Developing a sustainable community tourism strategy for townships:
The case of Soshanguve

P.N. Acha-Anyi

21560498

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Promoter: Prof. E. Slabbert
Co-promoter: Prof. W. Coetzee
Co-promoter: Prof. M. Saayman

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DEDICATION

This work is dedicated to my Lord and Saviour, Jesus Christ, through whose power, grace and inspiration this and every step I take in my life are possible. Thank you, Lord that I finally have this opportunity to give you the honour and glory.

My mother, Paulina Alemnji, and my father, Nkemngu Tajoche Augustine, invested every effort in nurturing and educating me, but never lived to enjoy the fruits of their labour. Therefore, it is only just and fitting that this work is dedicated to their blessed memory.
ACKNOWLEDGEMENTS

This dissertation is the result of many years of hard work, endurance and sacrifice. I am highly indebted to many people, without whose support and encouragement the realisation of this project would have been almost impossible. It is therefore with great delight and humility that I convey my heartfelt appreciation to the following persons who guided and motivated me throughout this process:

- My spiritual mentor, senior prophet T.B. Joshua, through whose ministry and mentorship I embraced Christ's assurance in Matthew 21:22 that those who believe, will receive whatever they ask for in prayer. This became my shield and instrument for crossing every bridge along the way.

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- Emelda Acha-anyi. Chérie, thank you for the countless sacrifices and prayers.

- My children, Nkongndem Acha-anyi, Alemnji Acha-anyi, Junior, Gillian, Miranda “Dada”, Phumy, and little Sane. You are, and will always be, my world and my sunshine. Thank you for bearing with me as I had to leave you to attend to this.

- Mama Helen Nkemata. Your sacrifice in looking after all of us, children and grandchildren, after the early departure of our parents is being watched and appreciated from above. May the Lord reward you abundantly.
Mrs. Yolanda Mabusela, Member of the Mayoral Committee (MMC) responsible for Health and Social Development, Mr. Eric Lubisi and Mr. Paul Zondo for taking time off your busy schedules to provide valuable insight into the history of Soshanguve, its cultural characteristics, and the part tourism stands to play in the development of the community.
SUMMARY
The goal of this study is to develop a sustainable tourism strategy for the Soshanguve Township. The motivation for this study arose out of the acute developmental challenges facing many township communities in South Africa, mainly due to the absence of economic opportunities. This results in a high unemployment rate, poverty and an elevated number of crime incidences. A sustainable community tourism strategy could alleviate this situation by availing itself of the opportunities presented by the booming tourism industry to the Soshanguve township, and other communities with similar characteristics. To this end, a firm conceptual framework was laid through the review of literature on the tourism system and indicators of sustainability, tourism development planning, tourism development in South Africa, and community tourism.

Literature on the tourism system was instrumental in conceptualising the components required for tourism development to take root in Soshanguve township, namely the potential demand for Soshanguve tourism (including tourists’ region of origin), the infrastructure and services required for visitors en route to the destination, and the readiness of the local community and tourism industry in Soshanguve for tourism development (products, facilities and services).

The concept of sustainability and indicators thereof are explored in order to provide a benchmark for monitoring tourism development in Soshanguve, and to ensure that the gains from tourism are preserved for the future. Literature on tourism development planning provided the necessary organisational dimension needed to avoid chaotic development and any potential negative impacts. Furthermore, an analysis of tourism development in South Africa was instrumental in positioning the Soshanguve tourism development strategy within the national, regional and local government context. Finally, the community tourism development component provided vital input from existing research on community tourism initiatives.

The research paradigm was both quantitative and qualitative. Following the exploratory research approach, three surveys were conducted by means of self-administered questionnaires. The aim was to explore the demand side of the Soshanguve tourism product through a survey of potential visitors to the
Soshanguve township, as well as the supply side through a survey of residents of Soshanguve (ascertaining perceptions of tourism impacts on their community) and another survey of tourism business managers (to assessing product availability and quality). This process was complemented by a qualitative study by means of interviews with three community leaders to explore in greater detail the unique selling points in Soshanguve, tourism planning issues, and the objectives of tourism development in the community. The following literature sources constituted the pillars of the questionnaires, World Economic Forum, 2008:38; Keyser, 2008:37; Simpson, 2008:1 and Oyola et al., 2012:662-665. The interview questions were largely drawn from tourism planning literature (Commonwealth of Australia, 2004:7; Lee, 2012:2; Chi & Dyer,2010; Nunkoo & Ramkissoo, 2011).

The demand side questionnaire was administered to 401 (N) visitors to City of Tshwane between the 23rd and 27th of September 2013. These were considered to be potential tourists to Soshanguve because these visitors were in the Pretoria Central Business District which is just about 45 kilometres away from Soshanguve. The second survey (supply side) was administered to 429 (N) residents of the Soshanguve community between 5th October 2013 and 9th October 2013. The product managers’ questionnaire was administered to all 29 (N) managers of tourism businesses identified in Soshanguve from 11th October 2013 to 16th of October 2013. Finally, interviews with the three community leaders were held between the 28th of September 2013 and the 10th of October 2013.

The data collected was processed by the Statistical Consultation Services of the North-West University (Potchefstroom campus) using the Statistical Package for Social Sciences (SPSS) software programme. The results were analysed using descriptive statistics, exploratory factor analysis, factor correlation analysis, Spearman’s rank correlations, ANOVA tests and t-tests.

The results of the descriptive analysis revealed the travel behaviour of the visitors as highly favourable to day visits with most holidays lasting between two and three days. The majority of respondents used hotel accommodation and arrived at the destination by car. The greatest motivation for taking a holiday was to relax, with the most preferred holiday activity being to visit historical places, followed closely by appreciating nature. The most important determinant of the holiday destination
choice was finances, with security featuring next. It was also evident that most of the visitors were not familiar with townships around the City of Tshwane as just about half of them had visited a township in the past. The greatest motivation for visiting a township was to experience traditional dance, drama and music.

The study further conducted three factor analyses on visitor motivations for taking a holiday, visitor holiday activities, and holiday destination choice determinants. The exploratory factor analysis identified five factors in the travel motivations (socio-cultural motivators, interpersonal motivators, physical motivators, status motivators, and recovery motivators), four factors among the preferred activities (adventure activities, cultural activities, social activities, and outdoor activities), and five factors among the holiday destination choice determinants (familiarity, physical well-being, economic factors, safety and recommendations/references). The factor correlation matrix revealed no significant correlations between them, although there were visible correlations between the socio-cultural motivators for taking a holiday and recovery motivators. The same could be said of adventure activities and cultural activities. The t-test indicated no significant differences between visitors who had previously been to the township and those who had not.

Regarding the results of the supply side analysis, the focus was on the residents of Soshanguve, the tourism product managers in the community, and interviews with the community leaders. The descriptive statistics revealed that many residents had a strong attachment to their community as they would not consider living elsewhere. Generally, they have a positive perception of tourism impacts on their community, as most of them agree that tourism development would be beneficial to both the community and themselves. The product managers think business has been good, but the quality of the products is questionable considering that most of the tourism businesses neither belong to an industry association for peer evaluation nor have received any grading. Results of the qualitative study indicated that even though there is a tourism product development plan for Soshanguve at the City of Tshwane tourism office, none of the community leaders interviewed was aware of this. This seems to suggest that the public consultation process was either not followed or was flawed. The interviews also unearthed the rich history, natural environment and cultural heritage of the Soshanguve people. Finally, a factor matrix analysis was
performed on the perceptions of the residents on the impacts of tourism development on their community and the general tourism business success factors in Soshanguve. Five impact factors (economic, social, infrastructure, environmental, and recreational) were identified with the factor correlation analysis revealing visible correlations between infrastructure and recreation/entertainment. An ANOVA test was conducted to determine if there are any correlations between the community attachment of respondents and their perceptions of tourism impacts. No significant correlations were found. The exploratory factor matrix analysis on the general tourism industry success factors yielded six factors, namely facilities and services, communication tools, access, visibility, human resources, and safety. The factor correlation analysis indicated no significant correlations between the factors.

The key contributions of this study can be noted as follows:

- The development of a pioneer sustainable community tourism strategy for Soshanguve, in particular and townships in general;
- The proposed inclusive stakeholder consultative approach in the development of sustainable township tourism;
- The holistic approach to tourism destination planning that takes into consideration the tourists origin region, conditions in the transit route region and the host destination;
- Finally, the application of methodological triangulation in township tourism research.

**Key terms: Community tourism; sustainable tourism; townships; strategy**
OPSOMMING

Die ontwikkeling van ‘n volhoubare gemeenskapstoerismestrategie vir townships:

Die geval van Soshanguve-township

Die doel van hierdie studie is om ‘n volhoubare toerismestrategie vir Soshanguve-township te ontwikkel. Die behoefte aan hierdie studie het ontstaan uit die dringende uitdagings wat in die pad van ontwikkeling van menige Suid-Afrikaanse township-gemeenskap staan, hoofsaaklik as gevolg van ‘n gebrek aan werksgeleenthede. Dit lei tot hoë vlakke van werkloosheid, armoede en misdaad. ‘n Volhoubare gemeenskapstoerismestrategie kan hierdie situasie verlig deur gebruik te maak van geleenthede wat gebied word deur die snelgroeiende toerismebedryf in Soshanguve-township, en in ander gemeenskappe met dieselfde eienskappe.

Ten einde dit te doen, is ‘n stewige konsepsuele raamwerk gelê deur ‘n studie van literatuur oor toerismestelsels en aanduiders van volhoubaarheid, toerismeontwikkelingsbeplanning, toerismeontwikkeling in Suid-Afrika, en gemeenskapstoerisme.

Literatuur oor die toerismesisteem was instrumenteel in die konsepsualisering van die komponent wat vereis word vir toerismeontwikkeling om plaas te vind in Soshanguve-township, naamlik die potensiële vraag na toerisme in Soshanguve (insluitend toeriste se plek van oorsprong), die infrastruktuur en dienste wat benodig word vir toeriste op pad na die bestemming, en die gereedheidsvlak van die plaaslike gemeenskap en toerismebedryf in Soshanguve vir toerismeontwikkeling (produkte, faciliteite en dienste).

Volhoubaarheid as konsep, sowel as aanduiders daarvan, word ondersoek ten einde ‘n standaard te stel vir die monitering van toerismeontwikkeling in Soshanguve, en om te verseker dat die winste van toerisme vir die toekoms behoue bly. Literatuur oor toerismeontwikkelingsbeplanning het die nodige organisatoriese dimensie verleen om ongeordende ontwikkeling en enige potensiële newe-effekte te voorkom. Verder was die analise van
toerismeontwikkeling in Suid-Afrika instrumenteel in die posisionering van die Soshanguve-toerismeontwikkelingstrategie binne die nasionale, streeks- en plaaslike regeringskonteks. In die laaste plek het die gemeenskapstoerismeontwikkelingskomponent baie belangrike insette verskaf uit bestaande navorsing oor gemeenskapstoerisme-inisiatiewe.


Die vraelyste gemik op die aanvraag is aan 401 (N) besoekers aan die City of Tshwane gegee tussen 23 en 27 September 2013. Hierdie besoekers is gerekker as potensiële besoekers aan Soshanguve omdat hulle in die Pretoria sentrale besigheidsdistrik was wat slegs sowat 45 kilometer van Soshanguve af is. Die tweede vraelys (aanbod) is tussen 5 en 9 Oktober 2013 aan 429 (N) lede van die Soshanguve-gemeenskaps gegee. Die produkbestuurders se vraelys is tussen 11 en 16 Oktober 2013 aan al 29 (N) bestuurders van die toerismebesigheids wat in Soshanguve geïdentificeer is gegee. In die laaste plek is onderhoude tussen 28 September en 10 Oktober 2013 met drie gemeenskapsleiers gevoer.
Die ingesamelde data is verwerk deur die Statistiese Konsultasiediens van Noordwes Universiteit (Potchefstroom-kampus) wat gebruik gemaak het van die *Statistical Package for Social Sciences* (SPSS) sagteware. Die resultate is geanalyseer deur gebruik te maak van beskrywende statistiek, eksploratiewe faktoranalise, faktorkorrelasieanalise, Spearman se rangkorrelasies, ANOVA toets en t-toetse.

Die resultate van die beskrywende analyse het aangedui dat besoekers voorkeur gee aan dagbesoeke, met die meeste vakansies wat tussen twee en drie dae duur. Die meerderheid van respondente het van hotelakkommodasie gebruik gemaak en per motor by die bestemming gearchiveer. Die grootste rede vir reis was ontspanning, en die gunsteling vakansieaktiwiteit was om historiese plekke te besoek. Die belangrikste bepaler vir die vakansiebestemming was finansies, met veiligheid volgende op die lys. Dit was ook duidelik dat die meeste besoekers nie bekend was met *townships* in die omgewing van City of Tshwane nie, aangesien net ongeveer die helfte van hulle al in die verlede 'n *township* besoek het. Die grootste rede vir 'n besoek aan 'n *township* was om tradisionele dans, drama en musiek te ervaar.

Die studie het voorts drie faktoranalises gedoen op besoekers se redes om met vakansie gaan, besoekervakansieaktiwiteite en bepalers wat die keuse van bestemming beïnvloed. Die eksploratiewe faktoranalyse het vyf faktore geïdentifiseer as reismotiveerders (sosio-kulturele motiveerders, interpersoonlike motiveerders, fisieke motiveerders, statusmotiveerders en ontspanningsmotiveerders), vier faktore as voorkeuraktiwiteite (avontuuraktiwiteite, kulturele aktiwiteite, sosiale aktiwiteite en buitelugaktiwiteite), en vyf faktore as vakansiebestemmingsbepalers (bekendheid, fisieke welsyn, ekonomiese faktore, veiligheid en aanbevelings/verwysings). Die faktorkorrelasiematriks het geen beduidende korrelasies aangedui nie, alhoewel daar sigbare korrelasies was tussen die sosio-kulturele motiveerders om met vakansie te gaan en die ontspanningsmotiveerders. Dieselfde kan gesê word van die avontuuraktiwiteite en kulturele aktiwiteite. Die t-toets het nie beduidende verskille uitgewys tussen besoekers wat al voorheen 'n *township* besoek het en dié wat nie het nie.
Wat die resultate van die aanbod analise betref, was die fokus op die inwoners van Soshanguve, die toerismeprodukbestuurders in die gemeenskap, en onderhoude met gemeenskapsleiers. Die beschrywende statistiek het aangedui dat baie inwoners ‘n sterk band met hulle gemeenskap het, aangesien hulle dit nie sal oorweeg om elders te woon nie. Oor die algemeen het hulle ‘n positiewe persepsie van toerisme-impakte op hulle gemeenskap, aangesien die meeste van hulle saamstem dat toerismeontwikkeling voordelig sal wees vir beide die gemeenskap en hulleself. Die produkbestuurders dink dat besigheid goed was, maar die kwaliteit van die produkte kan bevraagteken word aangesien die meeste van die toerismebesighede nóg aan ‘n industrieassosiasie vir portuurevalusie behoort, nóg enige vorm van gradering ontvang het. Die resultate van die kwalitatiewe studie het aangedui dat selfs al was daar ‘n toerismeprodukontwikkelingsplan vir Soshanguve in die City of Tshwane toerismekantoor, was nie een van die gemeenskapsleiers daarvan bewus nie. Dit wil dus voorkom asof die openbare konsultasieproses òf nie gevolg is nie, òf gebrekkig was. Die onderhoude het ook gedui op ‘n ryk geskiedenis, natuurlike omgewing en kulturele erfenis van die mense van Soshanguve. Laastens is ‘n faktomatriksanalise gedoen op die persepsies van die inwoners rakende die impakte van toerismeontwikkeling op hulle gemeenskap en die algemene suksesfaktoere van toerismebesighede in Soshanguve. Vyt impakfaktore (ekonomies, sosiaal, infrastruktuur, omgewing en ontspanning) is geïdentifiseer met die faktorkorrelasieanalise wat dui op ‘n sigbare verband tussen infrastruktuur en ontspanning/vermaak. ‘n ANOVA-toets is uitgevoer om te bepaal of daar enige korrelasie is tussen respondent se gehegtheid aan hulle gemeenskap en hulle persepsies van toerisme-impakte, maar geen beduidende verband is gevind nie. Die eksploratiewe faktomatriksanalise van die algemene toerisme-industriesuksesfaktoere het ses faktore opgelewer, naamlik geriewe en dienste, kommunikasieinstrumente, toegang, sigbaarheid, menslike hulpbronne, en veiligheid. Die faktorkorrelasieanalise het geen beduidende verband tussen die faktore aangedui nie.

Die sleutelbydraes van hierdie studie is as volg:
Die ontwikkeling van 'n baanbreker volhoubare gemeenskaptoerismestrategie vir Soshanguve, in besonder, en townships oor die algemeen;
Die voorstel van 'n inklusiewe konsultasiebenadering met alle betrokke partye vir die ontwikkeling van volhoubare township-toerisme;
Die holistiese benadering tot toerismebestemmingsbeplanning wat toeriste se streek van oorsprong, en toestande op die toegangsroete en by die gasheerbestemming in ag neem;
Laastens, die toepassing van metodologiese triangulasie in township-toerisme navorsing.

Sleutel terme: Gemeenskapstoerisme; volhoubare toerisme; townships; strategie
# LIST OF ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>BBAT</td>
<td>Bed and Breakfast Association in Tshwane</td>
</tr>
<tr>
<td>BRT</td>
<td>Bus rapid Transit</td>
</tr>
<tr>
<td>CBD</td>
<td>Central Business District</td>
</tr>
<tr>
<td>COT</td>
<td>City of Tshwane</td>
</tr>
<tr>
<td>CTMM</td>
<td>City of Tshwane Metropolitan Municipality</td>
</tr>
<tr>
<td>DEAT</td>
<td>Department of Environmental Affairs and Tourism</td>
</tr>
<tr>
<td>DFID</td>
<td>Department for International Development</td>
</tr>
<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
</tr>
<tr>
<td>GTA</td>
<td>Gauteng Tourism Authority</td>
</tr>
<tr>
<td>IDP</td>
<td>Integrated Development Plan</td>
</tr>
<tr>
<td>IFAD</td>
<td>International Fund for Agricultural Development</td>
</tr>
<tr>
<td>MMC</td>
<td>Member of the Mayoral Committee</td>
</tr>
<tr>
<td>NTSS</td>
<td>National Tourism Sector Strategy</td>
</tr>
<tr>
<td>SMME</td>
<td>Small Micro Medium-sized Entrepreneur</td>
</tr>
<tr>
<td>Stats SA</td>
<td>Statistics South Africa</td>
</tr>
<tr>
<td>SWOT</td>
<td>Strengths, Weaknesses, Opportunities and Threats</td>
</tr>
<tr>
<td>TEP</td>
<td>Tourism Enterprise Partnership</td>
</tr>
<tr>
<td>TIDP</td>
<td>Tshwane Integrated Development Plan</td>
</tr>
<tr>
<td>TGCSA</td>
<td>Tourism Grading Council of South Africa</td>
</tr>
<tr>
<td>TMSDF</td>
<td>Tshwane Metropolitan Spatial Development Framework</td>
</tr>
<tr>
<td>TRA</td>
<td>Theory of Reasoned Action</td>
</tr>
<tr>
<td>TTF</td>
<td>Tshwane Trade Fair</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>UNCED</td>
<td>United Nations Conference on Environment and Development</td>
</tr>
<tr>
<td>UNWTO</td>
<td>United Nations World Tourism Organisation</td>
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WEF  
World Economic Forum

WSSD  
World Summit on Sustainable Development

WTTC  
World Travel and Tourism Council

ZAR  
South African Rand
# TABLE OF CONTENT

DEDICATION ......................................................................................................................... I

ACKNOWLEDGEMENTS ......................................................................................................... II

SUMMARY ............................................................................................................................... IV

OPSOMMING .......................................................................................................................... VIII

LIST OF ABBREVIATIONS ...................................................................................................... XIII

TABLE OF CONTENT ............................................................................................................. XV

LIST OF FIGURES .................................................................................................................. XIX

LIST OF TABLES ..................................................................................................................... XX

CHAPTER 1 .............................................................................................................................. 1

INTRODUCTION AND PROBLEM STATEMENT .................................................................. 1

1.1 INTRODUCTION ............................................................................................................ 1

1.2 PROBLEM STATEMENT ............................................................................................... 6

1.3 RESEARCH GOAL AND OBJECTIVES ....................................................................... 7

1.3.1 Goal ................................................................................................................................ 7

1.3.2 Objectives ....................................................................................................................... 8

1.4 RESEARCH METHODOLOGY ................................................................................... 8

1.4.1 Literature study ............................................................................................................. 8

1.4.2 Empirical Study ........................................................................................................... 9

1.5 CHAPTER CLASSIFICATION ..................................................................................... 9

1.6 CLARIFICATION OF CONCEPTS ............................................................................. 11

1.6.1 Tourism ....................................................................................................................... 11

1.6.2 Community tourism .................................................................................................... 11

1.6.3 Sustainable tourism development .............................................................................. 12

1.6.4 Strategy ....................................................................................................................... 13

1.6.5 Township ..................................................................................................................... 14

1.7 CONCLUSION .............................................................................................................. 15

CHAPTER 2 ............................................................................................................................ 16

ANALYSING THE TOURISM SYSTEM AND INDICATORS OF SUSTAINABILITY .............. 16

2.1 INTRODUCTION ............................................................................................................ 16

2.2 THE TOURISM SYSTEM ............................................................................................. 18

2.2.1 Tourism destination competitiveness .......................................................................... 23

2.3 SUSTAINABLE DEVELOPMENT AND SUSTAINABLE TOURISM ......................... 27

2.3.1 Sustainable development ............................................................................................ 27

2.3.2 Sustainable Tourism Development ............................................................................ 32

2.3.3 The triple bottom-line of tourism development ......................................................... 35

2.4 RESPONSIBLE TOURISM .......................................................................................... 37

2.5 INDICATORS OF SUSTAINABLE TOURISM DEVELOPMENT .................................. 40

2.5.1 Analyses of the sustainable tourism indicators .......................................................... 49

2.6 CONCLUSION .............................................................................................................. 53

CHAPTER 3 ............................................................................................................................ 55

TOURISM DEVELOPMENT PLANNING ............................................................................... 55

~ XV ~
5.2.2.1 Frequency of day trips .......................................................... 116
5.2.2.2 Frequency of weekend trips .................................................. 117
5.2.2.3: Holidays longer than a weekend ........................................... 117
5.2.2.4 Visitors’ length of stay in the CTMM ....................................... 120
5.2.2.5 Tourism facilities used by the visitors ..................................... 121
5.2.2.6 Visitors’ motivations for taking a holiday ................................. 122
5.2.2.7 Factor analysis ...................................................................... 124
5.2.2.8 Results of factor analysis of travel motivations of visitors .......... 124
5.2.2.9 Preferred holiday activities of the visitors ................................. 127
5.2.2.10 Results of the factor analysis: Activities of visitors to the CTMM 129
5.2.2.13 Aspects influencing holiday destination-choices ....................... 131
5.2.2.14 Results of factor analysis: Aspects influencing holiday destination-choices ................................................. 132
5.2.3 Township exposure .................................................................. 136
5.2.4 Potential demand for township tourism ...................................... 137
5.2.5 Marketing tools for the CTMM ................................................ 138
5.2.6. Correlation analysis ................................................................. 139
5.2.6.1 Spearman’s rank correlations ............................................... 139
5.2.5.2 T-test for comparisons between travel motivators and previous visit to the township 139
5.3 SUPPLY-SIDE SURVEY (SOSHANGUVE RESIDENTS) ................. 140
5.3.1 Demographic characteristics of community respondents ............ 141
5.3.2 Community attachment of the respondents ............................... 142
5.3.3 Involvement in tourism .............................................................. 144
5.3.4 Tourism effects on personal life and community life ..................... 145
5.3.5 Perceptions on tourism impacts within the community .................. 146
5.3.6 Results of factor analysis: Impacts of tourism development on the Soshanguve community ........................................................... 150
5.3.6.1 Results of the factor analysis .................................................... 151
5.3.6.3 ANOVA tests ....................................................................... 154
5.3.7 Obstacles to tourism development in Soshanguve ..................... 155
5.3.8 Conclusion to the residents’ survey ............................................ 156
5.4 PRODUCT MANAGERS’ SURVEY ............................................... 156
5.4.1 Nature of the tourism businesses in Soshanguve ......................... 157
5.4.1.1 Tourism business sectors available ......................................... 157
5.4.1.2 Human capital description of tourism businesses in Soshanguve 158
5.4.2 Quality aspects of the tourism businesses in Soshanguve ............. 162
5.4.2.1 Business performance in the last twelve months ...................... 162
5.4.2.2 Quality control and industry association ................................. 163
5.4.3 Perceptions on general and personal business success factors ........ 163
5.4.4 Factor analysis of general business success factors ...................... 166
5.4.5 Insight into business performance ............................................. 167
5.4.6 Government support for tourism businesses .............................. 169
5.4.7 Strengths, Weaknesses, Opportunities and Threats (SWOT) of tourism businesses in Soshanguve ......................... 169
5.4.8 Perceptions on tourism development and personal quality of life .... 171
5.5 CONCLUSIONS FROM THE QUANTITATIVE STUDY (SUPPLY-SIDE) 172
5.6 RESULTS OF THE QUALITATIVE STUDY (INTERVIEWS WITH COMMUNITY LEADERS) ........................................................................ 173
5.6.1 Introduction ............................................................................. 173
5.6.2 Existing tourism plan for Soshanguve ....................................... 174
5.6.3 Tourism products in Soshanguve .............................................. 174
5.6.3.1 The unique history of Soshanguve ........................................ 175
5.6.3.2 The natural environment ...................................................... 176
5.6.3.3 The diverse cultural heritage of Soshanguve ............................................. 176
5.6.3.4 Developed infrastructure ............................................................................. 176
5.6.4 Objectives of tourism development in Soshanguve township ......................... 177
5.6.5 Challenges to developing sustainable community tourism in Soshanguve ...... 178
5.7 CONCLUSIONS OF THE EMPIRICAL RESULTS ............................................. 178

CHAPTER 6 .................................................................................................................. 180

CONCLUSIONS AND RECOMMENDATIONS ............................................................. 180
6.1 INTRODUCTION .................................................................................................. 180
6.2 MAIN CONTRIBUTIONS OF THE RESEARCH .................................................. 182
6.3 CONCLUSIONS .................................................................................................. 183
6.3.1 Conclusions with regards to analyses of literature pertaining to the tourism system and indicators of sustainability ........................................................................... 184
6.3.2 Conclusions with regard to the analyses of literature on tourism planning, tourism development in South Africa and community tourism ......................................................... 185
6.3.3 Conclusions with regards to the empirical study on the potential for developing sustainable community tourism in Soshanguve ......................................................... 187
3.4.2.2 Supply-side survey - Residents ................................................................... 189
3.4.2.3 Supply-side – Product Managers ................................................................. 191
3.4.2.4 Supply-side interviews – Community leaders .............................................. 194
6.4 RECOMMENDATIONS OF THE STUDY ............................................................. 195
6.4.1 Recommendations on the strategy to employ in developing sustainable community tourism in Soshanguve ................................................................. 195
6.4.2 Recommendations on the general strategy to employ in developing sustainable community tourism ................................................................. 204
6.4.3 Recommendations regarding the study ............................................................ 208
6.4.4 Recommendations regarding future research ................................................... 209

REFERENCES .............................................................................................................. 211

APPENDICES ............................................................................................................... 232

APPENDIX 1 .............................................................................................................. 232

DEMAND-SIDE QUESTIONNAIRE (POTENTIAL VISITORS TO SOSHANGUVE TOWNSHIP) 232

APPENDIX 2 .............................................................................................................. 237

SUPPLY-SIDE QUESTIONNAIRE (RESIDENTS OF SOSHANGUVE) .............................................. 237

APPENDIX 3 .............................................................................................................. 240

SUPPLY SIDE QUESTIONNAIRE (MANAGERS OF TOURISM PRODUCTS IN SOSHANGUVE) ................................................................. 240

APPENDIX 4 .............................................................................................................. 245

SUPPLY-SIDE (INTERVIEW QUESTIONS FOR SOSHANGUVE COMMUNITY LEADERS) ............................... 245

APPENDIX 5 .............................................................................................................. 246

KEY ATTRACTIONS IN SOSHANGUVE ..................................................................... 246
LIST OF FIGURES

FIGURE 1.1: SUSTAINABLE DEVELOPMENT FRAMEWORK ................................................................. 5
FIGURE 2.1: SITE MAP OF LITERATURE ANALYSIS IN CHAPTER 2 ............................................. 17
FIGURE 2.2: A BASIC TOURISM SYSTEM .......................................................................................... 18
FIGURE 2.3: GEOGRAPHICAL ASPECTS OF A TOURIST SYSTEM AND ASSOCIATED PSYCHOLOGICAL AND INDUSTRIAL ELEMENTS ......................................................................... 19
FIGURE 2.4: THE TOURISM SYSTEM .................................................................................................. 22
FIGURE 2.5: PORTER’S MODEL OF COMPETITIVE ADVANTAGE ....................................................... 24
FIGURE 2.6: TRAVEL AND TOURISM COMPETITIVENESS INDEX ..................................................... 25
FIGURE 2.7: DESTINATION COMPONENTS .......................................................................................... 26
FIGURE 2.8: THE ECOSTEPS SUSTAINABILITY TREE ......................................................................... 30
FIGURE 2.9: MAJOR EVENTS IN THE DEVELOPMENT OF SUSTAINABLE TOURISM ......................... 32
FIGURE 2.10: SUSTAINABLE TOURISM AS A SUBSET OF TOURISM AND SUSTAINABLE DEVELOPMENT .................................................................................................................................. 33
FIGURE 2.11: TRIPLE BOTTOM LINE OF SUSTAINABLE TOURISM................................................... 36
FIGURE 2.12: BASELINE INDICATORS FOR MEASURING SUSTAINABLE DEVELOPMENT ... 41
FIGURE 3.1: LAYOUT FOR CHAPTER 3 .................................................................................................. 56
FIGURE 3.2: THE TEN STEPS TO SUSTAINABLE TOURISM ................................................................. 60
FIGURE 3.3: THE TOURISM PLANNING PROCESS .............................................................................. 61
FIGURE 3.5: SUMMARY OF COST/BENEFIT ECONOMIC IMPACTS OF TOURISM ............................. 66
FIGURE 3.6: TOURISM DEVELOPMENT AND RESPONDENT COMMUNITY ATTITUDES ...... 69
FIGURE 3.7: THE SOUTH AFRICAN NATIONAL TOURISM STRUCTURE ................................................. 78
FIGURE 3.8: ROLE PLAYERS IN THE SOUTH AFRICAN TOURISM INDUSTRY ................................. 82
FIGURE 3.9: THE PROVINCIAL TOURISM STRUCTURE ..................................................................... 83
FIGURE 3.10: MAP OF THE CITY OF TSHWANE METROPOLITAN MUNICIPALITY ....................... 86
FIGURE 3.11: POVERTY, SLUM AND DIRT AS CLOSE SEMANTIC ASSOCIATION ........................... 93
FIGURE 4.1: LAYOUT OF CHAPTER 4 .................................................................................................... 98
FIGURE 5.1: RESEARCH STRATEGY ..................................................................................................... 113
FIGURE 5.2: VISITORS’ PARTICIPATION IN HOLIDAYS LONGER THAN A WEEKEND ................. 118
FIGURE 5.3: NUMBER OF YEARS SPENT IN SOSHANGUVE .............................................................. 142
FIGURE 6.1: SOSHANGUVE TOURISM SYSTEM ............................................................................... 195
FIGURE 6.2: SUSTAINABLE COMMUNITY TOURISM STRATEGY FOR SOSHANGUVE TOWNSHIP 197
FIGURE 6.3: STRATEGY FOR DEVELOPING SUSTAINABLE COMMUNITY TOURISM ............. 205
LIST OF TABLES

TABLE 1.1: SUSTAINABLE TOURISM AND RELATED TERMS .................................................. 13
TABLE 2.2: INDICATORS OF COMMUNITY BENEFIT TOURISM INITIATIVES ......................... 42
TABLE 2.3: SUSTAINABLE TOURISM INDICATORS FOR THE SOCIAL DIMENSION .................. 43
TABLE 2.4: SUSTAINABLE TOURISM INDICATORS FOR THE ECONOMIC DIMENSION ............. 45
TABLE 2.5: SUSTAINABLE TOURISM INDICATORS FOR THE ENVIRONMENTAL DIMENSION ... 48
TABLE 2.6: DEMAND-SIDE INDICATORS OF SUSTAINABLE COMMUNITY TOURISM DEVELOPMENT IN SOSHANGUVE TOWNSHIP ................................................................. 51
TABLE 2.7: SUPPLY-SIDE INDICATORS OF DEVELOPING SUSTAINABLE COMMUNITY TOURISM IN SOSHANGUVE TOWNSHIP ................................................................. 52
TABLE 3.1: TOURISM'S CONTRIBUTION TO THE SOUTH AFRICAN ECONOMY ..................... 65
TABLE 3.2: HOST-GUEST RELATIONSHIP INDEX .................................................................. 68
TABLE 3.3: FACTORS INFLUENCING RESIDENTS' OPINIONS ABOUT TOURISM ................... 70
TABLE 3.4: SUMMARY OF THE SOCIO-CULTURAL IMPACTS OF TOURISM ....................... 72
TABLE 3.5: INDICATORS FOR MONITORING SOCIO-CULTURAL IMPACTS OF TOURISM .... 73
TABLE 3.6: THE DIRECT IMPACTS OF TOURISM ON THE ENVIRONMENT ......................... 75
TABLE 5.1: DEMOGRAPHIC CHARACTERISTICS OF VISITORS TO THE CITY OF TSHWANE 115
TABLE 5.2: FREQUENCY OF DAY TRIPS TAKEN BY VISITORS TO THE CTMM .................... 116
TABLE 5.3: VISITORS' PARTICIPATION IN WEEKEND TRIPS ............................................. 117
TABLE 5.4: HOLIDAY DURATION ....................................................................................... 119
TABLE 5.5: GROUP COMPOSITION .................................................................................... 119
TABLE 5.6: RELATIONSHIP AMONG HOLIDAY PARTICIPANTS ....................................... 120
TABLE 5.7: LENGTH OF STAY IN THE CTMM .................................................................... 121
TABLE 5.8: TYPE OF ACCOMMODATION USED WHILE ON HOLIDAY ............................. 121
TABLE 5.9: MODE OF TRANSPORT USED WHEN GOING ON HOLIDAY ........................... 122
TABLE 5.10: SUMMARY OF VISITORS' MOTIVATIONS FOR TAKING A HOLIDAY ........... 123
TABLE 5.11: RESULTS OF FACTOR ANALYSIS OF TRAVEL MOTIVATIONS OF VISITORS 124
TABLE 5.12: FACTOR CORRELATION MATRIX FOR TRAVEL MOTIVATIONS AMONG VISITORS 126
TABLE 5.13: SUMMARY OF VISITORS' PREFERRED HOLIDAY ACTIVITIES .................... 128
TABLE 5.14: RESULTS OF THE FACTOR ANALYSIS FOR PREFERRED HOLIDAY ACTIVITIES AMONG VISITORS ...................................................................................... 129
TABLE 5.15: FACTOR CORRELATION ANALYSIS FOR PREFERRED HOLIDAY ACTIVITIES AMONG VISITORS ...................................................................................... 130
TABLE 5.16: SUMMARY OF VISITORS' HOLIDAY DESTINATION-CHOICE DETERMINANTS
131

TABLE 5.17: RESULTS OF FACTOR ANALYSIS: HOLIDAY DESTINATION-CHOICES........ 133

TABLE 5.18: FACTOR CORRELATION ANALYSIS FOR HOLIDAY DESTINATION-CHOICE
DETERMINANTS AMONG VISITORS........................................................................... 135

TABLE 5.19: KNOWLEDGE OF TOWNSHIPS IN THE CTMM..................................... 136

TABLE 5.20: VISITS TO A TOWNSHIP IN THE CTMM............................................... 137

TABLE 5.21: MOTIVATIONS FOR VISITING A TOWNSHIP ......................................... 137

TABLE 5.22: MEDIA INFLUENCE ON DECISION TO VISIT THE CITY OF TSHWANE..... 138

TABLE 5.23: SPEARMAN'S RANK CORRELATIONS ON VISITORS' AGE AND LENGTH
OF STAY, DEMAND FOR DAY TRIPS AND WEEKEND TRIPS PROPENSITY....................... 139

TABLE 5.24: T-TEST INDICATING PREVIOUS AND NO PREVIOUS VISITS TO TOWNSHIPS
IN RELATION TO TRAVEL MOTIVATORS. ...................................................................... 140

TABLE 5.25: DEMOGRAPHIC DESCRIPTION OF SOSHANGUVE RESIDENTS............. 141

TABLE 5.26: FEELINGS ABOUT LIVING IN SOSHANGUVE...................................... 143

TABLE 5.27: SUMMARY OF MOST ATTRACTIVE THINGS IN SOSHANGUVE............... 143

TABLE 5.28: RESPONDENTS WHO OWN OR WORK IN A TOURISM ESTABLISHMENT..... 144

TABLE 5.29: SECTOR OF INVOLVEMENT OF RESPONDENTS.................................... 144

TABLE 5.30: PARTICIPATION IN TOURISM DEVELOPMENT INITIATIVES...................... 145

TABLE 5.31: PERCEPTIONS ABOUT THE EFFECTS OF TOURISM DEVELOPMENT ON
PERSONAL LIFE........................................................................................................ 146

TABLE 5.32: PERCEPTIONS ABOUT EFFECTS OF TOURISM DEVELOPMENT ON
COMMUNITY LIFE..................................................................................................... 146

TABLE 5.33: PERCEPTIONS ON ECONOMIC IMPACTS.............................................. 147

TABLE 5.34: SUMMARY OF PERCEIVED SOCIO-CULTURAL IMPACTS OF TOURISM..... 148

TABLE 5.35: RESULTS OF PERCEPTIONS ON ENVIRONMENTAL IMPACTS.............. 149

TABLE 5.36: RESULTS OF PERCEIVED IMPACTS ON OTHER FACILITIES AND SERVICES
150

TABLE 5.37: RESULTS OF THE FACTOR ANALYSIS ON PERCEIVED IMPACTS OF TOURISM
IN THE SOSHANGUVE COMMUNITY ........................................................................ 151

TABLE 5.38: FACTOR CORRELATION MATRIX ON PERCEIVED TOURISM IMPACTS IN THE
SOSHANGUVE COMMUNITY ..................................................................................... 153

TABLE 5.39: ANOVA FOR CORRELATIONS BETWEEN THE COMMUNITY ATTACHMENT OF
THE RESIDENTS AND PERCEPTIONS OF VARIOUS TOURISM IMPACTS ON THE
COMMUNITY. 154

TABLE 5.40: RESULTS OF THE GREATEST CHALLENGES FACING SOSHANGUVE....... 155

TABLE 5.41: TOURISM BUSINESS SECTORS IDENTIFIED IN SOSHANGUVE............... 157

TABLE 5.42: DURATION OF THE BUSINESSES IN OPERATION.................................. 158

~ xxii ~