lead to more businesses supplying accommodation, transport, touring and guiding services which in the final analysis could broaden or diversity the economy leading to employment creation and related benefits. The point is that if people start and run their businesses, they could create employment for themselves and other members of the local community. In this lies the LED potential of CT in the study area.

Furthermore, the LED officer mentioned that “CT as a government initiative has a potential for diversifying local economy and increasing awareness of local heritage involving endowed and cultural resources” (Interview with LED officer, July, 2020). Such awareness could provide local roots to the conservation movement and broaden its appeal. In this regard, CT has been seen at times as a potential ally for conservation – as a business which can focus attention on the value of fragile or endangered environments and provide the economic justification for conserving such features. This resonates with D’Amore’s (1988) study of tourism development in small communities in British Columbia which showed that people were keen to use tourism as a means of improving the local quality of life as well as conserving heritage because it was a source of business and employment.

7.6 Implementation of CT in the Umzumbe Local Municipality

The key informants (ward councillors, business owners and tourism operator) were asked to suggest different ways that can help improve CT in the Umzumbe Local Municipality. Interestingly, all these informants ward councillors, business owners and the tourism operator made some suggestions regarding this question. For example, 7 (seven) ward councillors and 10 (ten) business owners revealed an urgent need for community members to be provided with knowledge and education on CT, raising awareness campaigns in the area on CT, funding community members to start small scale businesses on CT and having workshops on CT in the Umzumbe Local Municipality. For example, a ward councillor stated that “we as councillors need to be provided with knowledge and educated on CT initiative, raising awareness campaigns, workshops on CT and funding community members to start their own small scale businesses in the Umzumbe Local Municipality” (Interview with Ward Councillor, August, 2020). Likewise, the business owners also stated that “we as business owners need to be educated on CT through workshops in order to understand the CT business and implement it in the Umzumbe Local Municipality (Interview with business owners, August, 2020).

The study concluded that based on the findings, participants provided common ideas on the issue of education through workshops and funding for community members. The educated participants who understand CT mentioned that people willing to start CT should enrol for CT in tertiary institutions so to have more understanding of it as this would assist government wishing to fund the project. Therefore, people who are passionate about CT and should be well versed about it because government is reluctant to fund projects they lack knowledge of. Thus, it is important to note that what is required here is not training and education only to work in tourism but knowledge about tourism to allow community residents to actively take part in tourism development decisions. This lack of tourism knowledge is a critical barrier that not only directly limits, the ability of locals to participate in tourism development, but also contributes to the next two barriers which are a lack of local tourism leadership and domination of external agents.

One of the few published studies on tourism leadership by Weber and Ladkin (2010), McGehee, Knollenberg and Komorowski (2015) and Trudeau, Poskas and Messer

(2015) highlighted the importance of knowledge for effective leaders. Without local leaders, it becomes easier for external agents to gain power over tourism process. This power can be better enhanced when locals are portrayed as lacking tourism expertise and thus requiring assistance of external agencies such as marketing consultants and tour operators (Moscardo, 2014). As with tourism knowledge, while it has been recognised that tourism leadership is important, knowledge about how to identify, develop and support local tourism leaders is only just beginning to emerge (Koh & Hatten, 2002).

Koh and Hatten (2002) argue that local leaders were also often successful entrepreneurs expanding local business opportunities, which suggests that information on enhancing the effectiveness of local entrepreneurs is also likely to be important in creating better outcomes for local communities. Recent research suggests that CT can be successfully implemented when approached in an entrepreneurial way, with a leader in the community driving the project forward. It appears to work less effectively where the input and driver of change come from outside the community, through the public sector or project staff. In addition, without effective coordination mechanisms and tourism plans it becomes increasingly difficult for destination communities to get involved in either tourism development decisions or to participate in tourism businesses. This limits the potential for positive impact from tourism and can further exacerbate negative impact.

Planners may therefore need to provide tourism enterprises with an incentive to buy (or employ) locally and the incentive would need to be large enough to overcome any real or perceived 'disadvantages' associated with local purchases. But there is need to be careful to avoid the myopic focus on 'buy local' policies, since on their own cannot be guaranteed to reduce aggregate regional imports particularly if the number of local suppliers remains constant. Nevertheless, if certain conditions hold, 'buy local' policies which raise the number of local suppliers can lower imports (Miyagiwa, 1991), thereby increasing the net regional benefits of tourism. It is therefore, important to ensure that 'buy local' policies are used primarily to help stimulate the local supply chain. Once local supply chains are fully operational, discriminatory procurement policies may be neither necessary nor desirable. Planners should develop appropriate marketing and visitor management strategies which would minimise the negative impacts of their

targeted visitor mix and which are flexible enough to change in response to changes in the visitor mix that would inevitably occur over time.

All this demonstrates the need for the full participation of the local community in managing natural and cultural resources in CT and this is an increasingly important aspect of the sustainability of CT (Hibbard & Lurie, 2000; Mitchell & Reid, 2001). As Rozemeijer (2001) argues, community participation and ownership are key issues in CT and its success. In this regard, there is the recognition that the effective implementation of CT requires the participatory management of CT as a process and a mobilization instrument that is rooted in collective action (Hiwasaki, 2006; Telfer & Sharpley, 2015) which demands collaboration between community members. Notably, collaboration networks can be considered vital components of CT development initiatives, as their success hinges on building community capacities through the establishment of intra-community relationships.

Collaboration is considered a flexible and dynamic process whereby different actors share their perspectives and/or material resources to solve problems that cannot be solved individually (Koontz, 2006). The collaborative process can generate benefits for those involved, so it is of interest for tourism development and tourist agents (Arnaboldi & Spiller, 2011; Baggio, 2011). For example, collaboration networks facilitate access to knowledge, financial capital, markets, and technology (Inkpen & Tsang, 2005). Likewise, literature suggests that collaboration networks promote tourism innovation and can build social safety nets against unfavourable business conditions (Novelli, Schmitz & Spencer, 2006; Wang & Fesenmaier, 2007). Given that the tourism sector is often fragmented and dynamic, it is increasingly recognized that collaborations are needed to manage tourist destinations (Pforr, 2006; Wang & Xiang, 2007).

In CT, collaboration provides a mechanism to address organizational and operational issues that emerge from tourism development (Liu *et al.*, 2014). The collaborative process may lead to self-organization of tourist activities within a community, which should include various stakeholder groups while minimizing imbalances in the network. If this collaboration is viewed within the prism of Arnstein's theory of citizen participation (see Chapter 2, Section 2.4.4 subsection 4.4.4.6 and 2.4.4.7), it is clear that the participatory approach is a key tool for tourism development (Sebele, 2010).

In interactive participation, the community becomes involved in combined examination, improvement of steps to be taken, formulation and strengthening local organisations that have a particular purpose. This process includes different areas of study, a set of methods and principles utilised to perform a particular activity. Participation here is utilised for planning educational processes to attain a particular result.

In self-mobilisation, the community becomes involved by conducting projects self-governing of outside organisations to transform the injustice rules or people that control organisations. In this type of involvement, people start communicating with outside organisations looking for resources. They also require practical opinions and suggestions, but maintain the management and regulation of the manner the resources should be utilised. Self-mobilization can be well known by a large number of people if states and non-governmental organisations (NGOs) could offer a structure of empowerment encouragement system. Inherent in the successful and sustainable development of CT is the view that scarce resources need to be managed effectively to maximize the return on the deployment and management of commercial activity, including services management and tourism. Tourism development is therefore seen as a historical process of structural changes that are essentially driven by innovation and embedding new forms or organization and management. The conceptual view of tourism is as a driver of economic development using innovation-driven qualitative change through the introduction of new combinations of political freedom, economic facilities, social opportunities, transparency guarantees and security (Schumpeter, 1943; Sen, 2006). To this extent, a successful CT regime is dependent on the context in which people work together and have influence on each other and society's involvement in combined analyses, generation of practical strategies, construction and reinforcement of local organisations. The moment local communities assume power on local decisions, they regulate the manner in which existing resources could be utilised and take responsibility of sustaining organizations (Muro & Jeffrey, 2008; Imenda, 2014).

7.7 Chapter summary

This chapter has discussed the understanding of CT, LED and the potential of the former in promoting the latter by municipal officials and business owners in the

Umzumbe Local Municipality. The chapter suggests that although there is limited understanding of CT, the stakeholders were aware of what needs to be done to properly unleash the development potential of CT leading to LED. To this extent and given the availability of community tourism resources in the study area, it is posited that there is a potential that CT could lead to LED, if all the stakeholders such as business owners, ward councillors and the community members are properly informed, educated and involved in all tourism strategies in the study area. The next chapter proposes a model of how this can be done.

CHAPTER EIGHT: TOWARDS A COMMUNITY TOURISM DEVELOPMENT MANAGEMENT MODEL

8.1. Introduction

This chapter consolidates the findings from chapters six and seven of this study. As explained in these two chapters, there is a potential that community tourism can lead to local economic development (LED) in the Umzumbe Local Municipality. It is for this reason that this chapter proposes a community tourism (CT) management model which can be used as a framework in order to ensure that CT leads to LED. The main pillars which constitute this model are education, planning, political and technological infrastructures, capacity building, partnership, human capital and economic growth, human resources and development (HRD), entrepreneurial leadership and teamwork, identification of passionate and goal oriented members, facilitators and funders (government, private sector and NGOs), physical and social infrastructure, conflict resolution, monitoring and evaluation and LED.

8.2. Community, community tourism and development projects

To ensure the establishment, implementation and success of community tourism leading to LED, the findings indicate that engagement and partnership within the local community are critical. This is further backed by system theory, which states that the gathering of social groups of individuals working or living together for a common purpose with a shared set of ideas in order to carry out critical societal activity is important for the success of any development project (Geoghegan & Powell, 2009; Matarrita-Cascante & Brennan, 2012). In other words, all the components of the community in respect to CT must function well in order to generate the desired results, and that the society should share responsibility for recognizing and resolving problems that affect its welfare. Additionally, the findings indicated that it is critical to pool resources from all segments of the local community in order to function efficiently. All these are issues are explained in full in the following sections.

8.2.1 Towards a community tourism development management model

The findings from chapter six section 6.3 revealed that most of the local community members are not aware of CT and CT resources found within their municipality area and section 6.7 revealed that most community members have no knowledge about LED programmes in their municipality. Section 6.4 revealed that a large number of

local community members do not know the CT initiative found in their municipality. In addition, the study findings, both qualitative and quantitative, demonstrated that education may play a significant role in the formation of CT projects targeted at generating economic growth for local communities.

Recognition of learning is critical as a component of human capital, which is a critical determinant in economic progress (Lucas, 1988; Stern, 1991). Thus, CT can be successful in areas where people have a basic level of knowledge of what CT is and involves. When this concept is recognized and substantiated by data, education and training should be viewed as critical investments that may be used to increase productivity, similar to machine investments (Mankiw, Romer & Weil, 1992; Mankiw, 2014). Furthermore, post-secondary education surpassed secondary education as the primary driver of growth. Where both tertiary and secondary education were employed, tertiary education was deemed to be more important than secondary education in all situations.

To this extent, the starting point in the implementation of CT in the study area is education. This education must start with community members on the awareness of CT and CT resources and how they can be exploited for LED. The next phase should involve training community members around conceptualizing, starting and developing CT businesses. This education can take many forms such as public awareness of CT tourism resources by the municipality to specific course trainings on tourism development and management, among others. This suggests that community members must be educated and trained on developing, planning, implementing and evaluating CT enterprises. Indeed, the findings from chapter six section 6.15.3 suggest that the first thing to understand is that planning, implementation, and evaluation must be regarded as one action or a continuous process that together form project management. The action group (community members) carries the responsibility for the project as the project managers. Therefore, in order to ensure CT is effectively implemented in the Umzumbe Local Municipality, planning, implementation, and evaluation must be the responsibility of community members.

The findings from chapter six section 6.9.5 revealed that community members need to be capacitated and this is supported by schedule 4 (B) of The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996), which mention that it is the

responsibility of local government to ensure that local community members are capacitated. This lack of knowledge was a key element contributing to limited tourism leadership, effective planning and coordination and involvement of local stakeholders. The concept has been extensively used in other areas of development, especially education etc. (Lavarack, 2005; Moscardo, 2005). Community capacity refers to the levels of competence, ability and skills necessary to set and achieve relevant goals. Furthermore, the findings from chapter six section 6.9.4 revealed that respondents were of the opinion that political and technological aspects and power were the main influences of CT. These findings of the study were in-line with Hall (1994), McIntosh, Goeldner and Ritchie (1995), whose findings showed that sustainable development is a political concept, and therefore achieving the goals of CT depends heavily on the society's political system and power distribution. This means that there must be a supportive technological and political architecture which support CT ventures by community members. This can be in the form of training community members on the use and application of the internet and other internet or web-based tourism aspects. This is where political power in the form of, for example, the local municipality providing such trainings and technical support comes into play.

8.2.2 Human Resource Development (HRD)

Individuals who are capable of learning, comprehending, and thinking logically, have the energy to work and accomplish their goals; are confident, dependable, and willing to work hard; are capable of acquiring knowledge through study or instruction, possess talents; are able to acquire new ideas; are creative thinkers, and are interested in working hard and sharing ideas and experiences resulting in numerous innovations critical to the advancement of development (Fitz-Enz, 2000). The preceding viewpoint demonstrates that learning and training are deliberate investments that prepare workers while also increasing individual and entity productivity and fostering economic progress and advancement on a global scale. In this regard, the community members in the study area must be enrolled into human development programmes which must assist them to be critical thinkers who can form and implement successful CT businesses or enterprises. This HRD must be seen as complementing the aspect of education explained in the preceding sections.

8.2.3 Entrepreneurial leadership and teamwork

In addition to education, there must be the mobilisation of entrepreneurial leaders who are leaders that have the ability to oversee activities while also strengthening the system. Further, it is critical that leaders have the necessary ability as persons in charge of projects and are required to make the system stable. The concept of entrepreneurial leadership, as well as team belief, develops vigour and passion, transforming thoughts and imaginations into concrete visions that society believes are achievable. Entrepreneurial leaders generate confidence and foster autonomous, entrepreneurial thinking through fostering innovation (Moore *et al.*, 2010; Purwati, Budiyanto, Suhermin & Hamzah, 2021; Dabić, Stojčić, Simić, Potocan, Slavković, Nedelko, 2021; Bilal, Chaudhry, Amber, Shahid, Aslam & Shahzad, 2021).

Nonetheless, the overarching theme of which leadership is a subset is the accomplishment of the people's mission, which is supported not just via good leadership but also through innovation, entrepreneurs and thinkers, accessible resources, morale, and social cohesiveness. Community standards serve as the foundation upon which leaders build the framework for people's success. This essentially means that within the community of Umzumbe, the government and local and traditional authorities can choose entrepreneurial leaders, who can provide business leadership implementing CT leading to LED. These entrepreneurial leaders can provide the general leadership and direction around the development of CT businesses and channelling their operations towards LED.

8.2.4 Identification of passionate and goal-oriented community members

The following needs to be ensured before members are identified:

- (a) It is paramount that members with a genuine wish to work in a changing demanding industry environment are identified;
- (b) Provide a feasible induction to the skills in line with the desires of the sector through the involvement of operation skills for the workplace;
- (c) Ensure that the new members comprehend the needs of the sector, involving individual presentation and the way they behave, showing outstanding customer service.

After the community members have been identified, they can work with all stakeholders in ensuring the success of CT and attainment of LED.

8.2.5 Infrastructure

The schedule 4 (B) of The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) states that local government is responsible for the provision of appropriate infrastructure (create conducive entrepreneurial condition including offices for CT personnel). Local government must be there for the people's future, i.e. build the society and a sense of common purpose to find local solutions for increased sustainability. It is essential that the infrastructure is built on the physical environment which is sufficiently attractive to lure investors and potential donors. Developmental local government is intended to have a major impact on the daily lives of the South Africans where "municipalities do not develop their own strategies to meet community needs and improve the lives of citizens, national government may have to adopt a more prescriptive approach towards municipal transformation" (White paper on Local government: Section B, 1998). This means that Umzumbe Local Municipality must play an active role more than is currently the case in actively supporting CT and ensuring that it leads to LED. This can take the form of, for example, providing training of CT venture creation, marketing, saving, book keeping and investment, among others.

8.2.6 Conflict resolution

It is important that both constructive and destructive conflict should be controlled by means of improving individual abilities that help in the establishment of shared aims and guaranteeing advantages (Okazaki, 2008). A solution to conflict resulting from various aims, creative solutions and resolution of goals to real challenges are made part of conflict control (McCool, 2009; Wray, 2011). Nonetheless, empowerment of every related shareholder, especially community members could make contributions in ensuring the increase of relationship producing conflict resolution (Okazaki, 2008). Figure 8.2.6.1 below illustrates the proposed model which can be used to trigger the potential of CT in achieving LED.

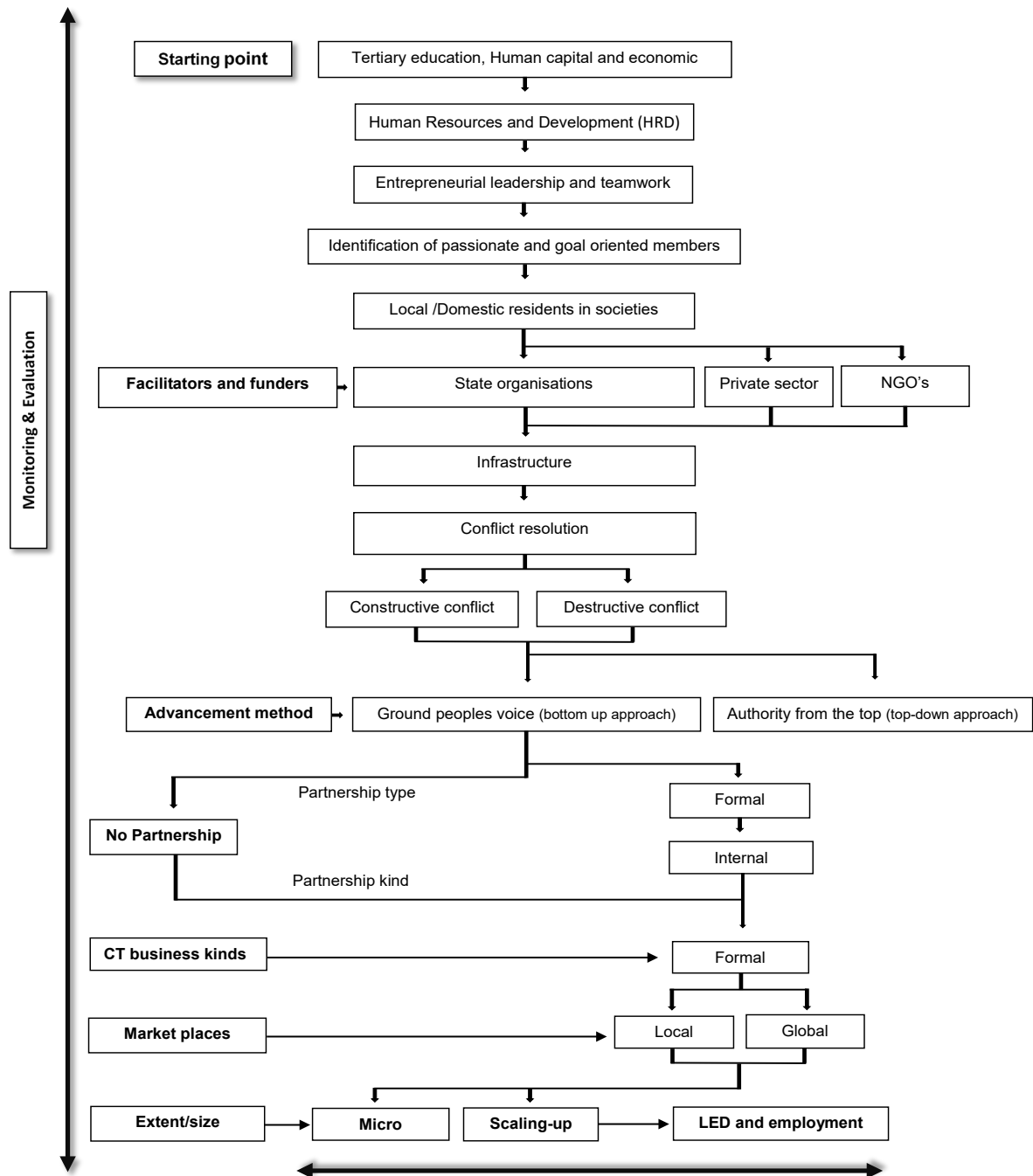


Figure 8.2.6.1 Proposed community tourism development management model

It is clear that the CT ventures must originate within the local community as an informal sector and later changed to formal sector. Furthermore, it is evident that there is a need to involve several organisations to be included in the initiation of CT programme. These organisations are the state, the private industries, non-governmental organisations (NGOs) needed to assist locals to work hard for socio-economic factors and participation in CT. The model is not complete because possible alternatives of

CT are infinite. Therefore, each circumstance displays various conditions, necessities and likelihoods. Also, the goal of the model is not to be comprehensive, but is meant to highlight the main CT development alternatives and trajectories as well as likelihoods of CT being implemented successfully leading to LED. Although a particular model of CT advancement appears to be not realistic, the various alternatives are in principle supposed to be the key aim of CT to make it easy for the individual or community development involving empowerment, social justice, skills and education.

Therefore, the concentration is on formal development of CT, expressly the kinds of CT undertakings and partnerships mentioned in the literature review of this study. It is important to remember that categories in the drawing are not rigid or immediately excluding others, but can be provided as a whole. Furthermore, it is possible that a CT may be formed by many entities that are local and involve formal situations. The CT focuses on local and global markets. Figure 8.2.6.1 consists of lists including different kinds of CT advancement, the several connections between interlinked categories.

It is important to ensure that the bottom-up strategy is considered as the first priority to guarantee local views are considered in the management of CT initiatives. The outsiders should play a role of being the facilitators of community planning. Moreover, the “bottom-up” policy approach carries a belief that local residents should be able to arrange their own goals and be fully involved in making decisions to make sure that the resources within their area are well maintained to be enjoyed by future generations (Theerapappisit, 2012: 269). Further, changing from informal to formal structure involving CT need to show that it improves community empowerment.

Therefore, there should be an increase in community negotiation authority with partners from outside (Mirete-Mumm & Tuffin, 2007; Giampiccoli & Mtapuri, 2016). With regard to the increase of programmes, it is stated that “most of the progressive CT initiatives seem to start small, simply and gradually increase in size” (Sproule, 1996; Hausler & Strasdas, 2003). It is vital to note that the increase of CT programs should take a pattern of a product life cycle:

Originally, CT programmes involved a small size with less density and managed by local communities but assisted by well-intentioned externals like government, public sector and non-governmental organisations. At first, local communities should be satisfied with the way employment opportunities are made available because of CT

programs. In addition, CT programs should increase the value chain but their feasibility should be reliant on the capability of the main shareholders to deal with new things that are anticipated to happen (Hamzah & Khalifah, 2009). Therefore, the process of scaling-up should repeatedly evaluate, improve and adjust the CT functioning model to guarantee self-governing and lasting continuity. Nonetheless, the role players' inventiveness and innovation should ensure that the initiatives become as feasible entities for mutual good of present and generations to come.

When a CT programme reaches maturity, in order to adopt a business model which is sophisticated, it is important to gradually release the programme from depending on the state, private sector, NGOs or external funders and ensure the program is scaling up and leads to LED – a programme for job opportunities. Such step is essential in order to guarantee sustained economy of CT programs (Hamzah & Khalifah, 2009; Mielke, 2012). In business, liquidity, growth, solvency, sustainability and profitability are the main components of survival, apart from the societal necessities of employment creation and societal obligation and taking care of the environment. It is important that a lasting goal is to make members of the community shift from informal to formal industry, in order to borrow money from the banking industry.

An important theme about the success of CT so that it leads to LED is partnership. This partnership improves the success of CT programs and partnerships with the private industry needs to be managed well and delineated because it might work contrary to the whole community development if it is mismanaged (Sproule, 1996). Therefore, partnerships whether informal or formal, need to have two special aspects: first, partnership is supposed to be 'temporary' but long lasting in the instances where partnership is intentionally focused on capacitation and empowering the community in order to become more self-governing and bargaining power in connection with outside organisations (Mtapuri & Giampiccoli, 2013: 8); second, the CT organisations need not form part of a partnership (the CT venture itself should not be part of a partnership) (Zapata *et al.*, 2011; Mtapuri & Giampiccoli, 2013).

For example, the findings of the research conducted in Malawi suggested that better job opportunity situations in lodges should be explained through formality of employment in the lodge, the steadiness of the business in the lodge, as well as

regulations of tourism lodges by the Malawi Ministry of Tourism Wildlife and Culture (Gartner & Cukier, 2012). However, the formality and informality of circumstances and conditions may be regarded as a mixed blessing because entering informally can lead to the formal entrance into the economy, resulting to the employment of unskilled local community members, especially women and the deprived.

The limitation with the informal industry is that it can keep community members trapped in poverty because the conditions of work, salaries and rights are known for being less or non-existing (ILO, 2011). What is important is to make sure that the CT business is formalised into a formal sustainable sector, instead of keeping it informal. The bold line below in Figure 8.2.6.1 shows that in each and every level, it is possible to change from one situation to the next.

8.3 Monitoring and evaluation

The bold line on the left side of Figure 8.2.6.1 shows that monitoring and evaluation is crucial from the start to the end of the project. In fact, the bold line on the left side of the diagram shows that monitoring and evaluation must be carried out in each and every level of CT development to ensure the feasibility of the required outcome. In a nutshell, evaluation is an integral part of a project and it forms part of a survey. It evaluates the information obtained. Further, it is also tied up with needs and resource identification by seeking the fit between needs and resources and it is part and parcel of planning. It tests the situation specificity and the feasibility of planning.

Monitoring and evaluation are necessary during implementation and assess the action group's ability to operationalise the plan. There are two type of evaluation. One is undertaken throughout a project's life. This can be regarded as keeping a finger on the project's pulse and is called 'monitoring'. Another type is an action performed at the end of a project. It is the final opportunity, with the benefit of hindsight, to identify weaknesses and mistakes made during the life span of a project. It seeks to establish whether the project was successful as a learning process or whether the action group gained more than only the physical result it was striving for (Ile, Eresia-Eke & Allen-Ile, 2012; Tengan & Aigbavboa, 2017; Singh, Chandurkar & Dutt, 2017; Agbenyo, Wisdom & Akanbang, 2021).

8.4 Chapter summary

This chapter has proposed a model which can be followed when initiating and implementing a CT undertaking to ensure it successfully leads to LED. The chapter emphasised that the starting point in unleashing the development potential of CT leading to LED is education. The community must be educated about the CT tourism. In addition to knowing the CT tourism resources, they must be trained about development CT businesses. The model has shown the following to be the pillars of ensuring successful implementation of CT organisation and these are education, planning, political and technological experts, capacity building, participation, partnership, human capital an economic growth, human resources and development (HRD), entrepreneurial leadership and teamwork, identification of passionate and goal oriented members, facilitators and funders (government, private sector and NGOs), infrastructure, conflict resolution, monitoring and evaluation and LED.

CHAPTER NINE: SUMMARY, RECOMMENDATIONS AND CONCLUDING REMARKS

9.1 Introduction

This thesis assessed the potential of community tourism in catalysing or triggering local economic development in Umzumbe Local Municipality and it consists of nine chapters. Chapter one presented the introduction and orientation to the study. Chapter two examined the theoretical frameworks in terms of the discussion of the four theories which underpin this study. Chapter three discussed the literature within which this study is located. Chapter four described the setting of study in terms of the outline of its physical setting and socio-economic characteristics. Chapter five explained the research methodology and the research design which is mixed methods research. Chapter six explored how the local community members understand community tourism and its potential in leading to local economic development. Chapter seven examined the perspectives of business owners, tourism operators and local economic development officials on the potential of community tourism in local economic development. Chapter eight proposed a potential development management model of community tourism. This model posits that CT can be effectively implemented in the Umzumbe Local Municipality if its steps are followed and lead to local economic development. Chapter nine, which is the final chapter summarises the entire study and also proposed recommendations.

9.2 Overall findings in response to the research objectives

This study consists of four objectives and these objectives are to (a) examine the community tourism resources in Umzumbe Local Municipality; (b) evaluate the potential of community tourism in creating job opportunities and small scale businesses among other indices of measuring LED in the Umzumbe Local Municipality; (c) analyse how community tourism could be effectively implemented in the Umzumbe Local Municipality and (d) propose a development management model of community tourism leading to LED in the Umzumbe Local Municipality. In response to the first objective, the findings revealed that there are community tourism resources in Umzumbe local municipality area. These include among others Umsikazi mountain, Itshe likaMaria, Isivivane sikaShaka and Chief Ntelezi memorial. There are also created resources as well as qualifying and amplifying determinants which present a

good resource base for CT. On the second objective, the data analysis suggests that there is potential for CT to lead to LED. This is because if the community understood community tourism and local economic development, this could lead to them forming and owning tourism enterprises which can, among others, create job opportunities and lead to LED in the Umzumbe Local Municipality. In addressing the third objective of the study, the findings show that community tourism can be effectively implemented in Umzumbe local municipality if local community members could be provided with education, training and awareness campaigns regarding community tourism. In response to the fourth and final objective, a community tourism development management model was proposed. This pillars of model are education, planning, capacity building, community participation, partnership between stakeholders, human capital, human resources, provision of infrastructure, conflict resolution and monitoring and evaluation. If implemented, this model could lead the effective implementation of CT, which could the lead to LED.

9.3 Contribution to the discipline of Development Studies

The study contributes to the literature on tourism and local economic development. This is because of its analysis of community tourism and local economic development nexus. This is a unique way of analysing and contributing to the study of tourism and local economic development within the discipline of Development Studies. In specific terms, the research problem was centred on the potential of community tourism in leading to or generating and triggering local economic development in Umzumbe Local Municipality. The novelty of the study is its demonstration that there are tourism resources in the study area and this could provide a foundation of CT leading to LED. Most importantly the study demonstrated how the available resources in Umzumbe Local Municipality could lead to CT and the LED by proposing a tourism management development model which can be used to inform the conceptualisation, implementation, monitoring and evaluation of CT leading to LED in the study area. This research is the first to develop this line argument and this novelty therefore becomes an important expansion of the discipline of Development Studies.

9.4 Limitations of the study

In UMzumbe local municipality there are 21 Wards. The researcher sampled research participants from all the Wards, but some were overrepresented and some underrepresented. This could have swayed the research findings in favour of overrepresented wards. However, every reasonable effort was taken to ensure that that data collection and analysis was objective as explained in Chapter 5. In some Wards, respondents needed the permission to of a Ward Councillor to speak to even after permission was granted. This practice became an obstacle as it interfered with the researcher's data collection and timeframes. The possible limitation is that some people could have withheld vital information. However, this was mitigated by that the objectives of the study were fully explained and those whom were interviewed did provide the necessary information.

9.5 Recommendations of the study

9.5.1 Education

Local community members must be educated about CT and LED so that they understand fully what it entails and the role they must play. This will assist in the involvement of a well-informed community on matters related to CT.

9.5.2 Marketing and community tourism

Community tourism must be marketed so that it is known locally and internationally. If this is done, it can lead to the growth of CT, formation of business and other economic enterprises and thus the attainment of LED.

9.5.3 Construction and development of community tourism resources

The following tourism attractions are listed in the Integrated Development Plan (IDP) of Umzumbe Local Municipality and it is recommended that these be improved as follows:

(a) Itshe lika Maria

Itshe lika Maria is found in KwaMgayi location and the road to it is gravel. Therefore, it is difficult for tourists to visit Itshe lika Maria in numbers. In order to make sure that

tourists visit Itshe lika Maria, the road needs to be constructed and tarred. At the same time, a distance of about one kilometer from this gravel road should be constructed so that it reaches the top of Itshe lika Maria. The place must be accessible and there must be facilities which make visiting the place comfortable, easy and safe.

(b) Umsikazi Mountain

Due to the fact that the Umsikazi Mountain has a flat terrain on top with a waterfall, this can be developed into a recreational park where tourists can visit. In other words, this can be developed into a tourist attraction feature. In addition, the roads leading to the mountain can be improved (tarred) and the security of the area must be enhanced.

(c) Isivivane sika Shaka

King Shaka is famous because history tells us that he managed to bring the Zulu nation together; nowadays the Zulu nation is respected worldwide through King Shaka as the warrior. Isivivane sika Shaka is an area where King Shaka used to rest from and to his raids of neighbouring kingdoms. However, there is a concrete cement foot path from the gravel road to Isivivane sika Shaka, but that is not enough because King Shaka is famous as a person who built the Zulu nation. Therefore, the municipality should construct appropriate infrastructure that will show that King Shaka is famous and respected person because of the pivotal role he played building the Zulu kingdom. In fact, the infrastructure should provide dignity and a legacy or epitaph for King Shaka. Thus, Isivivane sika Shaka should be a protected area because it involves a legacy for the nation. The other necessary issue to be dealt with is that the road from Nyangwini road should be tarred as this is currently gravel. This will encourage tourists to visit Isivivane sika Shaka.

(d) Chief Ntelezi

Chief Ntelezi is a historical area in remembrance of past heroes who fought against apartheid tax laws which oppressed African black natives in that they were taxed severely for not carrying dompasses (identity documents). This area is named Chief Ntelezi as he was involved in the above mentioned struggle and was amongst the blacks who suffered injustice of the past. When Chief Ntelezi died he was buried on this site whereas other soldiers were captured and imprisoned in St Helena. However,

this tourism attraction is well fenced with a small structure of a building inside but it is not enough because there is nothing that lures tourists.

This area needs to be revamped so that tourists could know about this tourism attraction. For example, there is no sign on the N2 off ramp mentioning this tourism attraction. It is therefore, impossible for citizens to know about this tourism attraction. Thus, it is important that there should be a sign on the N2 off-ramp and intersection of road R102 and Nyangwini road showing the direction and the existence of Chief Ntelezi tourism attraction. By so doing, people could have interest to visit this attraction.

On the main gate of this attraction, it should be written the type of services provided by the resource as well as its purpose. The municipality should provide the attraction with a grand stand and chairs where tourists can sit while observing the activities. The historical notes should be written on the board where visitors can read it themselves without being told. It is also important to have a mini-shop inside so that tourists could have something to buy should they want to.

9.6 Areas of possible further research

It must be mentioned that the results of this research study have raised several questions that need to be answered by further research as suggested below:

- a) Investigating the involvement of community members in local economic development strategies in Umzumbe Local municipality.
- b) Investigating the spatial distribution of community tourism resources and its impact on tourism development and local economic development in Umzumbe Local Municipality.
- (c) Assessing determinants of the level of awareness of community members about community tourism and local economic development in Umzumbe Local Municipality.

9.7 Concluding remarks

This chapter summarised the whole thesis from the introduction to conclusion and made recommendations. In the final analysis, the novelty of this work and its contribution to the discipline of development studies is that it adds value to the body of knowledge in terms of proposing a CT management development model which expands the study of tourism. Linked to this is that this study has demonstrated the

link between community tourism and local economic development (CT-LED nexus). Furthermore, in advancing the CT management development model, this study has also amplified the need for community involvement and participation in all development initiatives. This is enshrined in the constitution of the Republic of South Africa 1996 (Act 108 of 1996). Furthermore, this is supported by Arnstein's (1969) theory of citizen participation which states that communities must be fully involved in development initiatives and not just spectators in development matters which involve them. This means that people must be effectively involved in all community tourism initiatives in Umzumbe Local Municipality, if local economic development can be attained.

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APPENDIX

APPENDIX 1



THE UNIVERSITY OF ZULULAND

REQUEST FOR PERMISSION TO CONDUCT RESEARCH

University of Zululand

PO Box X1001

Kwa-Dlangezwa

3886

24 February 2020

The Manager

Umzumbe Local Municipality

28 Connor Street

Port Shepstone

4240

Dear Sir/Madam

I am Clifford Mhlanyukwa Duma a registered Doctor of Philosophy Degree (PhD) student in the Department of Anthropology and Development studies at the University of Zululand. My supervisor is Dr I. Moyo. I am currently studying towards a Doctor of

Philosophy Degree at the University of Zululand. I am assessing the potential of community tourism in catalysing local economic development in Umzumbe Local Municipality, under UGu District Municipality, KwaZulu-Natal. The Umzumbe Local Municipality's integrated Development Plan (IDP) for (2017 / 2018 – 2021 / 2022) mentions tourism advancement as one of the most crucial economic activities. Therefore, I hereby seek permission from your office to administer my questionnaires in your municipality on the topic "Assessing the potential of community tourism in catalysing local economic development in Umzumbe Local Municipality, under UGU District Municipality, KwaZulu-Natal."

The objectives of the research are to:

- (a) Examine the community tourism resources in Umzumbe Local Municipality.
- (b) Evaluate the potential of community tourism in creating job opportunities and small scale businesses among other indices of measuring LED in the Umzumbe Local Municipality?
- (c) To analyse how community tourism could be effectively implemented in the Umzumbe Local Municipality.
- (d) To propose a development management model of community tourism the Umzumbe Local Municipality

The findings and recommendations of the study will be made available to the Umzumbe Local Municipality which may help the management in advancing and application in future local development projects. I wish to assure the municipality that all ethical considerations governing the conduct of research will be strictly adhered to and that the confidentiality of respondents will be protected. Should you require any further information, please do not hesitate to contact me or my supervisor. Our contact details are as follows: Clifford M. Duma: 0726641594 and e-mail: cliffordmhlanyukwaduma@gmail.com or I. Moyo (Supervisor): 035-9026340, and e-mail: Moyol@unizulu.ac.za

Your permission to conduct this study will be highly appreciated.

Yours Faithful

Mr C.M Duma



UNIVERSITY OF ZULULAND

Department of Anthropology and Development Studies

Researcher: Mr Clifford Mhlanyukwa Duma (0726641594)

Research Office: Ms Daniella Viljoen (+2735 9026 645)

Dear Respondent

I am a PhD candidate in the Department of Anthropology and Development Studies at the University of Zululand and I am assessing the potential of community tourism in catalysing local economic development in Umzumbe Local Municipality, under UGu District Municipality, KwaZulu-Natal. I would therefore be grateful if you take part in completing the study through answering the following questions. Provided information will be treated with confidentiality and will be only used for academic purposes.

How to respond to the interview?

- Please answer the questions as truthfully as you can
- If you do not feel comfortable answering a question, you can indicate that you do not want to answer. For questions that you answer, your responses will be kept confidential

Consent form for Participation

I, the respondent, have been asked to voluntarily take part in the study on assessing the potential of community tourism in catalysing local economic development in

Umzumbe Local Municipality, under UGu District Municipality, KwaZulu-Natal. I have read and understood the aim of the study and I therefore give my consent to participate in the research. I fully understand that I' m participating without being forced or compelled whatsoever. I also understand that it is my respectful right to withdraw from the interview, at any time and I will not be penalized for such a decision. I also understand that there are no known benefits associated with the research projects as it will only serve for academic purposes. It has also been made clear to me that this consent form will not be linked to the interview, thus my answers shall remain confidential.

.....

Participant' signature

.....

Date



Department of Anthropology and Development Studies

Researcher: Mr Clifford Mhlanyukwa Duma (0726641594)

Research Office: Ms Daniella Viljoen (+2735 9026 645)

**INTERVIEW SCHEDULE WITH UGU DISTRICT TOURISM MUNICIPALITY
MANAGER**

Researcher : CM Duma

Supervisor : Dr. I. Moyo

Topic of study : Assessing the potential of community tourism in catalysing local economic development in Umzumbe Local Municipality, under UGU District Municipality, KwaZulu-Natal

Development : Department of Anthropology & Development Studies

Programme : Doctor of Philosophy (PhD) in Development Studies

University : University of Zululand

Note to participants/respondents:

Dear Respondent

I am a PhD candidate in the Department of Anthropology and Development Studies at the University of Zululand and I am assessing the potential of community tourism in catalysing local economic development in Umzumbe Local Municipality, under UGU District Municipality, KwaZulu-Natal. The main aim of the study is to examine how

community tourism have a potential in catalysing local economic development in the Umzumbe Local Municipality.

I would therefore be grateful if you take part in completing the study through answering the following questions. Provided information will be treated with confidentiality and will be only used for academic purposes.

How to respond to the interview?

- Please answer the questions as truthfully as you can
- If you do not feel comfortable answering a question, you can indicate that you do not want to answer. For questions that you answer, your responses will be kept confidential.

Consent form for Participation

I, the respondent, have been asked to voluntarily take part in the study on assessing the potential of community tourism in catalysing local economic development in Umzumbe Local Municipality, under UGu District Municipality, KwaZulu-Natal. I have read and understood the aim of the study and I therefore give my consent to participate in the research. I fully understand that I' m participating without being forced or compelled whatsoever. I also understand that it is my respectful right to withdraw from the interview, at any time and I will not be penalized for such a decision. I also understand that there are no known benefits associated with the research projects as it will only serve for academic purposes. It has also been made clear to me that this consent form will not be linked to the interview, thus my answers shall remain confidential.

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Participant' signature

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Date

Thanking you in advance for your time and participation

1. What is your understanding of community tourism?

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2. What do you understand by local economic development?

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3. What is your view about the role of community tourism in local economic development in the Umzumbe local municipality?

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4. According to your view, are the Umzumbe local municipality local business people well informed to run a tourism project?

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5. To what extent do community tourism benefits local communities?

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6. In what ways may local community members benefit economically from community tourism projects?

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7. What can you say may be hindrances of community members who wish to start a tourism project and what is expected of them to be successful?

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8. Do you any comments on anything regarding the role of community tourism in local economic development?

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9. How community tourism can be a catalyst for Local Economic Development in the Umzumbe Local Municipality?

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SECTION E: Community tourism resources

1. What do you understand by the concept of community tourism resources?

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1.1. 1 If you know just mention them and state whether they can be found in Umzumbe Local Municipality area.

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2. May you please explain the importance of these community tourism resources?

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3. Is there anything else that you would want to share with me concerning community tourism as a catalyst for Local Economic Development in the study area?

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4. What can be done to improve community tourism?

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Thank you for answering my questions and for your time

Yours Faithfully

Mr. C.M. Duma

Contact No. (0726641594)



Department of Anthropology and Development Studies

Researcher: Mr Clifford Mhlanyukwa Duma (0726641594)

Research Office: Ms Daniella Viljoen (+2735 9026 645)

**INTERVIEW SCHEDULE WITH UMZUMBE LOCAL MUNICIPALITY LOCAL
ECONOMIC DEVELOPMENT (LED) OFFICER**

Researcher : CM Duma
Supervisor : Dr. I. Moyo
**Topic of study : Assessing the potential of community tourism in catalysing
local economic development in the Umzumbe Local Municipality, under UGU
District Municipality, KwaZulu-Natal**
Development : Department of Anthropology & Development Studies
Programme : Doctor of Philosophy (PhD) in Development Studies
University : University of Zululand

Note to participants/respondents:

Dear Respondent

I am a PhD candidate in the Department of Anthropology and Development Studies at the University of Zululand and I am assessing the potential of community tourism in catalysing local economic development in the Umzumbe Local Municipality, under UGU District Municipality, KwaZulu-Natal. The main aim of the study is to examine how

community tourism has a potential in catalysing local economic development in Umzumbe Local Municipality. I would therefore be grateful if you take part in completing the study through answering the following questions. Provided information will be treated with confidentiality and will be only used for academic purposes.

How to respond to the interview?

- Please answer the questions as truthfully as you can
- If you do not feel comfortable answering a question, you can indicate that you do not want to answer. For questions that you answer, your responses will be kept confidential

Consent form for Participation

I, the respondent, have been asked to voluntarily take part in the study assessing the potential of community tourism in catalysing local economic development in the Umzumbe Local Municipality, under UGu District Municipality, KwaZulu-Natal. I have read and understood the aim of the study and I therefore give my consent to participate in the research. I fully understand that I' m participating without being forced or compelled whatsoever. I also understand that it is my respectful right to withdraw from the interview, at any time and I will not be penalized for such a decision. I also understand that there are no known benefits associated with the research projects as it will only serve for academic purposes. It has also been made clear to me that this consent form will not be linked to the interview, thus my answers shall remain confidential.

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Participant' signature

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Date

Thanking you in advance for your time and participation

1. What are the main features or components of community tourism?

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2. What is the role of Umzumbe local municipality in community tourism?

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3. What is the involvement of the community in tourism in Umzumbe local municipality?

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4. How do municipalities get involved in community tourism?

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5. What strategies does the municipality implement to involve community members in tourism?

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6. Does municipality engage in local economic development programmes through tourism?

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6.1 What are these local economic development programs?

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7. How does the community participate in these programmes in the question above?

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8. Any other plans around tourism and local economic development?

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9. Anything that you want to add which you think is relevant to this interview?

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10. How community tourism can be a catalyst for Local Economic Development in the Umzumbe Local Municipality?

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SECTION E: Community tourism resources

1. What do you understand by the concept of community tourism resources?

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2. 1 If you know just mention them and state whether they can be found in Umzumbi Local Municipality area.

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3. May you please explain the importance of these community tourism resources?

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4. Is there anything else that you would want to share with me concerning community tourism as a catalyst for Local Economic Development in the study area?

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5. What can be done to improve community tourism?

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Thank you for answering my questions and for your time

Yours Faithfully

Mr. C.M. Duma

Contact No. (0726641594



Department of Anthropology and Development Studies

Researcher: Mr Clifford Mhlanyukwa Duma (0726641594)

Research Office: Ms Daniella Viljoen (+2735 9026 645)

INTERVIEW SCHEDULE WITH TOURISM OPERATORS

Researcher : CM Duma

Supervisor : Dr. I. Moyo

Topic of study : Assessing the potential of community tourism in catalysing local economic development in Umzumbe Local Municipality, under UGu District Municipality, KwaZulu-Natal

Development : Department of Anthropology & Development Studies

Programme : Doctor of Philosophy (PhD) in Development Studies

University : University of Zululand

Note to participants/respondents:

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Consent form for Participation

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Participant’ signature

Date

Thanking you in advance for your time and participation

1. What is your understanding of community tourism?

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2. What do you understand by local economic development?

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3. What is your view about the role of community tourism in local economic development in the Umzumbe local municipality?

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4. According to your view, is the Umzumbe local municipality local business people well informed to run a tourism project?

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5. To what extent do community tourism benefits local communities?

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6. In what ways may local community members benefit economically from community tourism projects?

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7. What can you say may be hindrances of community members who wish to start a tourism project and what is expected of them to be successful?

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8. Any comments on anything regarding the role of community tourism in local economic development?

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9. How community tourism can be a catalyst for Local Economic Development in the Umzumbe Local Municipality?

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SECTION E: Community tourism resources

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3. May you please explain the importance of these community tourism resources?

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4. How community tourism can be a catalyst for Local Economic Development in the Umzumbe Local Municipality?

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5. Is there anything you think it can be done to ensure that community tourism is improving?

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6. Is there anything else that you would want to share with me concerning community tourism as a catalyst for Local Economic Development in the study area?

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Contact No. (0726641594)



Department of Anthropology and Development Studies

Researcher: Mr Clifford Mhlanyukwa Duma (0726641594)

Research Office: Ms Daniella Viljoen (+2735 9026 645)

INTERVIEW SCHEDULE WITH LOCAL BUSINESS OWNERS

Researcher : CM Duma

Supervisor : Dr. I. Moyo

Topic of study : Assessing the potential of community tourism in catalysing local economic development in Umzumbe Local Municipality, under UGu District Municipality, KwaZulu-Natal

Development : Department of Anthropology & Development Studies

Programme : Doctor of Philosophy (PhD) in Development Studies

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Participant' signature

Date

Thanking you in advance for your time and participation

1. What is your understanding of community tourism?

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2. What do you understand by local economic development?

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SECTION E: Community tourism resources

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Contact No. (0726641594)



Department of Anthropology and Development Studies

Researcher: Mr Clifford Mhlanyukwa Duma (0726641594)

Research Office: Ms Daniella Viljoen (+2735 9026 645)

INTERVIEW SCHEDULE WITH WARD COUNCILLORS

Researcher : CM Duma

Supervisor : Dr. I. Moyo

Topic of study : Assessing the potential of community tourism in catalysing local economic development in Umzumbe Local Municipality, under UGu District Municipality, KwaZulu-Natal.

Development : Department of Anthropology & Development Studies

Programme : Doctor of Philosophy (PhD) in Development Studies

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Participant's signature

Date

Thanking you in advance for your time and participation

1. What are the main features or components of community tourism?

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2. What is the role of Umzumbe local municipality in community tourism?

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3. What is the involvement of the community in tourism in Umzumbe local municipality?

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4. How do municipalities get involved in community tourism?

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5. What strategies does the municipality implement to involve community members in tourism?

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6. Does municipality engage in local economic development programs through tourism?

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6.1 What are these local economic development programs?

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7. How does the community participate in these programs in the question above?

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SECTION E: Community tourism resources

1. What do you understand by the concept of community tourism resources?

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4. According to you, if you think how community tourism can be a catalyst for Local Economic Development?

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5. Is there anything else that you would want to share with me concerning community tourism as a catalyst for Local Economic Development in the study area?

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Thank you for answering my questions and for your time

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Contact No. (0726641594)



Department of Anthropology and Development Studies

Researcher: Mr Clifford Mhlanyukwa Duma (0726641594)

Research Office: Ms Daniella Viljoen (+2735 9026 645)

**QUESTIONNAIRE SURVEY: UMZUMBE LOCAL MUNICIPALITY GENERAL
PUBLIC MEMBERS**

Researcher : CM Duma

Supervisor : Dr. I. Moyo

**Topic of study : Assessing the potential of community tourism in
catalysing local economic development in the Umzumbe Local Municipality,
KwaZulu-Natal**

Development : Department of Anthropology & Development Studies

Programme : Doctor of Philosophy (PhD) in Development Studies

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Participant's signature

Date

Thanking you in advance for your time and participation

**THE QUESTIONNAIRE FOR GENERAL PUBLIC AND AMAKHOSI OF UMZUMBE
LOCAL MUNICIPALITY/ INHLOVO YOMPHAKATHI WASE MZUMBE
NGESIZULU**

Section A: Demographic particulars

Q 1. Please indicate your gender?

Male	01
Female	02

Q 2. To which race group do you belong?

African	01
White	02
Colored	03
Asian	04
Other	05

Q 3. To which age category do you belong?

Under 20 years	01
21-30 years	02
31-40 years	03
41-50 years	04
51-60 years	05
60+ years	06

Q 4. What is your marital status?

Single	01
Married	02
Widower	03
Widow	04
Separated	05

Q 5. What is your home language?

English	01
IsiZulu	02
Afrikaans	03
siSwati	04
Tshivenda	05
Sesotho	06
Setswana	07
Sepedi	08
Xitsonga	09
IsiNdebele	010
IsiXhosa	011
Other (Please List.....)	012

Community tourism resources

6. 1 What do you understand by the concept of community tourism resources?

6.1 Kungabe wazini ngezinto okuthiwa ngezoungcebeleka eziphethwe ngumphakathi?

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6.2. If you know just mention them and state whether they can be found in Umzambe Local Municipality area.

6.2 Uma uzazi ngicela uzisho uphinde usho lapho zitholakalakhona lapha ku Masipala wasEmzambe

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7.1 May you please explain the importance of these community tourism resources?

7.1...Ngicela usho ukuthi zibaluleke ngani

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SECTION B: Community tourism and Local economic development

1. What is local economic development in your own understanding?

1. Ngokwazi kwakho yini I local economic development?

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2. What is community tourism in your view?

2. Ngokwazi kwakho yini I community tourism?

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Kindly use one of the following codes:

- 1= Strongly agree/Ukuvuma kakhulu
- 2= Agree/Ukuvuma nje
- 3= Disagree/Ukungavumi
- 4= Strongly disagree/Ukungavumi kakhulu
- 5= Neutral/Ukubaphakathi nendawo

1	2	3	4
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3. Does community tourism contribute to local economic development? Answer YES or NO

3. Kungabe ezokuvakasha eziphethwe ngumphakathi zinefunzela ku local economic development? YEBO noma CHA

Yes/Yebo	01
No/Cha	02

4. Do you experience any difficulties with community tourism as a tool for local economic development in the Umzumbe local municipality?

4. Kungabe unabo yini ubunzima ekutheni ezokungcebeleka eziphethwe ngumphakathi zinefunzela kwi local economic development kuMsipala wasEmzumbe?

Yes/Yebo	01
No/Cha	02

5. If No what do you think might be the cause?

5. Uma uphika kungabe wenziwa yini?

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6.1 Are any strategies employed by the Umzumbe local municipality enhance local economic development?

6.1 Kungabe zikhona izindlela zika Masipala wasEmzumbe zokuqinisa ezokuvakasha zomphakathi?

Yes/Yebo	01
No/Cha	02

7.1 Is there any communication between the Umzumbe local municipality and its inhabitants with the motive of encouraging community tourism development?

7.1 Kungabe kukhona ukuxhumana phakathi kuka Masipala nezakhamuzi ukuze kugquguzelwe ukukhula kwezokuvakasha eziphethwe ngumphakathi?

Yes/Yebo	01
No/Cha	02

7.2. If YES, please elaborate?

7.2 Umakukhona ngicela uchaze kabanzi?

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8.1 Do you know of any factors that may hinder economic development through community tourism in the Umzumbe local municipality?

8.1 Kungabe unalo ulwazi ngezinto ezingenza kuvimbeke ezokukhula komnotho kusetshenziswa ezokuvasha eziphethwe ngumphakathi wasEmzumbe?

Yes/Yebo	01
No/Cha	02

8.1. If yes, may you explain these factors?

8.1 Uma unolwazi ngicela uzisho lezinto?

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9. What needs to be done to ensure local community members understand the concept of community tourism as a catalyst for Local Economic Development?

9.Kungenziwa njani ukuze umphakathi ukuqode ukubaluleka kwezokuvakasha eziphethwe ngumphakathi, ekukhuphuleni ezomnotho?

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10. How community tourism can be a catalyst for Local Economic Development in the Umzumbe Local Municipality?

10 Ezokuvakasha eziphethwe ngumphakathi zingaba ne fuzela kanjani kwi local economic development?

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11. Is there anything you think it can be done to ensure that community tourism is improving?

11. Kungabe unawo amaqhinga woku qinisekisa ukudlondlophala kwezokuvasha eziphwe ngumphakathi?

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12. Is there anything else that you would want to share with me concerning community tourism as a catalyst for Local Economic Development in the study area?

12. Kungabe unawo umbono ongawuxoxa nami mayelana nokuthi ezokuvasha eziphethwe ngumphakathi zibenefunzela kwi local economic development?

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SECTION C: Local community perceptions of community tourism

1. What assets have been generated by community tourism in the Umzumbe local municipality?

1. Yeziphi izinsiza ezikhiqizwe ngezokuvakasha eziphethwe ngumphakathi kuMasipala wasEmzumbe?

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2. Are there any community tourism sites in the Umzumbe local municipality?

2. Kungabe zikhona izndawo zokuvakasha eziphethwe ngumphakathi Emzumbe?

Yes/Yebo	01
No/Cha	02

2.1. If No, what should be done?

2.1 Uma kungukuthi cha kungenziwa njani?

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3. May you explain strategies which may be valuable as a means of making community tourism popular in the Umzumbe local municipality.

3. Ngeziphi izindlela ezingenza ukuthi ezokuvakasha eziphtwe umphakathi zidume KuMasipala wasEmzumbe?

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4. Is there anything else that you would want to share with me concerning community tourism as a catalyst for Local Economic Development in the study area?

4. Kungabe kukhona ongafisa sikuxoxe ngezokuvakasha eziphethwe ngumphakathi ...ukuze zibe nefuzela emnothothweni wasEmzumbe?

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Kindly use one of the following codes:

1= Strongly agree/Vuma kakhulu

2= Agree/Vuma nje

4= Strongly disagree/Phika kakhulu`

1	2	3	4
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SECTION E: Implementation of community tourism in Umzumbe local municipality

1. Are there any methods applied by the Umzumbe local municipality in ensuring community tourism in its area?

1. Kungabe zikhona izindlela ezisetshenziswa ngu Masipala wasEmzumbe ukuqinisekisa ezokuvakasha eziphethwe ngumphakathi?

Yes/Yebo	01
No/Cha	02

1.1. If yes, may you please outline these methods.

1.1 Um zikhona ngicela uzichaze?

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2 How effective are the methods utilised by the Umzumbe local municipality in ensuring community tourism implementation?

2.Kungabe zinempumelelo kangakanani izindlela ezisetshenziswa ngu Masipala ukugqamisa ezokuvakasha eziphethwe ngumphakathi endaweni yasEmzumbe?

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3. Who ensures the application of community tourism in the Umzumbe local municipality area?

3. Ngubani obhekele ukusetshenziswa kwezokuvakasha eziphethwe ngumphakathi kuMasipala wasEmzumbe?

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4. According to you who are the main stakeholders in community tourism in Umzumbe local municipality community tourism?

4. Ngokwakho obani abengamele ezokuvakasha eziphethwe ngumphakathi kuMaspala wasEmzumbe?

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5. To what extent is community tourism in the Umzumbe local municipality area is assessed, evaluated and monitored?

5. Kungabe kuqinisekiswa kanjani ukuthi ezokuvakasha eziphethwe ngumphakathi kuMasipala wasEmzumbe ziyahlowa ukuze zikhule?

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6. Is there anything you think it can be done to ensure that community tourism is improving?

6. Kungabe unawo amasu angenziwa ukukhulisa ezokuvakasha eziphethwe ngumphakathi kuMasipala wasEmzumbe?

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7. According to you, if you think how community tourism can be a catalyst for Local Economic Development?

7. Ngokwakho ezokuvakasha eziphethwe ngumphakathi zingaba nefunzela kanjani kwi qhinga lokwakha umnotho womphakathi wasEmzumbe?

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8. Is there anything else that you would want to share with me concerning community tourism as a catalyst for Local Economic Development in the study area?

8. Kungabe kukhona ongathanda sikuxoxe ngezokuvakasha eziphethwe ngumphakathi ukuze zibenefunzela eqhingeni lokuthuthukisa izakhamuzi zasEmzumbe?

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