A COMMUNITY RELATIONS MODEL FOR THE TOURISM INDUSTRY

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I Regina 'Marankpane 'Makoloi Thetsane declare that the thesis entitled "A community Relations Model for the Tourism Industry", except in aspects duly acknowledged, is my own unaided work. It is submitted for the PHILOSOPHIAE DOCTOR degree at the University of North West (Potchefstroom Campus). It has not been submitted for any other degree in any other university.

Regina 'Marankpane 'Makoloi Thetsane

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SUMMARY

Descriptors: Tourism industry; tourism; community; model; social impacts; community awareness; community involvement; tourism management; sustainable tourism and Community Relations Model (CRM).

The primary goal of this study was to construct and test a Community Relations Model (CRM) that may be implemented by policy makers, tourism planners, tourism managers and tourism developers as they develop tourism policies and manage the social impacts of tourism. Five objectives were derived from the primary research goal.

The first objective was to analyse the social impacts of tourism by means of a literature study. This was achieved by examining the theoretical perspectives, framework and models for assessing host community perceptions of social impacts of tourism. In this regard, it was found that the social impacts of tourism are an integral part of sociology. Therefore, the social impacts of tourism may not be successfully addressed without drawing on the methods and perspectives of sociology. This indicates clearly that there is a relationship between sociology and other social science disciplines, particularly tourism management. The host communities' perceptions of tourism may be positive or negative and are critical in policy planning and management because they affect the behaviour of the residents toward the tourists.

The second objective was to analyse the role of the community by means of a literature study. This objective was achieved by examining the role of the government, the private sector and the community in managing the social impacts of tourism. It was found that the main roles of the government are to facilitate, coordinate, plan and promote development of the nations and tourists products. The private sector's roles are to invest and promote tourism as well as the country. The community should actively participate in tourism management by seeking partnership opportunities with the established private tourism sector, voluntary groups and NGO's. Although the community is expected to play a vital role in the management of tourism, it was found that their actual involvement depends on their awareness of tourism activities, on how they perceive tourism developments and their involvement in tourism related issues.

The third objective was to determine the components to be used in order to develop and test the Community Relations Model (CRM). This objective was achieved through both literature and qualitative analysis. Evidence from the literature and qualitative analysis indicates that the Katse community is unquestionably affected both positively and negatively by tourism developments. It was also clear that effective management of social impacts of tourism may be achieved
through collaboration and partnership with the government, the private sector and the community.

The stakeholders should work together in order to encourage the positive impacts and ameliorate the negative impacts. The community should be involved and made aware of tourism developments in their respective areas. Both the literature and qualitative study revealed the six community relations components: namely, the positive impacts, negative impacts, the role of government, the role of private sector, community awareness and community involvement that, were used to develop a measuring instrument for Katse residents.

The fourth objective was to construct and test the CRM based on an empirical investigations. The CRM is intended to guide tourism planners, managers and policy-makers in managing the social impacts of tourism. To achieve this objective, nine research hypotheses were proposed and tested. The sample of 500 Katse residents was drawn from the household population of four villages: namely, Ha-Lejone, Ha-Poli, Ha-Mikia and Mphorosane. A combination of stratified and convenience sampling approaches were used for sample selection. Data was analysed with the aid of Structural Equation Modeling (SEM). SPSS with AMOS 16 software was used to construct and test the SEM model.

In constructing and testing model A, a two stage process was followed. Firstly, factors were calculated through the use of confirmatory factor analysis for the six community relations components. Secondly, the factors were used for SEM. Due to unsatisfactory data fit in model A, model B was constructed and tested. In constructing and testing model B factor analyses were not performed; instead all the items of each community relations component were used for SEM. In the resulting structural equation model for both model A and B, eight hypotheses were supported and one was not supported (H7). The results of the two models provided similar results; however, model B fitted the collected data reasonably while model A fitted the data poorly.

The fifth objective was to make recommendations and suggestions on how the model may be implemented with regard to the management of the social impacts of tourism. It was recommended that the model should be implemented in the area of tourism management. In order to implement the model effectively the role players should know, understand and perform their roles and duties in managing the social impacts of tourism.

The successful implementation of the CRM depends on a positive relationship between and among the role players in tourism management. Specifically, it depends on a positive relationship between the role of government, the role of private sector, community awareness, community involvement, positive impacts and negative impacts of tourism. The proposed model needs to be implemented through the partnership and collaboration of the role players in
tourism management, which will lead to sustainable tourism. The most important contribution of this study is the construction of a model through which the positive and negative impacts of tourism may be effectively managed.
OPSOMMING

Sleutelwoorde: Toerismebedryf; toerisme; gemeenskap; model; sosiale impak; gemeenskapsbewustheid; gemeenskapsbetrokkenheid; toerismebestuur; volhoubare toerisme; Gemeenskapverhoudingsmodel (Community Relations Model – CRM).

Die primêre doel van hierdie studie was om 'n Gemeenskapverhoudingsmodel (CMR) te ontwikkel en te toets. Hierdie model kan deur beleidmakers, toerismebeplanners en toerismeontwikkelaars gebruik word in die ontwikkeling van toerismebelide en die bestuur van die sosiale impak van toerisme. Vyf doelwitte het uit die primêre navorsingsdoel voortgevoel.

Die eerste doelwit was om die sosiale impak van toerisme aan die hand van 'n literatuurstudie te analiseer. Dit is bereik deur die teoretiese perspektiewe, raamwerk en modelle vir die assesseering van die persepsies van die gasheergemeenskap rakende die sosiale impak van toerisme te ondersoek. In hierdie opsig is bevind dat die sosiale impak van toerisme 'n integrale deel uitmaak van die sosiologie. Die sosiale impak van toerisme kan nie volledig ontleed word tenpy die metodes en perspektiewe van die sosiologie benut word nie. Dit wys duidelijk uit dat daar 'n verhouding bestaan tussen sosiologie en ander dissiplines van die sosiale wetenskappe – in besonder toerismebestuur. Die gasheergemeenskap se persepsies van toerisme kan positief of negatief wees en is van kritieke belang vir beleidsbepanning en bestuur omdat dit die gedrag van die inwoners teenoor die toeriste bepaal.

Die tweede doelwit was om die rol van die gemeenskap aan die hand van 'n literatuurstudie te analiseer. Genoemde doelwit is bereik deur die rol van die regering, die rol van die privaatsektor en die rol van die gemeenskap in die bestuur van die sosiale impak van toerisme te ondersoek. Daar is bevind dat die hoofrol van die regering is om die ontwikkeling van die nasies en toeristeproduktese te faciliteer, te koördineer, te beplan en te bevorder. Die privaatsektor se rol is om in beide toerisme en die land te belê en dit te bevorder. Die gemeenskap moet daadwerklik aan toerismebestuur deelneem deur te poog om vennootskapsgeleenthede met die gevestigde private toerismesektor, vrywilligersgroep en NGO's aan te gaan. Hoewel daar van die gemeenskap verwag word om 'n kardinaal rol in die bestuur van toerisme te speel is daar bevind dat hulle daadwerkklike betrokkenheid bepaal word deur hulle bewustheid van toerisme-aktiwiteite, van hoe hulle toerismeontwikkelinge verstaan en van hulle betrokkenheid by toerismeeverwante vraagstukke.

Die derde doelwit was om die komponente van te stel wat gebruik sal word om die Community Relations Model (CRM) te ontwikkel en te toets. Genoemde derde doelwit is aan die hand van beide 'n literatuurstudie en kwalitatiewe analise bereik. Getuienis uit die literatuur en kwalita-
tiewe analyse dui daarop dat die Katse-gemeenskap ongetwyfeld beide positief en negatief deur toerismeontwikkelinge geraak word. Dit is verder ook duidelik dat doeltreffende bestuur van sosiale impak van toerisme bereik kan word deur samewerking en vennootskap met die regering, die privaatsektor en die gemeenskap.

Die belanghebbendes moet saamwerk om die positiewe impak 'n hupstoot te gee en die negatiewe impak te versag. Die gemeenskap moet betrokke wees en bewus gemaak word van toerismeontwikkelinge in hul onderskeie gebiede. Beide die literatuur- en kwalitatiewe studie het die ses gemeenskapverhoudingskomponente blootgelê, naamlik die positiewe impak, negatiewe impak, die rol van die regering, die rol van die privaatsektor, gemeenskapsbewustheid en gemeenskapsbetrokkenheid wat gebruik is om 'n meetinstrument vir Katse-inwoners te ontwikkel.

Die vierde doelwit was om die CRM te konstrueer en te toets – gebaseer op empiriese bevindinge. Die CRM is bedoel om toerismebeplanners, -bestuurders en -beleidmakers te lei ten opsigte van die bestuur van sosiale impak van toerisme. Om hierdie doelwit te bereik is nege navorsingshypoteses gestel en getoets. Die steekproef van 500 Katse-inwoners is uit die gesinspopulasies van vier dorpe getrek, naamlik Ha-Lejone, Ha-Poli, Ha-Mikia en Mphorosane. 'n Kombinasie van twee benaderings, naamlik die van gestratificeerde en beskikbaarheid-steekproefneming is benut vir steekproefseleksie. Data is met behulp van die Structural Equation Modeling (SEM) geanalyseer. SPSS met AMOS 16 sagteware is gebruik om die SEM te konstrueer en te toets.

Met die konstruering en toetsing van model A is 'n tweeënstadium-proses gevolg. Eerstens is faktore bereken deur gebruik te maak van bevestigende faktoranalyse vir die ses gemeenskapsverhoudingskomponente. Tweedens is die faktore vir SEM aangewend. Weens onbevredigende data-passing in model A, is B gekonstrueer en getoets. Met die konstruering en toetsing van model B is faktoranalyse nie uitgevoer nie. In plaas daarvan is al die items van elke gemeenskapsverhoudingskomponente vir SEM aangewend. In die structurele vergelykingsmodel wat voortgevoel het uit beide model A en model B is agt hypoteses ondersteun maar een nie (H7). Die resultate van die twee modelle het ooreenstemmende resultate opgelewer. Model B het egter die ingesamelde data betreklik goed gepas, terwyl model A swak data-passing opgelewer het.

Die vyfde doelwit was om aanbevolings te doen en voorstelle te maak ten opsigte van hoe die model ten uitvoer gebring kan word met betrekking tot die bestuur van die sosiale impak van toerisme. Daar is aanbeveel dat die model op die terrein van toerismebestuur ten uitvoer gebring kan word. Om dit doeltreffend te kan doen moet die roolspelers met betrekking tot die bestuur van die sosiale impak van toerisme hul rolle en verpligtinge ken, verstaan en uitvoer.
Om die CRM geslaagd ten uitvoer te bring vereis 'n positiewe verhouding tussen en onder die roolspelers in toerismebestuur. Spesifiek is dit afhanklik van 'n positiewe verhouding tussen die regering se rol, dié van die privaatsektor, van die gemeenskapsbewustheid, van gemeenskaps-betrokkenheid en van positiewe én negatiewe impak van toerisme. Die voorgestelde model behoort deur die vennootskap en samewerking van die roolspelers in toerismebestuur ten uitvoer gebring te word, wat tot volhoubare toerisme kan lei. Die belangrikste bydrae van hierdie studie is die konstruering van 'n model aan die hand waarvan die positiewe en negatiewe impak van toerisme doeltreffend bestuur kan word.
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DEDICATION

This thesis is dedicated to the following important people in my life:

- My dear and ever-loving husband Leaba Linus Thetsane and my beloved sons, Rankopane John, Lesia Simon and Molibetsane Raymond Thetsane, who have shared this long journey with me, ups and downs, hills and valleys, good times and bad. Thank you for believing in me, loving me and always being there for me.

- Everlasting memory of my two late brothers Augustunus Liphosoe Hlojeng (D. 20.08.1998) and Leeto Dominic Hlojeng (D.8.05.2007) in deep appreciation and sincere admiration for their staunch belief in education as a whole way of life. May their souls rest in peace.

- My late father-in-law ntate Lesia Simon Thetsane (D.02.02.1995) and mother-in-law ‘M’e ‘Mampiti Bernadette Thetsane (D.20.12.1999) for the great interest they showed in our lives and whom I wish I could share our achievements with. They would have been extremely happy and proud of this achievement. May their souls rest in peace.

- Men and women who work and manages the tourism and hospitality industry; to the destinations and local communities which make tourism possible; to the transport industry that facilitates travel and to all those studying for careers in tourism management.
CHAPTER 1
INTRODUCTION AND PROBLEM STATEMENT

1.1 Introduction

In the effort to promote development within a country, tourism management has become a preferred growth mechanism for many developing countries. Within the process of development, it is often the economic indicators that draw the most attention and tourism is seen as attractive because it generates foreign exchange, increases employment and income for the local population, attracts development capital and promotes economic independence (Britton, 2000:252-274; Weaver & Oppermann, 2000:285). As such, it can be argued that tourism promotes a level of economic growth conducive to increasing social well-being and stability of the local communities (Gourdon & Cemat, 2007:1-9).

In South Africa, the tourism industry is considered one of the fastest-growing industries and the Government considers it as a key sector to boost the country’s economic growth (Richard, 2007:160-165). This scenario benefits Lesotho as it is a country that is entirely surrounded by South Africa (see Map 1). In addition, South Africa is a leading source market of tourists to Lesotho. For instance, South Africa is the top of the list with 93 percent of tourists (see Figure 1.3) visiting Lesotho coming from South Africa (Lesotho Tourism Development Corporation (LTDC) statistics, 2008:3).

The World Travel and Tourism Council (WTTC), in its 2008 economic report, estimates that the travel and tourism industry contributed 2.1 percent to Lesotho’s Gross Domestic Product (GDP) in 2008 while its contribution to the economy was 6.9 percent. The sector is expected to grow by 3.8 percent per annum between 2009 and 2018. The tourism sector in Lesotho is a very labour-intensive industry, and, therefore, has the potential to generate more jobs. For instance, currently it employs approximately 2 1000 people (5.6 percent of total employment) (Lesotho Government, 2009:39). It can, therefore, be concluded that the contribution of tourism to economic growth and the well-being of the community in Lesotho is quite significant.

In line with the Lesotho nation’s vision (2020) objectives (Thahane, 2008:63-64), and with the assistance of international donors, the World Bank and the Millennium Challenge Corporation (MCC), strategies have been formulated to develop Lesotho into a prime tourist destination and make the industry the country’s biggest employer and source of revenue by 2020 (Lesotho Government, 2009:40). In support of this objective, the Lesotho Government’s (2007/2008) budget provides for strengthening tourism products, improving links with tourism agencies and
upgrading the management of the sector by fully involving the community and the private sector in tourism activities and planning (Thahane, 2007/2008:68-156).

While the tourism industry is contributing significantly to the economic growth and well-being of the community, the community becomes more involved in tourism activities and therefore, tourism affects everyone's life. According to Murphy (2001:1-2), tourism is an industry which uses the community as a resource, sells it as a product, and in the process affects the lives of everybody. Therefore, understanding community reactions, attitudes, the factors that influence such attitudes and the social impacts of tourism is essential in achieving the goal of favourable support for tourism development and sustainable tourism. Consequently, the community may be considered as a key role player in the tourism industry.

Researchers have over the past two decades focused with increasing intensity on the perceived social impacts of tourism (Harrrill, 2004:25; Haley, Snaith & Miller, 2004:647-668; Kuivan & Akan, 2004:691-706; McGehee & Anderlek, 2004:131-140; Tosun, 2002:231-253; Fredline & Faulkner, 2000:763-784; Hall, 2000a:85-95; Mason & Cheyne, 2000:391-411), mainly because residents' perceptions of and attitudes toward the impacts of tourism are likely to be an important planning and policy consideration in the successful development of tourism (Fredline & Faulkner, 2000:763-784).

If residents perceive the overall tourism effects to be negative, the level of support from residents is likely to diminish (Weaver & Lawton 2004:286-296), which makes positive resident perceptions of tourism development critical in sustaining the growth of community tourism business. On the other hand, if the level of residents' loyalty to tourism development is high, potential conflict between residents and tourism establishments will be avoided. For tourism to flourish, its adverse impacts must be minimised and it must be viewed favourably by the host population, as they are an integral part of the tourist economy (Ryan & Stephen, 2000:17-26).

Fredline and Faulkner (2000:763-784) argue that adverse tourism impacts may be minimised through effective and efficient management of tourism. Weaver and Lawton (2006:272) contend that the basic aim of tourism management on a destination-wide scale is to maximise the sector's economic, socio-cultural and environmental benefits, while minimising the associated costs. In order to achieve this objective, destination managers must understand the potential positive and negative impacts of tourism as perceived by the host community (Keyser, 2002:372), so that they can manage them successfully.

Destination managers must also understand that participation by the community in developing and attracting tourism to their areas is generally driven by the desire by some members of the community to improve the economic and social conditions of the area (Ryan, 2005:202-215). Irrespective of how tourism is introduced and developed in a community, all stakeholders in the
management of tourism should understand that residents are vital players who can influence the success or failure of the local tourism industry. This might be the reason why many authors, for example, Sithikam (2002:4-6) and Garrod (2003:33-52), encourage local participation in tourism activities. Local participation and involvement in tourism planning and management may help to encourage sustainable development and build on the store of knowledge, insights and capabilities of different stakeholders, and the sharing of ideas among these stakeholders can result in a richer understanding of issues and might lead to more innovative policies.

The aim of this chapter is to provide an overview of the problem statement discussed and analysed in the course of the study. In order to achieve this aim, the study field will be discussed, followed by the problem statement that initiated the researcher to carry out the study, the research objectives of the study, methods of research used, the study area, pilot study undertaken, the importance of the research and definitions of concepts used in the study. Lastly, the outline of the five chapters is presented.

1.2 The study field

The tourism sector in Lesotho is considered to have great potential for attracting foreign exchange and creating employment in the country (Lesotho Government, 2009:39-41). As indicated earlier, the Lesotho tourism sector employs around 21 000 people and, as a very labour-intensive industry, has the potential to generate jobs, particularly in the Highlands region where poverty is greatest.

Although tourism contributes only 2.1 percent to Lesotho’s GDP compared with a regional average of 7 percent (Lesotho Government, 2009:39-40), there is considerable potential for increasing its share in the economy. Lesotho stands to benefit, along with other developing countries, from ever-increasing levels of international travel and tourism. It is hoped that the contribution of the tourism sector to Lesotho might increase to more than 2.1 percent to the GDP if planning and management of tourism are done effectively and efficiently with the collaboration and partnership of the community and the private sector.

The increased tourism potential is created by the building of the Katse Dam by the Lesotho Highlands Water Project (LHWP), coupled with improved roads into the Highlands that were built and upgraded as part of the project. There has been an increase in the number of international tourists in Lesotho since the commencement of LHWP phase 1 construction at Katse in 1980 (Janse Van Rensburg, 2008:3). Tourist numbers in the period 1989-98 increased from 1 8000 to 42 000 per year (Lesotho Tourism Development Corporation statistics, 2006:3). It is also hoped that there will be a higher influx of tourists visiting Lesotho due to the newly constructed Thaba-Bosiu cultural village (see Appendix 11) located close to the historic Thaba-Bosiu Mountain in Maseru District. In 1999 - 2001 there was a waiving trend in tourist arrivals due to
political instability in the country. From 2002 to 2003 there was an increase in the number of arrivals and in 2004 visitor arrivals fell slightly back to those of 2003 (Figure 1.1). Between 2004 and 2005 visitor arrivals were steady, and this was followed by a sharp rise in the number of visitors to Lesotho in 2006, as shown in Figure 1.1.

![Visitors' Arrivals to Lesotho: 2002 - 2006](image)

**Figure 1.1: Visitor arrivals to Lesotho: (2002-2006)**

*Source: LTDC statistics (2008:3)*

Tourism revenue is generated by visits to the Katse Dam and the nature reserves in the Katse area. Nature reserves are part of the physical, biological and heritage aspects of LHWP under EAP’s Natural Environment and Heritage Plan (Mochebelele, 2000:15-18). These nature reserves are meant for preserving the cultures, endangered wildlife and plants affected by the project activities while at the same time providing attractions for tourists.

According to Figures 1.2 and 1.3, the leading tourism source markets for Lesotho from overseas are mainly from Europe: namely, Germany, United Kingdom and the Netherlands, while from the African continent South Africa and Zimbabwe are leading. Figure 1.2 and 1.3 depict that, regardless of the region, South Africa is the top of the list with 94 percent and 93 percent in 2006 and 2007 respectively while Zimbabwe was the last from both years.
Figure 1.2: Arrivals to Lesotho by top five source markets in 2006

Figure 1.3: Arrivals to Lesotho by top five source markets in 2007

Source: LTDC statistics (2008:3)

Despite the growing tourism sector in Lesotho, there are a number of social impacts that need proper planning and management skills. For Lesotho tourism to thrive, local involvement and awareness of tourism is essential. If the community is involved in tourism developments, the community might participate and be aware of the development of the tourism industry. Rob (2005:295-309) argues that community awareness and participation can facilitate the sense of ownership and control the community feels over tourism, and can encourage engagement by a wider range of community stakeholder groups. This may bring about improved community infrastructure and services and may result in sustainable tourism.

1.3 Problem statement

Apart from obvious and visible effects on the economy and the physical environment, tourism may contribute to social changes in host communities, including changes in community infrastructure and services, family relationships, value systems, individuals' behaviours or community structures (Cornelissen, 2005:1-4). This means that the social impacts may have a major impact on tourism development and tourism policy formulation and, therefore, must be given...
attention by researchers, policy makers and planners in their planning process. Shields (2000:365-384) defines social impacts in broad terms, as responses of social systems to the physical restructuring of the environment, and identifies general types of social impacts: namely, displacement and relocations, demographic, institutional, economic impacts and disruptions to community, cohesion and lifestyles. Page (cited in Saayman, 2007:150) further indicates that the social impacts of tourism are related to changes in value systems, individuals' behaviour, social relationships, lifestyles, modes of expression and community structures.

These social impacts of tourism may be positive or negative depending on the community perceptions and attitudes. The positive social impacts of tourism include, among others, interaction between the community and the tourist, which may lead to cross-cultural understanding (Weaver & Lawton, 2004:286-296). Thermil and Shaeaffer (2004:32-40), for example, found that with the increase in the flow of visitors to Saut d'Eau in the Island of Haiti, locals experienced positive results in terms of social impacts of tourism: several social projects, for instance, road maintenance, potable water and electricity were implemented. Consequently the higher flow of visitors created a positive perception about social impacts of tourism development.

Khan, Seng and Cheong (2000:542-548), in their study on the social impact of tourism in Singapore, found that tourism promoted cultural diversity, a sense of cleanliness, and a feeling of pride in one's own country. Fredline, Jago and Deery (2003:23-37) argue that the most positively perceived social impacts of tourism by residents are the development of infrastructure and the economic benefits derived by residents. This argument clearly indicates that tourism development can result in improved community services, additional parks, recreation and cultural facilities and encouragement of cultural activities (Brunt & Courtney, 2000:493-515).

On the other hand, tourism may bring negative social impacts such as introduction of undesirable activities like gambling, prostitution and alcohol abuse. If the community perceives the effects of tourism as negative, the level of support from the community is likely to diminish (Chen, 2000:45-49). But if they perceive them to be positive, the level of support is likely to increase. Therefore, it can be concluded that people's perception of the advantages and disadvantages of social impacts of tourism is important for planning strategies for community involvement in local development through tourism (Visser, 2003:264-293).

It is clear from the literature that the social impacts of tourism are becoming more important and that the inclusion of the community, as well as the private sector, in tourism planning and development is essential. Tourism developers, public officials, resident groups, tourism business people, organisations and planners are all to be involved if decisions are to be meaningful and have a good chance of being implemented.
Besides the studies that have focused on determining whether the social impacts of tourism are positive or negative, various models and theories have been developed to explain the impacts of tourism and the way in which these impacts are perceived by the community. Doxey’s Irridex model (1975), Butler’s Tourist Area Life Cycle (TALC) (1980), Social Representation Theory (SRT) and Social Exchange Theory (SET) are often invoked to explain tourist-host relationships and their specific social impacts. These models and theories may assist in the management of the social impacts of tourism.

The importance of social factors influencing tourism cannot be overemphasised. It is especially known that people form attitudes and opinions on social and economic issues. In turn, these economic and social attitudes, beliefs and opinions influence people’s thoughts and actions. It is therefore very clear that attitudes, beliefs, opinions, and perceptions are the primary determinants of behaviour and should command the attention of policymakers (Walstad, 2001:223-230). It is important for researchers to find out what residents perceive so that they are able to predict the residents’ behaviour. This will enable researchers, developers, policy makers and managers to manage the social impacts effectively.

For instance, Andereck and McGehee (2004:131-140) examined the factors predicting attitudes toward tourism of residents from a dozen communities in Arizona following the model developed by Perdue, Long, and Allen (1990:586-599), using the SET as the foundation. Findings indicated that, in general, personal characteristics did not predict attitudes toward tourism, but community dependence on tourism was a predictor. Personal benefit from tourism predicted both positive and negative attitudes of tourism and support for additional tourism among residents of the Arizona communities; this was consistent with Perdue, Long and Allen’s study which found similar results. The theory concludes that residents who find the exchange beneficial for their well-being are keen to support tourism development and have positive reactions to tourists. Residents who view the exchange as problematic will oppose tourism development (Vaughan & Andriotis, 2003:172).

In tourism literature, a number of studies in recent years have examined host residents’ perceptions of the social impact of tourism development on their community (see Table 1.1). A more successful management of the social impacts of tourism may be achieved provided the key role players in tourism management know and understand the social impacts of tourism. In addition, the role players, the government, the private sector and the community should understand and be able to apply the four basic tasks of management: namely, planning, organising, leading and controlling (Richard, 2007:173).
Table 1.1: A Summary of relevant studies done on host residents’ perceptions of impacts of tourism


None of the above studies in Table 1.1 discussed how to manage the positive and negative social impacts of tourism after they have been determined. This is the gap in tourism literature that needs serious attention. It is important to realize that there will always be positive and/or negative impacts that require proper and effective management. In developing countries such as Lesotho, where tourism is still a fairly small sector, it is important to avoid the mistakes made in developed countries with regard to community participation in tourism development. Planners and policy makers in developing countries are now challenged with understanding how communities perceive the social impacts of tourism in order to effectively manage them and gain support for tourism projects and initiatives.

The main social objectives for the tourism industry in Lesotho are to encourage participation by all stakeholders in the development of plans and policy making for the tourism industry, to encourage active participation of local communities in all levels of Government and lastly, to encourage community as well as private sector participation in the development, management and implementation of tourism projects (Lesotho Government, 2006:2-8). In order to achieve these objectives, proper planning and management of both the positive and negative social impacts of tourism is crucial and it is hoped that this study will aid in the development of a model that may be used to implement the above social objectives effectively. Against the background of the above mentioned problem statement (the gap in the tourism literature on how to manage the positive and negative social impacts of tourism), the main aim of the study is to construct and test the Community Relations Model (CRM), that may be used by tourism planners, policy makers, managers and tourism developers in managing the social impacts of tourism.
1.4 Research statement

1.4.1 Main aim of the research

The main aim of this study is to construct and test a Community Relations Model (CRM) that may be implemented by policy makers, tourism planners and tourism developers as they develop tourism policies and manage the social impacts of tourism.

1.4.2 Research objectives

To achieve the goal of the study, the following secondary objectives are dealt with:

- To analyse the social impacts of tourism by means of a literature review
- To analyse the role of the community in tourism by means of a literature review
- To determine the components that will be used to develop the Community Relations Model (CRM)
- To construct and test a Community Relations Model (CRM) based on empirical investigations that will guide tourism planners and managers in managing the social impacts of tourism
- To provide a series of recommendations and suggestions on how the model may be implemented with regard to the management of tourism.

1.4.3 Formulation of hypotheses

In order to address the main objective of the study, hypotheses were formulated to represent all the relationships that were included in the conceptual model (see Figure 1.4). Table 1.2 and Figure 1.4 present the nine directional hypotheses formulated after in-depth review of the tourism literature on destination management and interviews with the Ministry of Tourism Environment and Culture (MTEC) officials, officials from the parastatal Tourism Development Corporation (LTDC), the tourism private sector represented by managers and Highlands Natural Resources and Rural Income Enhancement Project (HNRIEP) officials. The hypotheses were tested through the application of Structural Equation Modeling (SEM).
Table 1.2: Directional hypotheses

<table>
<thead>
<tr>
<th>H1</th>
<th>There is a positive correlation between the role of government and the role of the private sector with regard to management of tourism</th>
</tr>
</thead>
<tbody>
<tr>
<td>H2</td>
<td>There is a positive relationship between the role of government and community awareness with regard to management of tourism</td>
</tr>
<tr>
<td>H3</td>
<td>There is a positive relationship between the role of government and community involvement with regard to management of tourism</td>
</tr>
<tr>
<td>H4</td>
<td>There is a positive relationship between the role of the private sector and community awareness with regard to management of tourism</td>
</tr>
<tr>
<td>H5</td>
<td>There is a positive relationship between the role of the private sector and community involvement with regard to management of tourism</td>
</tr>
<tr>
<td>H6</td>
<td>There is a positive relationship between community awareness and community involvement with regard to management of tourism</td>
</tr>
<tr>
<td>H7</td>
<td>There is a positive relationship between community involvement and negative impacts with regard to management of tourism</td>
</tr>
<tr>
<td>H8</td>
<td>There is a positive relationship between community involvement and positive impacts with regard to management of tourism</td>
</tr>
<tr>
<td>H9</td>
<td>There is a positive correlation between negative impacts and positive impacts with regard to management of tourism</td>
</tr>
</tbody>
</table>

The conceptual model is composed of six empirically reported community relations components which are the role of government, private sector, community awareness, community involvement, negative and positive impacts (see Figure 1.4).
Figure 1.4: Conceptual model
## 1.5 Methods of research

Three methods of research were followed: a literature analysis and a triangulation of qualitative and quantitative methods. Figure 1.5 provides an overview of the literature analysis which will be discussed thereafter.

![Diagram of literature analysis process]

**Figure 1.5: Overview of the literature analysis**

### 1.5.1 Literature analysis

In the collection, classification and analysis of the literature, secondary sources of topic specific information were used (see Figure 1.5). The emphasis was placed on the social impacts, the involvement of the community in tourism management, community awareness of tourism and the role played by government and the private sector in managing the tourism destinations. In addition to the secondary sources used, the online databases used are:

- South African Studies (published by National Inquiry Services Centre)
- Wilson Social Sciences Abstracts and Social Sciences Index (published by Silver Platter)
- PsycInfo, PsycArticles and Social Work Abstracts Plus (published by Silver Platter)
- EBSCO-HOST
- Social Science Index
- Science Direct and Humanities index
1.5.2 Empirical analysis

A methodological triangulation involving the use of both quantitative and qualitative methods of data collection was followed (see Figure 1.6). The reason for this is that it enhanced the richness of the data gathered and the information obtained could be triangulated (Flick, 2004:178-183; Rudestam & Newton, 2000:25). Qualitative interpretative research helps the researcher to organise and describe subjective data in a systematic way (Bowen, 2003:4-8), while quantitative research guides the researcher on a quest for certainty and absolute truth, and insists on objectivity (Massey, 2003:1-5). Figure 1.5 illustrate the two methods followed in the study and will be discussed thereafter.

1.5.2.1 Qualitative methodology

In the domain of tourism, qualitative methodology gathers information as text-based units, which represent the social reality, context and attributes of the phenomenon under study (Jennings, 2001:158-164). Within the context of tourism research, qualitative research starts in real-world settings, that is, in the empirical social world, where data about tourism phenomenon are gathered, is then analysed and theoretical components are generated, as is the case in this study (Jennings, 2001:158-160). Research that utilises a qualitative methodology will draw on data collection methods such as participant observation, in-depth interviews and focus groups (Sarantakos, 2005:299; Welman & Kruger, 2001:177-192; Gravetter & Forzano, 2009:22-38). In the current study the primary qualitative method of data collection used is the semi-structured personal interview.
Figure 1.6: Empirical research

a) Method of collecting data
For the purpose of gathering data on the management of tourism in Lesotho, specifically on the role of the government, the role of the private sector and the role of the community in managing tourism, semi-structured personal interviews were conducted in Maseru, Lesotho (see Map 1).
in July, 2008. Semi-structured interviews were conducted with Lesotho Government officials, officials from the parastatal Lesotho Tourism Development Corporation (LTDC), the tourism private sector managers and one manager from a tourism community based project, namely, Highlands Natural Resources and Rural Income Enhancement Project (HNRIEIP). Questions were derived from the literature study and focused on positive impacts, negative impacts, community awareness, community involvement, the role of government and the role of private sector in tourism management. The two page questionnaire consisted of eleven questions. For the full questionnaire for qualitative study refer to Appendix 2

Administration of the questionnaire

- Letters asking for permission and an appointment to conduct interviews with the respondents were sent two weeks before the commencement of the interviews (see Appendix 1). Before and during the interview the interviewer filled a documentation sheet for each interviewee (see Appendix 3). This was done with the purpose of gathering biographical information on the respondents with the aim to capture it for easy analysis. The profession, gender and any special details were also noted on the documentation sheet. The interview with each respondent took approximately 30–60 minutes. The interviews were carried out in the individual interviewees’ offices after working hours.

- For the purpose of making the documentation of data independent of the perspectives of the researcher as well as those of the subjects under study, notes were taken during the in-depth personal interview or, where permission was given; recordings of the interviews were made and subsequently transcribed. The purpose of recording the discussion was explained to the respondents in detail. The respondents were assured that the information recorded would be used only for the purpose of the study. Respondents were interviewed as a way of eliciting their opinions on the management of the social impacts of tourism in Lesotho.

- The interviews were conducted over five weeks and provided qualitative insights and illuminations into how the community and other stakeholders may be involved in the management of tourism and the role of the government and private sector in managing the social impacts of tourism. Gathering qualitative information from senior officials in MTEC, LTDC, HNRIEIP and the private sector provided full and rich information that was used to draw up the questionnaire for Katse residents.

b) Sample framework and sampling methods

The main purpose of sampling is to achieve representativeness; the sample should be assembled in such a way as to be representative of the population from which it is taken (Jennings, 2001:136). More detailed information and a high degree of accuracy can be achieved because samples deal with relatively small numbers of units (Sarantakos, 2005:153). In this study the
sample was drawn from Lesotho MTEC, LTDC, HNRRIEP and the private sector managers, as these organisations are the main role players in the tourism industry in Lesotho.

- **Population**

  Jennings (2001:136) defines population as "all the study subjects (tourists, visitors, hosts, family, friends, employees, managers) or study units (attractions, transport providers, accommodation facilities) that are the focus of the research project". The target population for this study consists of Lesotho tourism managers and senior officials who have experience in managing tourism in Lesotho. These are senior officials from MTEC, officials from LTDC, private sector managers and HNRRIEP officials.

- **Sample size**

  A sample size of 15 respondents was selected for the qualitative part of this study. This sample consisted of four tourism officials who were from MTEC, three senior officials from LTDC, one from HNRRIEP and seven from the private sector. This sample was considered relevant and appropriate because all the respondents were involved with the management of tourism in Lesotho.

- **Sampling technique**

  A purposive sampling procedure was followed. This is a sampling method in which researchers use their knowledge to determine who or what study units are the most appropriate for inclusion in the study based on the potential study units' knowledge base or closeness of fit to criteria associated with the study's focus (Jennings, 2001:139). The respondents were purposively selected because of their knowledge, experience and involvement in tourism management in Lesotho.

  A purposive technique is non probabilistic and would not allow generalisation on the basis of the findings. However, this study is not intended to generalise. Rather it is intended to provide useful knowledge that could be used by policy makers and managers in managing the social impacts of tourism. In using purposive sampling, the researcher decides when enough participants have been sampled. This occurs when there is redundancy with regard to data. In this study, redundancy was achieved after conducting 15 personal interviews. The cut-off is not predetermined, but emanates from the research process and concurrent data analysis (Sarantakos, 2005:349-450).

- **Sampling procedure followed in this study**

  The study targeted all tourism managers in Lesotho. Fifteen managers were sampled, who were: four senior officials from MTEC, three managers from LTDC, one manager
from HNRIEP and seven managers from the private sector. The private sector managers were selected on the basis of their geographical location because all of them, with the exception of Malealea Lodge, are located in the district of Leribe on the way to Katse (see Map 1). Malealea Lodge is located in the Mafeteng district and was considered because all the managers cited Malealea lodge as one of the lodges where the community is given an opportunity to participate in tourism development.

c) **Respondents**
Respondents were selected on the basis of their experience and involvement in the management of tourism in Lesotho. Specifically, interviews were conducted with the following people:

- The officials representing the Lesotho Government were: MTEC Deputy Principal Secretary (DPS), Director of Tourism, Director of Culture, Director of Environment and Principal divisions.

- LTDC heads of the following divisions: Investment and promotion, strategic marketing and research and development.

- The private sector managers represented by the following managers: Aloe Guest House, Orion Lodge, Malealea Guest House, Umbrella B&B and Unique Tour Guides manager

- HNRIEP manager.

d) **Qualitative data analysis**
Semi-structured interviews were conducted based on the qualitative analysis. The purpose of qualitative interviews was to elicit interpretations from the respondent talk (Slabbert, 2004:10). This was done in order to derive and analyse the community relations components to be included in the proposed CRM, as well as constructing a questionnaire for Katse community. For ease of analysis of the questions, each answer was written below its question (see section 4.2.1).

e) **Interpretation of qualitative results**
The qualitative data analysis resulted in six community relations components: positive impacts, negative impacts, the role of government, the role of private sector, community involvement and community awareness. These results were used to construct the Katse community questionnaire.

f) **Field observation**
Field observations were used to add depth and breadth to both the qualitative and quantitative research. In this study, field observations occurred during the actual qualitative data collection process which took place in July, 2008 in Maseru, Lesotho. It also occurred during the self-administered interview with the Katse community which lasted over a period of eight weeks.
January - March, 2009). Observation involved observing the physical surroundings, the respondents' reactions and listening to their comments. During the observation the research constantly related the observations to the objectives of the study, drawing interim conclusions. Field observations were not analysed as a separate dataset, but in general served as background information to complement the holistic view of the research. For a full analysis of the researcher's observations refer to section 4.4.

1.5.2.2 Quantitative methodology

In the tourism context quantitative methodology commences with theories, hypotheses or research questions about a particular tourism phenomenon, gathers data from the real-world setting and then analyses the data statistically to support or reject the hypotheses (Jennings, 2001:228; Welman & Kruger, 2001:156-162). Quantitative methodology abstracts data from the respondents and produces statistical representations rather than textual pictures of the phenomenon (Ramchander, 2004:107).

The entire research process is objectively constructed and the findings are usually representative of the population being studied. Information was gathered quantitatively from the Katse residents, as a way of testing the results of the qualitative information gathered from MTEC, L7DC, and HNRRIEP official and private sector managers. The quantitative methodology is adopted in this study due to its strength in achieving precise, reliable information and also its ability to capture a large portion of the Katse residents.

a) The study area

The main compelling reason for selecting the Katse area as the site for this study was its popularity as a tourist destination in Lesotho. The Katse area is located in the district of Leribe in Lesotho (see Map 1). This area has a number of attractions for tourists, such as the Katse Dam (see Appendix 4), Ts'ehlanyane National Park (see Appendix 5), the 1970-hectare Bokong Nature Reserve that lies at the head of the Mafika-Lisiu pass en route to Katse Dam, Liphofung National Environmental Heritage site (see Appendix 7) and Katse Alpine Botanical Gardens. Features of interest in Bokong include different types of birdlife, and tourists may be able to catch a glimpse of the rare and endangered bearded vulture as well as a number of other bird species endemic to the afro-alpine zone (Trans-Caledon Tunnel Authority (TCTA), 2003b:2-3).

On the way to Katse, numerous birds of prey can be seen, including bearded vulture. The popular Malibamat'so Bridge makes a spectacular highlight with its 465.5m length and 86m height. The climax is the most popular huge Katse Dam with its 185-metre high dam wall (the highest in Africa), as described in leaflets for tourists (Lesotho Tourist Attractions, 2008:8). Katse Dam has become one of the country's most important tourist attractions.
Besides the tourist attractions, there are other several activities and facilities for tourists at Katse, such as 4X4 trekking, bird watching, camping, fishing, pony trekking, hiking, biking and sightseeing and Basotho cultural performances (Khotle & Caswell, 2004:19-20; Lesotho Highlands Development Authority (LHDA), 2003:8-10). Katse holds second position on the list of the most popular attractions in Lesotho and is one of only nine top attractions areas that have drawn an increased number of tourists over the past five years (Lesotho Tourism Development Corporations statistics, 2008:3). Thus, because of what Katse offers, the researcher considered that findings and conclusions reached from this study could be applicable to other rural areas that offer similar tourist attractions to Katse.

Besides Katse being one of the most popular attractions in Lesotho, Katse was selected on the basis that the community at Katse might be aware of and have information about the tourists because they are in contact with them on a daily basis as the tourists are travelling to Katse Dam. The Katse residents might also be aware of some developments brought by tourism at Katse.

b) Method of collecting data

For the purpose of gathering data on residents' perceptions of the social impacts of tourism and tourism management, household surveys were carried out in the Katse area over a period of eight weeks. This was between January and March, 2009. Four letters asking for permission to administer the questionnaires in the four selected villages were written to the chiefs of the individual villages four weeks before the commencement of the data collection (see Appendix 8). The letters were written in Sesotho for easy interpretation and understanding.

Administration of the semi-structured interviews

- Self-administered questionnaires were used during the house-to-house survey whereby the respondents answered questions posed orally by the interviewers. The respondents did not have to write anything down; instead the interviewer wrote the interviewee responses. It there was any clarification required regarding the questions, it was handled immediately by the interviewer. This helped to obtain a 100 percent response rate. The interview with each respondent took approximately 15 - 20 minutes.

- The researcher was assisted by six research assistants, who were in the final year of the B.Comm (marketing) first degree at the National University of Lesotho (NUL). Three of the research assistants knew the study area very well because they were from villages selected for data collection. A one day formal training session for research assistants was carried out by the researcher before the data collection commenced.

- The purpose of the training was to make sure that the research assistants understood the importance of their role in the research project and what they could expect in the field. The
research assistants were also taught the skills required for approaching the respondents and were familiarised with the various sections of the questionnaires. The researcher conducted face-to-face interviews with ten households with the aim of demonstrating to the research assistants as to how they should conduct such interviews. Respondents were informed about the motivations for the research and the importance of their opinions was stressed. They were also assured of anonymity and confidentiality.

- The researcher assumed a supervisory role in monitoring the fieldworkers daily. This helped to ensure that only respondents who were targeted participated. The survey team together with the researcher visited the four villages and identified those respondents to be interviewed. At the end of every day, completed Sesotho questionnaires were translated into English by the researcher with the help of the research assistants.

c) **Sample framework and sampling methods**

- **Population**

  The target population for the quantitative approach consisted of all Katse residents. This sample was considered appropriate because Katse residents are in contact with tourists on a daily basis, and as a result they are aware of tourism developments in their respective areas.

- **Sample size**

  In order to test the proposed nine hypotheses, a sample of 500 households living around Katse area was selected for the quantitative part of the study. This sample was drawn from the resident household populations of the four villages around Katse area. Due to lack of statistical information on the number of households per village, it was difficult for the researcher to exactly estimate the number of households per village. Within each of the four villages approximately 125 households were conveniently selected to participate in the study. One individual per dwelling was asked to participate in the face-to-face interview based on the questionnaire. If the selected respondent did not want to participate in the survey, either the house on the right or left was selected to participate.

- **Sampling method**

  A combination of stratified and convenience sampling approaches was used for sample selection. The initial step involved stratified random sampling; accordingly the population of Katse was first subdivided into groups (villages). The four villages were Ha-Lejone, Ha-Poli, Ha-Mikia and Mphorosane (cf. Figure 1.6). Convenience sampling was then applied through the selection of each household in the four villages. This was done due to the
structure of the villages in Lesotho. The villages and the households in Katse are scattered and far from each other.

d) Questionnaire development

The survey instrument consisted of a structured questionnaire informed by a review of existing literature dealing with residents’ perceptions of tourism development such as: Nepal (2008:42-65); Van Winkle and MacKay (2008:69-89); Lankford, Pfister, Knowles and Williams (2003:30-49); Cavus and Tanrisedi (2002:269-269); Ko and Stewart (2002:521-530); Canosa, Brown and Bassan (2001:50-59) and of tourism development issues that were identified by previous research studies as important for residents (Fredline, Deery & Jago, 2006b:5-24). In addition to drawing on the existing literature, the survey instrument was formulated using the results of the interviews held with the Lesotho Government officials in MTEC, officials from LTDC and tourism private sector in Lesotho. For a full survey instrument refer to Appendix 9.

The survey questionnaire was 7 pages in length (see Appendix 9) and the average time to complete it was 20-30 minutes. The questionnaire included yes or no responses, Likert-type responses and one open-ended question. The questionnaire was divided into six sections. Section A consisted of demographic and general information, section B consisted of tourism impact statements, section C consisted of statements that measured community awareness of tourism development, section D consisted of statements that measured residents’ perceptions of the role of the private organisations, section E consisted of statements that measured residents’ perceptions of the role of government in managing tourism and lastly, section F consisted of statements measuring community involvement in tourism management. An ethical consideration was addressed in a cover letter. Questions were completed anonymously.

The questionnaire was formulated in English. Although the English language is an official language in Lesotho, it is not regularly used, especially in rural areas such as Katse. It is against this background that a professional Sesotho linguistics lecturer at the National University of Lesotho (NUL) was engaged to translate the English questionnaire into Sesotho (Appendix 10). This was mainly done so that the community would be able to easily understand the questions asked and indeed most of the residents understood the questions. Since data was collected through the Sesotho language, the researcher with the help of the research assistants translated completed questionnaires back into English for easy analysis.

Measurement instrument: Likert scale

The six community relations components were each measured with ten items. The research items were measured on a 5-point Likert-type scale, with a score 1 representing ‘strongly agree’ and a score 5 representing ‘strongly disagree’. The Likert scale was designed to elicit respondents’ opinions on a range of issues relating to the social impacts of tourism, the role of
government, the role of the private sector, community awareness and community involvement in the management of tourism. It was assumed that all respondents would understand 'strongly' agree as expressing greater favour towards attitude statements than just 'agree' and 'disagree'.

Some of the items in the questionnaire were expressed positively and some negatively to encourage respondents not to respond automatically, but to think about every item. Thomas (2004:30-36) and Welman and Kruger (2001:151) argue that there should be roughly equal numbers of positively and negatively worded items. This is because individual items can be, and normally are, analysed by counting how many respondents gave a particular response to the item.

e) Pilot study

The pilot study was conducted using a convenience sample of 20 residents from Ha Pofi (one of the villages selected for the study) in order to ensure the clarity of the questions and to measure whether the questionnaire could be completed within a reasonable period of time (20-30 minutes), and, secondly, to elicit comments about the content validity, as respondents were asked to describe any difficulties they had in completing the questionnaire accurately.

After this brief pilot study the researcher found that the best time to find the respondents was during the day because the majority of them were not employed (see Table 4.1) and data was collected in January - February, 2009 when the community was not preoccupied with extensive traditional arable farming and livestock rearing. Participation was voluntary and most people were friendly and willing to participate. The details of the sample can be seen in Table 4.1. Welman and Kruger (2001:141-142) recommend that the survey questionnaire should always be tested on a small group of individuals who are representative of the population for which they are intended in order to ensure clarity of the questions.

f) Quantitative data analysis

Quantitative data was analysed in three steps (cf. 4.5). Firstly, the descriptive analysis of the demographic profile of respondents was conducted (cf. 4.5.1). Secondly, factor analysis with principal component, using Kaiser-Meyer-Olkin measure of sampling adequacy, and Bartlett's Test of Sphericity were used to evaluate the stability and consistency for measured items (cf. 4.5.2.3). Lastly, the Structural Equation Model (SEM) was adopted to measure the relationships between the role of government, the role of the private sector, community awareness, community involvement, positive social impacts and negative social impacts in order to construct and test the CRM (cf. 4.13).

g) Factor analysis

Statistical Package for Social Sciences (SPSS - AMOS) version 16.0 was used to perform the factor analysis (cf.4.5.2.4). Factor analysis, including the principal component analysis, is a
statistical approach that can be used to analyse interrelationships among a large number of variables and to explain these variables in terms of their common underlying dimensions (factors) (Hair, Black, Babin, Anderson & Tatham, 2006:17; Schumacker & Lomax, 2003:45-47). The primary purpose of factor analysis is data reduction and summary. This statistical technique was chosen in this study because of its capacity to identify underlying constructs or dimensions, or factor relationships, among data for which there is little theory or scale development (Dong-wan & William, 2002:521-530; Cooper & Schindler, 2001:591-594). A review of factor analysis reveals that it entails four basic steps (Hair, et al., 2006:17):

- Data collection and generation of the correlation matrix
- Extraction of initial factor solution
- Rotation and interpretation and
- Construction of scales of factor scores to use in further analyses.

To determine the appropriateness of factor analysis, the Kaiser-Meyer-Olkin (KMO) measure of sample adequacy and Bartlett's test of sphericity were applied. The Kaiser-Meyer-Olkin Measure of sampling adequacy indicates whether or not the variables are able to be grouped into a smaller set of underlying factors. High values (close to 1.0) generally indicate that a factor analysis may be useful with the available data. If the value is less than .50, the results of the factor analysis probably will not be very useful.

Bartlett’s Test of Sphericity provides guidance on the suitability of the data for factor analysis (Dion, 2008:365-368; Dong-wan & William, 2002:521-530). It signifies whether variables in questions constitute an identity matrix. An identity matrix connotes that variables in questions are unrelated. The significance level provides the results of the test. Less than 0.05 signifies that probably the relationships among variables are significant. Higher than 0.10 states that data will not be suitable for factor analysis.

h) Structural Equation Model (SEM)

Structural Equation Modelling (SEM) has been widely used by many researchers in different disciplines, such as communication research (Holbert and Stephenson, 2002:531-551), psychology (Hershberger, 2003:35-46) management information systems, (Gefen, Straub and Boudreau, 2000:1-78), operational research (Shah and Meyer Goldstein, 2006:148-169), strategic management (Shook, Ketchen, Hult and Kacmar, 2004:397-404) and tourism studies (Golob, 2003:1-25).

SEM is one of the most powerful methods of multivariate data analysis that is used to test the relationships proposed in a parsimonious model (Saghaei & Ghasemi, 2009:125). It estimates a
series of separate, but interdependent, multiple regression equations simultaneously by specifying the structural model used by the statistical program (Tomarken & Waller, 2005:31-65; Slepenger, King, Marshall & Uysal, 2006:140-149).

The three main characteristics of SEM are:

- To estimate multiple and interrelated dependence relationships simultaneously
- To represent unobserved concepts in the relationships and correct for measurement error in the estimation process and
- To explain the covariance among the measured items (Hair et al., 2006:760).

SEM may be used to directly test a model of interest rather than a strawman alternative in order to enable the researcher to evaluate how well the data support the proposed model (Tomarken and Waller, 2005:31-65; Gursoy et al., 2002:79-105), as is the case in this study. This means that the researcher's theoretical hypothesis is aligned with the alternative hypothesis rather than the null hypothesis. Schermelleh-Engel and Moosbrugger (2003:23-74) argue that in structural modeling, a model is said to fit the observed data to the extent that the model-implied covariance matrix is equivalent to the empirical covariance matrix.

Dion (2008:365-368) supports the use of SEM, and argues that with the use of SEM the significance and strength of a particular relationship in the context of the complete model can be easily assessed. He further attests that in SEM multi-co-linearity can be modelled and thus assessed. When using SEM the relationship between predictor variables can be modeled. This means that the coefficients between the predictor and the dependent variables are partial derivatives (Henly, Shook & Peterson, 2006:397-404). Thus the influence of one predictor on another is held constant when estimating the predictor-dependent relationship.

Social issues in tourism management are very complicated issues and one dependent variable may be an independent variable in other dependence relationships, or sometimes there may be a correlation of a variety of factors in one model. As a result, SEM was considered to be the best method that can simultaneously examine a number of dependence relationships and correlation relationships between several constructs.

Hair et al. (2006:734-759) provide a detailed exposition of the six stage decision process to be used in SEM:

**Step 1: Defining individual constructs**

The first step in SEM is to define individual constructs. These constructs are defined through an analysis of relevant theory on the subject of different variables and constructs as well as their
interrelations. Chapter three of the current study provides insight into the different factors that need to be taken into consideration in managing tourism destinations. The possible relationships between these factors are identified in the conceptual model in Figure 4.1. Based on the theoretical relationships as well as the exploratory study, a number of relationships were hypothesised and tested as described in chapter 4.

Step 2: Developing and specifying the measurement model

The measurement model is designed in order to allow for certain relationships between the latent variables and the observed variables. This is done by identifying and including each latent construct and assigning measured indicator variables to latent constructs (Andrew, Tomarken & Niels, 2005:31-65). In specifying the measurement model Hair et al. (2006:737) proposed a number of questions that have to be answered:

- Should the measures be considered as portraying the constructs or seen as explaining the construct?
- How many indicators should be used for each construct?
- What is the minimum number of indicators? Is there a maximum? What are the trade-offs for increasing or decreasing the number of indicators?
- Can one empirically support the validity and unidimensionality of the constructs? Essential points must be considered in establishing the theoretical basis of the constructs and measures.

Step 3: Designing a study to predict empirical results

This step requires knowledge of the various estimation techniques that are used depending on the variable scale used in the model (Schumacker & Lomax, 2003:63). Issues related to research design and model estimation are addressed in this step; such issues relate to the computer software used, sample size and model estimation techniques adopted (Hair et al., 2006:742). There are a number of statistical packages available by which SEM can be performed; some of these techniques are LISREL, EQS (an abbreviation for equations) and AMOS (Analysis of moment structure). In the current study SPSS using AMOS 16 was used.

Step 4: Assessing measurement model validity

Model validity can be assessed by calculating the goodness-of-fit (GOF) for the measurement model, which could be regarded as evidence of construct validity. It involves interpreting model fit or comparing fit indices for alternative or nested models. Schumacker and Lomax (2003:63-64) argue that the researcher in this step is faced with the challenge of choosing among
numerous fit indices that subjectively indicate whether the data fit the theoretical model. Hair et al. (2006:756) suggest that even though acceptable overall model fit must be established, alternative or competing models may be compared if a competing model fit must be established. In the current study, the models are not compared instead the GOF are used to interpret the model fit. The following GOF indexes were used to interpret the model fit:

- Root Mean Square Error of Approximation (RMSEA) – This is a measure that is often cited for substantiating model fit (Biswas, 2008:179). It is the discrepancy per degree of freedom. One main advantage to RMSEA is that a confidence interval can be constructed giving the range of RMSEA values for a given level of confidence. Thus, it enables researchers to report that RMSEA is between 0.03 and 0.08, for example, with 95% confidence (Hair et al., 2006:748).

- Normed Fit Index (NFI) – This is another popular measure, often used to substantiate fit. It is derived out of difference of Chi-square value of the null model and Chi-square proposed divided by Chi-square null value (Hair et al., 2006:748-749) Though there is no absolute value which signifies fit; however, NFI value above 0.90 or greater signifies fit.

- Tucker Lewis Index (TLI) – TLI may be used to compare a proposed model against a null model (Schermehl-Engel & Moosbrugger, 2003:23-74). It predates the Comparative Fit Index (CFI) and is conceptually similar in that it also involves a mathematical comparison of a specified theoretical measurement model and a baseline null model (Hair et al., 2006:749).

- Expected Cross-Validation Index (ECVI) – This is an approximation of GOF the estimated model would achieve in another sample of the same size. The ECVI takes into account the number of estimated parameters for a given model. It is most useful in comparing the performance of one model to another (Schumacker & Lomax, 2003:182-183)

**Step 5: Specifying the structural model**

Step five involves specifying the structural model by assigning relationships from one construct to another based on the proposed theoretical model (Hair et al., 2006:754). This means that it focuses on what relationships exist among constructs. Each hypothesis in the model represents a specific relationship that must be specified.

**Step 6: Assessing the structural model validity**

Step 6 provides a test of how well a researcher's theory about how constructs relate to one another matches reality. Reality is presented by an observed sample covariance matrix. In this stage the researcher is supposed to clearly specify the structural relationship and reassess the
model (Hair et al., 2006:758). The final model was reassessed with the same indices used to assess the model’s goodness-of-fit.

Schermelleh-Engel and Moosbrugger (2003:23-74) argue that in structural modeling a model is said to fit the observed data to the extent that the model-implied covariance matrix is equivalent to the empirical covariance matrix. Dion (2008:365-368) supports the use of SEM, and argues that with the use of SEM the significance and strength of a particular relationship in the context of the complete model can be easily assessed. He further attests that in SEM multi co-linearity can be modeled and thus assessed. When using SEM the relationship between predictor variables can be modeled. This means that the coefficients between the predictor and the dependent variables are partial derivatives. Thus the influence of one predictor on another is held constant when estimating the predictor-dependent relationship.

Contrary to other statistical tools such as regression analysis, SEM enables the researcher to answer a set of interrelated research questions in a single, systematic and comprehensive analysis. It is based on modeling the relationships among multiple independent and dependent constructs simultaneously. This simultaneous analysis capability differs greatly from other methods such as linear regression, LOGIT, ANOVA, and MANOVA, which can analyse only one layer of linkage between dependent and independent variables at a time. Moreover, SEM permits complicated variable relationships to be expressed through hierarchical or non-hierarchical, and recursive or non-recursive structural equations to present a more complete picture of the entire model (Shook et al., 2004:397-404).

However, SEM cannot effectively test directionality in relationship (Schermelleh-Engel & Moosbrugger, 2003:23-74). The researcher’s hypotheses of causality within a system are shown by directions of arrows in SEM. Therefore, the researcher’s choice of variables and pathways represented will limit the SEM’s ability to recreate the sample covariance and variance patterns that have been observed in reality. As a result, there may be several models that fit the data equally well. In spite of this limitation, SEM remains very important in understanding relational data in multivariate systems.

i) Interpretation of quantitative results

The results of the first step (descriptive analysis of demographic profile of respondents) were used to give a view of the type of respondents that participated in the study (see Table 4.1), while the results of the second step (factor analysis and SEM) were used to develop model A (see 4.5.2.4 and 4.13). In the final stage, SEM was used to construct model B (see Figure 4.5). The findings are displayed in the form of tables and figures and documented in accordance with the stated aims of the study. Conclusions were drawn based on the findings (see Figure 4.5), followed by recommendations for further research (see 5.6).
1.6 Importance of the study

This study is an attempt to contribute to the body of knowledge relating to effective and efficient management of the social impacts of tourism. The aim of the present study is to contribute to the tourism literature by constructing a comprehensive model through which positive and negative social impacts of tourism may be managed. An examination of the tourism literature could not produce a comprehensive model to identify the relationship between community relations components; SEM was used to construct and test a model that may be used by tourism planners, managers and developers in managing the tourism industry. The uniqueness of the model lies in the simultaneous consideration of the views of government officials, private sector managers and the community. A study of this nature has not been conducted in the tourism management.

1.7 Clarification of concepts

The key concepts that will be used throughout this study are depicted in Figure 1.7 and discussed thereafter:
1.7.1 Tourism industry

According to the World Tourism Organization (WTO) (2000:2), the tourism industry includes those industries that provide accommodation, transport and other services (e.g. the sale of souvenirs and other goods, restaurants and guided tours) to visitors who come from outside the destination for a period of more than 24 hours and less than one year. Leiper (as cited in Richard, 2007:15) notes that the tourism industry consists of all firms, organisations and facilities which are intended to serve the specific needs and wants of tourists. It therefore consists of all the businesses and organisations involved in the delivery of the tourism offering, from travel agents to car rental companies. The main sectors and sub-sectors which make up the tourism industry are presented in Figure 1.8:

Figure 1.8: Sectors and sub-sectors in tourism industry

Source: Adapted from (Richard, 2007:15)

1.7.2 Tourism

Saayman (2007:3) considers tourism as the total experience that originates from the interaction between tourists, job providers, government systems and communities in the process of providing attractions, entertainment, transport and accommodation to tourists. He further indicates
that tourism also includes the “movement of people”. This could refer to the movement of either domestic or foreign tourists (Cornelissen, 2005:4).

1.7.3 Community

At the most general level, Quirk (2003:308) describes community as people who live in the same area, or town and have similar interests, religion, and race. In the tourism literature “community” is usually assumed to be equated with the presence of a set of common social characteristics and goals held by a population residing in a local area (Hall, 2000b:202). Slabbert (cited in Saayman 2007:155) further argues that the community consists of three elements, the local economic system, the local residents and the community infrastructure and services. On the basis of the above definitions of community, it can be seen that members of the community and tourists are integral parts of the tourism industry.

Tourists provide an economic impact, make contact with local residents and use the infrastructure and services at the community. Therefore, community relations within the tourism industry should be at such a level that all the integral stakeholders’ needs and requirements are addressed in order to achieve tourism development support. Community relations, participation, collaboration, and cooperation in tourism development offer significant benefits to all stakeholders since its ultimate goal is to build tourism development support and consensus about tourism related policies (Jackson, 2006:574-582).

1.7.4 Model

The term “model” is used throughout the various fields of tourism and other disciplines with little agreement as to its definition. This may be because of the numerous functions, structures, and types of models that exist. However, most definitions agree that models represent phenomena through the use of analogy. Schindler and Cooper (2001:52) indicate that a model is not an explanation; it is only the structure or function of a second object or process. A model is the result of taking the structure or function of one object or process and using that as model for the second. When the substance, either physical or conceptual, of the second object or process has been projected onto the first, a model has been constructed.

For the purpose of this study Hair et al.’s (2006:709) definition of a model as a representation and operationalization of a theory will be adopted. Hair et al. (2006:710) further argue that a conventional model in SEM terminology consists of two parts. The first part is the measurement model that represents the theory, showing how measured variables come together to represent constructs. The second part is the structural model, showing how constructs are associated with each other, often with multiple dependence relationships. The intention in this study is to construct a community relations model (CRM) for the tourism industry using SEM.
1.7.5 Social impacts

Social impacts of tourism occur at the point of contact between visitor and host population. They are the changes to the lifestyles and social behaviour of individuals as a result of their involvement in tourism, generally observable in everyday behaviour (Bennett, Jooste & Strydom, 2005:391-392). They may be positive or negative and may affect either individuals or communities. The three major impacts associated with tourism activity and developments are economic, socio-cultural and environmental impacts. This study specifically concentrates on the perceived social impacts of tourism, the role of the government, the private sector and the community in managing the social impacts of tourism.

1.7.6 Community awareness

Community awareness refers to educating and informing the community about tourism developments (Li, 2004:175-193). Milner and Ewing (2004:205-217) argue that community awareness may be achieved by setting objectives for the education of the local community in accordance with the overall goals of the tourism industry and the community, by devising and implementing strategies and programs to maximise the opportunity to inform all the sections of the community about tourism and lastly, communicate costs and benefits of tourism to the community on an ongoing basis. The community may be made aware of tourism developments in the areas through cleaning campaigns, media and one-on-one education for more focused information sharing (South Africa – DEAT: 1996:18-45).

1.7.7 Community involvement

When planning and managing tourism destinations, the planners, policymakers, developers and managers should take into account the opinions and preferences of the people that are to receive the service (Li & Tian, 2005:16-20). Involving a community in the initial stage of planning ensures that the community is aware of what is planned and what is expected of them in the whole process of development. Community involvement, therefore, includes the fact that the community should have a say in the decisions that affect their lives, the promise that the community’s contribution will influence the decision (Cattarinich, 2001:22-42).

1.7.8 Tourism management

Mason (2005:75) notes that tourism management is concerned with the ways to manage the resources for tourism, the interaction of tourists with physical resources and the interaction of tourists with residents of tourist areas. This shows that tourism management deals with issues relating to planning, organising, controlling, leading and sustainability, and is what tourism planners should be engaged in. From the literature review it is apparent that tourism is a highly complex, multifaceted phenomenon, and that no single approach to the study of tourism will
suffice. A more integrated approach is required to better comprehend, plan and manage tourism. Figure 1.9 represents a model of tourism studies as a field. The model assists the appreciation of the multi-disciplinary nature of tourism studies, and the fact that tourism can be studied from many perspectives.

![Figure 1.9: Disciplines involved in the study of tourism](image)

*Source: Adapted from (Keyser, 2002:29)*

### 1.7.9 Sustainable tourism

The concept of sustainable tourism has been derived from concerns of sustainable development. Sustainable tourism is tourism that meets the needs of the present generations without compromising the ability of future generations to meet their needs (Richard, 2007:318). Sustainable tourism emphasises management of resources for the use and enjoyment of present and future generations. The emphasis is placed on managing the three areas of social, environmental and financial impacts of tourism. Sustainable tourism encompasses a community-oriented approach, encouraging community involvement and participation. From the definition, it is clear that sustainable tourism requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building (Edgell, Delmastro, Smith & Swanson, 2008:128; Font & Harris, 2004:986-1007).
1.7.10 Community Relations Model (CRM)

This is a model that involves building and sustaining positive relationships between the government, the private sector and the community. Specifically, the model involves the relationships amongst the positive impacts, negative impacts, and the role of government, the role of the private sector, community awareness and community involvement. The model may be used by planners, developers and managers in planning and managing the social impacts of tourism.

1.8 Outline of chapters

This study is organised into five chapters.

Chapter 1: Introduction and orientation of the study

Chapter 1 provides an outline of the study and articulates the research problem that initiated the researcher to carry out the study. The problem statement is followed by the method of research used in the study. Attention is given to the methods of collecting data, sample framework and models, data analysis methods adopted, discussion of the area in which the study was carried out, the importance of the study and, lastly, the relevant definitions used in the study.

Chapter 2: Theoretical perspectives on the social impacts of tourism

Chapter 2 provides an overview of the contemporary theoretical perspectives of sociology, including a definition of sociology, the relationship between sociology and tourism management which resulted in the description of the origin of social impacts and the importance of research on social impacts of tourism. The theoretical basis, framework and models for assessing host perceptions of social impacts on tourism are also covered in this chapter.

Chapter 3: Relationship between communities and sustainable management

Chapter 3 reviews the literature on host and tourist relationships and how this relationship can result in positive and negative social impacts. A review is also carried out on sustainable tourism and strategies for tourism planners, managers and communities in managing the social impacts of tourism. An analysis of the social impacts and the role of the community, the government and the private sector in tourism management are covered in this chapter.

Chapter 4: Presentation and discussion of results

Chapter 4 addresses the main objective of the study, which is to construct and test a Community Relations Model (CRM). It presents an analysis and the findings of the study. A framework model (CRM), based on the empirical findings is presented. The model may guide tourism planners and managers in managing the social impacts of tourism.
Chapter 5: Conclusions and recommendations

Chapter 5 addresses the final objective of the study, which is to provide a series of recommendations and suggestions on how the model may be implemented with regard to the management of the social impacts of tourism. The chapter concludes by covering a summary of the results from the study and develops a set of conclusions and recommendations on the use of the CRM. Chapter two will address the theoretical perspectives on the social impacts of tourism.
CHAPTER 2
THEORETICAL PERSPECTIVES ON THE SOCIAL IMPACTS OF TOURISM

2.1 Introduction

The social impacts of tourism on a host community have been a subject of increasing concern to social scientists, policy planners, leaders and destination managers all over the world. Yet the social impacts of tourism to a community are not widely understood, even where tourism is growing dramatically and should be of the greatest interest or concern. Most people think of tourism in terms of economic impacts, jobs and taxes. However, the range of impacts from tourism is broad and often influences areas beyond those commonly associated with tourism.

It is against this backdrop that tourism leaders, researchers, policy planners and managers, as well as residents, should understand the potential positive and negative impacts of tourism and the circumstances under which these impacts are mostly likely to occur. An understanding of these impacts will enable tourism leaders and managers to be able to mitigate the negative impacts and maximise the positive impacts on the host community for an overall healthier, economically and socially sounder tourism sector.

The purpose of this chapter is to provide a theoretical perspective and framework for assessing host community perceptions of the social impacts of tourism. The chapter begins with a discussion of the theoretical perspective of sociology, including, the origin of sociology, contemporary theoretical perspectives of sociology and the relationship between sociology and tourism. Secondly, the chapter discusses the philosophy of tourism management, defines the social impacts of tourism and discusses the importance of perceptions on social impacts of tourism. The chapter concludes by a discussion of theoretical frameworks and models used in tourism research for predicting residents' perceptions and managing the social impacts of tourism, the Doxey's, (1975:195-198) Index of Irritation, Butler's Destination Lifecycle Model (1980:5-12), the Social Exchange Theory (SET) and the Social Representative Theory (SRT).

2.2 The origin of sociology

Sociology emerged at the end of the 19th century through the work of its founders: Auguste Comte (1789-1857); Harriet Martineau (1802-1876); Herbert Spencer (1820-1903); Emile Durkheim (1858-1917); Max Weber (1864-1920), Karl Marx (1818-1883); Robert Merton (1910-2003) (Kendall, 2008:2-12). Table 2.1 presents the evolution of sociology and how early
thinkers contributed to sociology. It was during this time that a quite different tradition of empirical reporting of social facts, of a mainly statistical nature, developed and later became incorporated into academic sociology, especially in the United States of America (Turner, Beeghley & Powers, 2002:5-20).

**Table 2.1: Evolution of sociology**

*Source: Adapted from (Kendall, 2008:2-11; Schaefer 2006:4-20)*

<table>
<thead>
<tr>
<th>SOCIOLOGY FOUNDERS</th>
<th>CONTRIBUTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auguste Comte (1789-1857)</td>
<td>Believed that a theoretical science of society and a systematic investigation of behaviour were needed to improve society. He coined the term sociology to apply to the science of human behaviour.</td>
</tr>
<tr>
<td>Harriet Martineau (1802-1876)</td>
<td>Believed that a better society would emerge if women and men were treated equally, enlightened reform occurred and cooperation existed among people in all social classes.</td>
</tr>
<tr>
<td>Herbert Spencer (1820-1903)</td>
<td>Suggested that societies, like animal species, evolved from simple to more complex forms. Those societies better adapted to their surroundings were more likely to survive and develop than those that were poorly adapted.</td>
</tr>
<tr>
<td>Karl Marx (1818-1883)</td>
<td>Believed that societies are largely determined by economic forces. He saw human history as a series of inevitable conflicts between economic classes.</td>
</tr>
<tr>
<td>Emile Durkheim (1858-1917)</td>
<td>Argued that the main concern of sociology should be what he called social facts. These facts are external to people but exert control over them. Laws may be just words, for example, but people act as if laws are something tangible and real. Social facts should be studied in their own right. Like Comte, Martineau and Spencer, Durkheim emphasised that sociology should be, as science based, on observation and systematic study of social facts rather than on individual characteristics or traits.</td>
</tr>
<tr>
<td>Max Weber (1864-1920)</td>
<td>Believed that sociology must include the study of social action, thus, the way people orient behaviour to one another. The study of interpersonal interaction should not rely only on objective and quantitative methods. It must include what Weber called “Verstehen”, the sympathetic understanding of the mind of another (Turner et al., 2002:5-20).</td>
</tr>
<tr>
<td>Robert Merton (1910–2003)</td>
<td>Emphasised that sociology should strive to bring together the macro level and micro level approaches to the study of society.</td>
</tr>
</tbody>
</table>

Considering the many different ideas and developments that influenced the evolution of sociology, some contemporary sociologists view society as a stable and ongoing entity, others see it in terms of many groups competing for scarce resources, while others explain it as based on the everyday routine interactions among individuals (Kendall, 2008:23). Each of these views is based on theory. Each theory assists in explaining reality in a distinct way by providing a
framework in which observations may be logically ordered. Sociologists refer to this theoretical framework as a perspective, an overall approach to a subject. Contemporary theoretical perspectives of sociology are discussed in depth in the following section.

2.3 Contemporary theoretical perspectives of sociology

The ideas of Auguste Comte (1789-1857), Harriet Martineau (1802-1876), Herbert Spencer (1820-1903), Karl Marx (1818-1883) and Max Weber (1864-1920) helped lead the way to contemporary theoretical perspectives of sociology. Three major theoretical perspectives have emerged in sociology: the functionalist, conflict and symbolic interactionist perspectives (Kendall, 2008:23; Schaefer, 2006:15-23).

2.3.1 Functionalist perspective

Parsons (1902-1979) was a key figure in the development of functionalist theory. The theory emphasises the way in which the parts of a society are structured to maintain its stability (Schaefer, 2006:14-15). This approach holds that if an aspect of social life does not contribute to a society’s stability or survival, if it does not serve some identifiable useful function or promote value consensus among members of a society, it will not be passed on from one generation to the next (Atchley & Amanda, 2004:3-19).

Kendall (2008:23) also argues that according to the functionalist perspective a society is made up of interrelated parts, each of which serves a function and contributes to the overall stability of the society. These interrelated parts may be the family, education, governments, religion and the economy. Since these parts are interrelated, if anything either positive or negative happens to one of them the other parts are affected and no longer function properly. This means that members of a society should agree on what is desirable, worthwhile and moral, what is undesirable, worthless and evil (Shostak, 2002:325-345).

2.3.2 Conflict perspective

The conflict perspective, like the functionalist perspective, focuses attention on society as a whole, studying the society’s institutions and structural arrangements. According to Schaefer (2006:15-25), the conflict perspective assumes that social behaviour is understood in terms of conflict or tension between competing groups. Such conflict is not necessarily violent; it may take the form of party politics, competition between religious groups for new members, litigation and politics of family discussions about financial matters (Atchley & Amanda, 2004:19).

Kendall (2008:25) observes that groups in society may be engaged in a continuous power struggle for control of scarce resources. As seen in Table 2.1, Karl Marx (1818-1883) viewed struggle between social classes as inevitable, given the exploitation of workers under capitalism. In Marxist theory, sociologists and other social scientists view conflict as part of
everyday life in all societies. Sociologists want to know who benefits, who suffers, and who dominates at the expense of others. Schaefer (2006:15) concludes that conflict theorists are interested in how society's institutions may assist in maintaining the privileges of some groups and keep others in a subservient position. Conflict theorists portray the inequalities that flow from the way society is organised, and they show who gains and who loses from these arrangements. From the perspective of conflict theory, the tourism system may be viewed as part of the wider power-struggle taking place in society.

2.3.3 Interactionist perspectives/Symbolic perspectives

The functionalist and conflict perspectives both analyse behaviour in terms of society-wide patterns, while the interactionist perspective views society as the sum of the interactions of individuals and groups. It attempts to study how people make sense of their life situations and the way they go about their activities, in conjunction with others, on a day-to-day basis (Roberts, 2004:4-15). According to this perspective, social organisation and society are possible only through people's everyday interactions (Schaefer, 2006:17). Kendall (2008:25-28) argues that interactionist theorists view human beings as living in a world of meaning of objects. According to Schaefer (2006:17-18), those objects may include other people, relationships and symbols. Symbols are considered a very crucial part of human communication. This is the reason why this theory is sometimes called symbolic perspective.

The interactionist perspective emphasises that people are social beings who live in a group existence, in contrast with bees, termites and other social insects (Shostak, 2002:325-345). It assumes that people define certain circumstances as deviating from what they perceive to be an ideal standard of living, assign an unfavourable meaning to these conditions, and apply the label "poverty" to them. From the perspective of tourism management, interactionist perspectives may be viewed as a form of social action in which individuals construct the meaning of tourism for themselves.

It can be seen that from a functionalist perspective tourism can be viewed as a part of society that works with other parts to produce stability and solidarity. The functionalist perspective is very useful in describing society and identifying its parts and the functions of these parts. However, it does not provide the entire story of social life. It has difficulty in dealing with history and processes of social change.

The conflict perspective provides a useful balance to functionalist theory. Kendall (2008:25-28) argues that the two theories complement each other. Where the functionalist approach has difficulty dealing with history and social change, the conflict approach makes these matters its strength. Through the interactionist perspective people acquire the symbol and the meanings that allow them to interpret situations, assess the advantage and disadvantages of given actions
and select one of them (Schaefer, 2006:17). The three perspectives complement one another by looking at related aspects of the same social reality. No one approach is correct by itself, and sociologists use them for various purposes, though many sociologists tend to favor one particular perspective over another. Similarly, macro social organization develops from the interaction of people in micro social situations; the organization of different groups in a society, such as a host community, is a product of daily interaction of the participants. The study of social impacts of tourism is related to these three sociology perspectives. Therefore, tourism is a worthy subject of serious study by sociologists.

2.4 Defining sociology

Sociology is the study of society, social institutions and social relationships and specifically the systematic study of the development, structure, interaction, and collective behavior of organized human groups (Farlex, 2007:1-12; Schaefer, 2006:3-7). It can be observed that sociology may be divided into micro-sociology and macro-sociology as depicted in Figure 2.1. Micro-sociology deals with social relationships and human interaction as well as the social structure while macro-sociology examines whole societies, large-scale social structures and social systems.

![Figure 2.1: Framework of sociology](Source: Adapted from (Kendall, 2008:138))

Chapter 2: Theoretical perspectives on the social impacts of tourism
A further definition is that of Giddens (2001:5-18), who states that sociology is the study of societies, social groups, roles, culture and behaviour when people are in collections of various sorts such as families, neighbourhoods, teams, groups, crowds, audiences, organisations, communities, and nations. Shostak (2002:325-345) summarises the above definitions as follows: Sociology is the science of society, social institutions and social relationships. These three definitions contain three key concepts that are explained below.

Sociology can be seen as a science of society. The term science refers to the body of knowledge produced by answering logical questions with evidence gathered through experimentation and systematic observation. Since sociology is a science, sociologists follow a methodical, scientific procedure for investigating social phenomena. This means that sociology begins by asking critical questions and finding how other sociologists have answered the questions. "Out of this welter of past writings and researches, the sociologist researchers will digest, synthesize, and eventually create a possible explanation for the question in hand" (Calhoun, Rojek & Turner, 2005:304-305). This creation is called a "theory".

Sociology is a study of social institutions. This means that sociology is concerned with social structures, the relatively permanent components of the social environment, for instance, the family, government and formal and informal groups in society (British Sociological Association (BSA), 2007:1-4). Sociologists seek to understand how social structure is created, how it changes, and how it shapes people's lives. Sociology is about social relationships and interaction. This means that sociology involves studies of people entering into relationships with each other and that such relationships take many forms (Calhoun, Rojek & Turner, 2005:303-313).

The Sociological Association of Ireland (SAI) (2008:1-6) maintains that sociology describes and analyses social behaviour. It seeks to discover how human society has come to be the way it is, and to reveal the social forces that shape people's lives. The paths of peoples' lives are not just determined by individual will or even effort. Sociologists try to identify the social processes and structures that both enable and constrain people to behave in certain ways. While people are all different and while they are independent actors, they are subject to long-term processes of social change (Calhoun et al., 2005:302-10).

From these definitions, the following conclusions can be drawn:

- Sociology involves people entering into different forms of relationship with each other. Such relationships take many forms, for instance they may be described as predominantly cultural, economic and social relationships.
- Patterns of human relationship become institutionalised in the course of reproduction over time and, therefore, may be referred to as social institutions.
• Sociology is about discovering how people's membership of social groups influences, shapes and, in some respects, determines their individual self-perception and, most importantly, their behaviour.

• Sociology involves the attempt to identify and explain the various ways people's behaviour both influences and, in turn, is influenced by personal relationships.

• In order to participate in society human beings maintain an understanding of their relationships with others and of the institutions in which they participate.

The above argument clearly indicates that social impacts of tourism are an integral part of sociology. Individuals are involved with a large number of others with whom they interact regularly. The tourist interacts with the host and it is the nature of this interaction that sociology seeks to understand and how tourist – host interrelationships can work for good or ill within the society.

Having drawn these conclusions, it may be argued that the social impacts of tourism cannot be successfully addressed without drawing on the methods and perspectives of sociology. It is also clear that there is a significant relationship between sociology and other social sciences disciplines, particularly tourism management, which will be discussed in section 2.5.1.

2.5 The scope of sociology

Sociologists study society and social action by examining the groups and social institutions people form, as well as various social, religious, political and business organisations (Kendall, 2008:3-35). They also study the social interactions of people and groups, trace the origin and growth of social processes, and analyse the influence of group activities on individual members and vice versa (Shostak, 2002:325-345).

The results of sociological research aid educators, lawmakers, administrators, and others interested in resolving social problems, working for social justice and formulating public policy (Calhoun et al., 2005:304-305). In summary, sociologists study the many faces of society, including tourism management. Although sociology was informed by Comte's conviction that it would sit at the top of all the sciences, sociology today is identified as one of the many social sciences, such as anthropology, economics, tourism, political science, psychology, marketing and management (Schaefer, 2006:6). It integrates the insights of various disciplines, as do other social sciences, as will be seen in the next section.
2.5.1 Sociology and other social sciences

The social sciences are a group of disciplines concerned with the study of human behaviour and the ways in which humans interact and change. Sociology shares deep ties with a wide array of other disciplines that also deal with the study of society, as depicted in Figure 2.2. The fields of economics, political science, psychology, tourism and anthropology, ecology, marketing, geography, law and educational studies have influenced and have been influenced by sociology and these fields share a great amount of history and common research interests (Schaefer, 2006:6).

Figure 2.2: Sociology and other social sciences

For instance, economists study the ways in which people produce and exchange goods and services along with money and other resources. Since economists deal with a large number of issues, from local pricing structures to patterns of international trade, the discipline is divided into macro and microeconomics. Macroeconomics looks at the larger patterns of production while microeconomics is about economic activity and associated behaviour at the individual level (cf. Figure 2.1).

Political scientists explore international relations, the workings of governments and the exercise of power and authority. In addition, political scientists are concerned with theories of political
power and government and with the comparative study of all aspects of decision making at the political and social level. Psychologists investigate personality and individual behaviour. They concentrate in different subfields of specialisation within the discipline, ranging from behavioural and experimental through clinical and social. Sociologists study the influence that society has on people’s attitudes and behaviour and the ways in which people interact and shape society. Since humans are social humans, sociologists examine their social interaction with others.

Social interaction or the mutual responses of individuals is perhaps the basic sociological concept, because such interaction is the elementary component of all relationships and groups that make up human society (Shostak, 2002:325-345). Hunter (2000:3-12) argues that sociologists who concentrate on the details of particular interactions as they occur in everyday life are sometimes called micro sociologists; those concerned with the larger patterns of relations among major social sectors, such as the state and the economy, and even with international relations, are called macro sociologists as depicted in Figure 2.1.

Sociology is different from other social sciences in its insistence on how human beings are shaped and moulded by society and how humans in turn are part of the process by which society is produced and also reproduced through labour power, both in the outside workplace and in the family and domestic labour (Kendall, 2008:31). While sociologists recognise the importance of the work of other social scientists, they argue that the distinct areas covered by those other disciplines tell only part of the whole story. Schaefer (2006:6-12) argues that in order to understand human behaviour and action, the insights of all disciplines must be brought to bear and focused on the entire social structure. This holistic, comprehensive approach to social structure is the most critical task of sociologists.

2.5.2 Tourism management philosophy

From the literature review it is apparent that tourism management is only just emerging as a discipline (Jennings, 2001:4-9). Its disciplinary beginnings are founded in other disciplines: sociology, economics, geography, social psychology, social anthropology, marketing and history (see Figure 2.2). The fact that it emanates from other disciplines makes it a highly complex area. Page (2007:5-7) argues that tourism management is difficult to understand and highly complex because the tourism industry is not a homogeneous sector or segment of a sector, but is made up of several organisations directly involved in tourism and those indirectly involved and which be described as allied industries (i.e. food suppliers, retailers and other service providers).

Tourism management is also a multifaceted and multidisciplinary area, and that no single approach to the study of tourism management will suffice. As a result, tourism requires highly efficient and effective management to realise its full potential as a positive economic, environ-
mental, social and cultural force, a fact acknowledged by Weaver and Lawton (2006:2-24) who state that tourism requires highly effective, dynamic, educated and adaptable managers who understand and can respond to the dualistic behaviour of the sector, that is, its relentless growth over the long term and over its increased vulnerability to sudden downward interruptions.

Tourism management is a diverse discipline that covers a wide array of subjects (see Figure 1.8). Because of its diversity, problems in this field will not be resolved by the adoption of only a single research method, instead a triangulation of methods will be the best option. This is one of the reasons why this study followed a triangulation of qualitative and quantitative methods (see Figure 1.5). Graburn (2002:19-33) argues that the breadth and complexity of tourism management make the use of many research methods necessary. He further observes that no single discipline alone can accommodate, treat or understand tourism; it can be satisfactorily studied only if disciplinary boundaries are crossed and if multidisciplinary perspectives are sought and formed. Weaver and Opperman (2000:2-14) observe that, because tourism management is multidisciplinary, solutions to tourism problems will require the cooperation and collaboration of researchers from several disciplines.

2.5.3 The relationship between sociology and tourism

Specifically, sociology subject matter overlaps with tourism management subject matter in many aspects. The possible areas for sociological enquiry in tourism are shown in Figure 2.3. As can be seen, the study of consequences and impacts of tourism, the tourist, the structure and functioning of the tourism system and relations between tourist and local people have a direct relationship with sociological inquiry studies. The boundaries between these two disciplines are often artificial. Holden (2005:38-59) argues that much of the theory relating to tourism and the impact of tourists on the host community has been contributed by sociologists who have been studying tourism management for many years.
Tourism management often studies similar data with sociology, although from slightly different points of view. From a sociological “functionalist” perspective tourism can be viewed as part of society that works with other parts to produce stability and solidarity. From the perspective of “Conflict theory”, the tourism system can be viewed as being part of and symptomatic of the wider power-struggles taking place in society (Holden, 2005:38-59). Tourism may be viewed as a form of “social action” in which individuals construct the meaning of tourism themselves (Leiper, 2004:64). Giddens (2001:8-29) argues that tourism may also be viewed as a characteristic of modern citizenship associated with people’s well-being. However, many people have this right to citizenship denied or restricted, through social exclusion from participation in tourism (Holden, 2005:60-65). The two disciplines cover similar topics. For instance, tourism as a social phenomenon involves social interaction between tourists and hosts, and between tourists and the tourism industry (Sharpley & Telfer, 2002:212-230). Both sociology and tourism management involve interaction of people entering into a form of relationship (Ramchander, 2004:73).

In this study the social impacts of tourism on people in groups will be analysed with a view to presenting a Community Relations Model (CRM) that can be adopted by tourism planners, tourism developers and tourism managers to manage the social impacts of tourism. Therefore the discussion on social impacts of tourism is the foundation of this study.
2.6 Defining perceived social impacts of tourism


The perceived social impacts of tourism refer to the ways in which tourism is seen to contribute to changes in value systems, individual behaviour, social relationships, collective lifestyle, creative expression and community structures (Page, 2007:399-402). Similarly, Terzidou and Stylidis (2006:5-8) define social impacts in broad terms as responses of social systems to the physical restructuring of the environments and identify types of social impacts: displacement and relocations, institutional, economic impacts and disruptions to community cohesion and lifestyles.

Russo (2002:165-182) suggested other types of social impacts; namely, occupational, cultural, transformation of norms, modification of consumption patterns and environmental impacts. Fredline et al. (2003:23-37) argue that the social impacts are those impacts that potentially have an impact on quality of life for local residents. Thus, economic outcomes of tourism (such as employment opportunities) and environmental effects (such as litter) are included because perceptions of such impacts are likely to contribute to residents’ overall reactions to tourism.

Tosun (2002:231-253) has a different view from Fredline et al. (2003:23-37). He argues that the perceived social impacts on host communities or destination areas may be classified into two categories. The first category relates to the characteristics of the destination area, which includes the perceived social impacts of the resident-visitor encounter; examples are crime, prostitution, and the demonstration effect (i.e. changes in values, attitudes, or behaviour of the host population that can result from observing tourists). The second category concerns social impacts on infrastructure development and their perceived effects on the local resources, for example, pressure on local resources and facilities, local versus imported labour, effects on local language and culture, and lifestyle changes.

Terzidou and Stylidis (2006:5-16) further argue that there is no clear difference between social and cultural impacts of tourism. Many theorists have attempted to classify the socio-cultural impact of tourism in three categories: the economic, social and environmental/physical impacts. On the other hand, Mason (2005:42-43) argues that there is a difference between social and cultural impacts of tourism. He further argues that "social impacts involve the more immediate changes in the social structure of the community and adjustments to the destination's economy and industry while cultural impacts focus on the longer-term changes in a society's
norms and standards, which will gradually emerge in a community’s social relationships and artefacts. Saayman (2007:29) also observes that there is a significant difference between social impacts of tourism and cultural impacts of tourism. Social impacts deal with individuals and social relations, dialect issues, health issues, religious practice and moral standards, while the cultural impacts cover non-material customs, material customs and acculturation-long-term change. Page and Connell (2006:360-362) emphasise that there is a significant difference between social and cultural impacts of tourism. They further outline the dimensions of tourist-host encounters in order to distinguish social and cultural impacts as depicted in Figure 2.4.

Figure 2.4: Dimensions of tourist-host encounter

Source: Adapted from (Saayman, 2007:29; Terzidou & Styliadi, 2006:3; Page & Connell, 2006:360-362)

Teo, Sharpley, Brunt and Courtney (cited in Ohmann, Jones and Wilkes, 2006:129-152) agree that social impacts are to be understood as short term consequences that become apparent in the form of immediate and noticeable changes in the quality of life of the host communities and their adjustments to the tourist industry. Cultural impacts, on the other hand, are of long-term nature, based on the changes of the host community’s social relationships, norms and standards.
The foregoing arguments can be summarised as follows:

- Some researchers do not distinguish between social and cultural impacts of tourism; they view them as one entity.
- The social impacts are "people impacts"; they are about the effects on the host communities due to their direct and indirect associations with tourists.

From this discussion, it can be concluded that the cultural consequences may not be immediately visible and thus may be experienced by local residents at a later stage. Consequently, the focus of this study is mainly on social impacts of tourism and not cultural impacts of tourism. Research on social impacts of tourism is of great importance because these social impacts of tourism affect the community in their daily activities.

2.7 The importance of perceptions of social impacts of tourism

Tourism developments affect individual people and communities, particularly those living in the tourism development areas. The effects may either be positive or negative. Research has shown that lack of clear objectives, involvement of the community and adequate resources by the tourism developers and governments pursuant to addressing the consequences of tourism developments result in various adverse effects on the directly and indirectly affected communities (Shale & Modo, 2002:1-42).

The basic ideal goal is that the community should not feel threatened by the tourism developments; instead the tourism developments should have positive consequences for at least those communities in which they have emerged. Whether the tourism developments serve the community or not, the host community will form perceptions of social impacts of tourism. These perceptions may be positive or negative. The host communities' subjective perceptions of tourism are important because these perceptions and attitudes affect the behaviour of residents toward tourists. This importance of the attitudes and perceptions of residents is reflected in the large number of studies, such as Lepp (2007:876-885); Freedline, Deery and Jago (2006b:3-27); Andereck, Valentin and Knopf (2005:1056-1076); Ngubane and Diab (2005:115-122); Harrill (2004:25); Kibicho (2004:33); McGeehe and Andereck (2004:131-140); Weaver and Lawton (2004:286-296); Sirakaya, Teye and Sonmez (2002:57-67); Fredline and Faulkner (2000:763-784); Andereck and Vogt (2000:27-36).

As suggested earlier, perceptions are predictors of behaviour, but what is perceived does not have to be true, it has to be thought to be true. Therefore perceptions can only be inferred and cannot be directly ascertained (Lepp, 2007:876-885). People form attitudes and opinions on social and economic issues (Walstad, 2001:223-230). In turn, these economic and social
attitudes, beliefs and opinions influence people's thoughts and actions. It is very clear that attitudes, beliefs, opinions and perceptions are the primary determinants of behaviour and should command attention of policymakers, researchers, managers and planners. Andriotis and Vaughan (2003:172) also support this view by emphasizing that the host communities' subjective perceptions of tourism are important because these perceptions affect the behaviour of residents towards tourism development. They further argue that perceptions rather than reality are what motivate residents to act or not to act in a certain way.

Knowing what people think and how they feel is important because this gives policymakers and decision makers the possible advantage of predicting and influencing human behaviour (Walstad, 2001:230-238). Gursoy and Rutherford (2004:495-516) suggest that community leaders and developers thinking of developing tourism need to consider perceptions and attitudes of residents before they start investing scarce resources if the proposed development project is to be successful. The residents' perceptions will determine, more than any other factor, whether the tourist will return and also tell others good things about their experience (Mason, 2005:42-51).

Gursoy and Rutherford (2004:495-516) maintain that awareness and knowledge of residents' perceptions of the social impacts of tourism may assist planners, managers and developers to identify real concerns and issues for appropriate policies and action to take place, optimizing the benefits and minimizing the problems. The perceived social impacts of tourism may be positive or negative and thus influence the community to support or oppose tourism developments. Research on residents' perceptions of social impacts of tourism also has value in tourism planning and management. As Lankford (2001:35-43) points out, research on the social impact of tourism is designed to provide planners with a database with which to develop planning and management techniques aimed at addressing local concerns and issues.

Furthermore, Dowart, Leung and Moore (2004:24-31) emphasise the importance of research on residents' perceptions and indicate that information on community perceptions may also be valuable when setting maintenance and management priorities for allocating scarce funds and resources. Specifically, the data from a community environmental scan can become the starting point in developing a citizen involvement process to discuss impacts, with the view to suggest mitigating strategies, and to decide on the scope and density of tourism developments (Harrill & Potts, 2003:233-244).

Using appropriate statistical procedures, the planner can identify which groups of people are more concerned or opposed to tourism development within the community (Harrill & Potts, 2003:233-44). This analysis will assist the planner in developing a network of concerned citizens. Visser (2003:264-293) shares a similar view with Lankford (2001:35-43) that research on residents' perceptions of social impacts of tourism contributes to tourism planning, specifi-
cally in community planning and participation. Residents' perceptions of the social impacts of tourism are important for planning strategies and for community involvement in local development through tourism. In particular, knowledge of attitudes and perceptions toward tourism provides information on strategies adaptable for tourism development.

Taking the above arguments into consideration, research on residents' perceptions of social impacts of tourism can be a useful tool, distinguishing the impacts felt by different groups within the community in order to achieve the desired result for both residents and tourism developers. Through research of residents' perceptions it is possible to eliminate the negative impacts of tourism and prevent the loss of valuable economic benefits through residents' negative attitudes towards tourism.

McGehee and Anderolec (2004:131-140) argue that residents' perceptions of and attitudes toward tourism impacts are as important as the actual impacts, if not more. The host communities' subjective perceptions of tourism are important because these perceptions affect the behaviour of residents toward tourists and they also have important implications for tourism planning and management. Even though existing literature has emphasised the importance of research on residents' perceptions of social impacts of tourism, research in general has ignored the management of the social impacts of tourism.

In this study the positive and negative community perceptions of social impacts of tourism, the role of government, the role of the private sector and the role of the community in managing tourism destinations at the Katse area in Lesotho will be measured with the aim to construct and test the CRM model that is hoped to assist the tourism developers and policy makers in their planning and management process. One of the most important issues that the study will address is how to manage the positive and negative social impacts of tourism. Having identified the importance of research on social impact perceptions in tourism, theories that predict these perceptions and attitudes are discussed.

### 2.8 Theoretical framework and models predicting perceptions

The support for tourism can be measured by the perceptions and attitudes of the local population, which can dictate the extent of the host community's acceptance of tourism (Konstantinos & Roger, 2003:172). There are several models and theories developed to explain the impacts of tourism and the way in which these impacts might be perceived by residents. These models and theories may be used in the management of the positive and negative impacts. Doxey's Iriride (1975:195-198), Butler's tourist area cycle models (1980:5-12), SET and SRT are the most popular models and theory to explain tourist-host relationships and their specific social impacts. These models and theories may be used to determine effective
management strategies that may be implemented in managing the positive and negative impacts of tourism.

2.8.1 Doxey's index of irritation (Irridx – 1975:195-198)

During the mid-1970s, there was a growing concern about the potential and real negative impacts of tourism on destination regions (Mason, 2005:22). This concern led Doxey (1975:195-198) to propose a model named the Irritation Index or, in short, Irridx. Doxey's (1975) model describes resident-visitor interactions and relationships. The Doxey's Irridx model outlines unidirectional changes in resident attitudes as a destination moves through the tourism destination growth cycle (Carmichael, 2006:115-135). The model suggests that as tourist numbers increase the community becomes more irritated.

The model has five steps, as shown in Table 2.2, from Euphoria to Antagonism, where the host irritation increases through the steps one to four. The main idea in Doxey’s Irridx was that over time, as the number of tourists increases, greater hostility from locals towards tourism would emerge (Murphy & Murphy, 2004:448). The model further suggests that over time, as locals become more hostile to visitors, visitor's numbers will not continue to grow at the same rate as previously and may actually decline (Mason, 2005:22).
Table 2.2: Doxey’s (1975:195-198) Index of Irritation

<table>
<thead>
<tr>
<th>STAGE</th>
<th>HOST COMMUNITY ATTITUDE</th>
<th>DESCRIPTION</th>
</tr>
</thead>
</table>
| STAGE 1 | EUPHORIA                | - Initial phase of development  
- Small number of visitors  
- Visitors and investors welcome - delight in contact  
- Few planning or control mechanisms |
| STAGE 2 | APATHY                  | - Visitors taken for granted – increasing indifference with large numbers  
- Visitor numbers increase  
- Contact between residents and outsiders becomes more formal (commercial)  
- Planning mostly concerned with marketing |
| STAGE 3 | ANNOYANCE               | - Saturation point approached  
- Number of visitors grows significantly  
- Residents have misgivings about tourist industry - concern and annoyance over price rises, crime, rudeness, and cultural rules being broken.  
- Policy makers attempt solutions via increasing infrastructure rather than limiting growth |
| STAGE 4 | IRRITATION              | - Irritation openly expressed – covert and overt aggression to visitors  
- Visitors seen as cause of problems  
- Planning now remedial but promotion increased to offset deteriorating reputation of destination |
| STAGE 5 | STAGE OF LOSS           | - Changed surroundings  
- Forgotten cherished environment  
- Past attractions |

Ramchander (2004:75-76) argues that the Doxey’s Irridex model is a useful simplification of the complex relationships and sets of attitudes that develop between tourists and host communities. The specific ability of host communities to accommodate or tolerate tourism, and the attitudes that are formed in consequence, are known to differ from community to community, and are determined by a number of factors, including the number and types of visitors, length of visit, and cultural distance between hosts and guests (Doxey, 1976:26-27).

The limitation of this framework is the assumption that homogeneity characterises a community. The model assumes that it is the whole community that becomes hostile to tourism, but often communities are heterogeneous and different sections of the community have different reactions. For instance, entrepreneurs and tourism students are likely to welcome any growth in tourism, as might any unemployed people (Bennett et al., 2005:14-19).
The Irridex model can also be criticised for its assumption of a reactive rather than a proactive community response (Weaver & Lawton, 2006:288). In order to cope with tourism developments official measures such as staying indoors, curtailing development, introducing quotas and improving infrastructure are only implemented after the local situation deteriorates. However, the model postulates that the more common an identity is felt by a community, the more likely it is to be able to make a constructive response about what levels and types of tourism it wishes to host (Murphy & Murphy, 2004:448).

The Katse dam located in the Katse area has become one of the most important tourist attractions in Lesotho. As a result, it is attracting a large number of tourists because it is one of the highly exposed tourism areas in Lesotho. According to the Lesotho Tourism Development Corporation (LTDC) visitor survey conducted during the peak season December (2005/6), Katse area was the second tourist attraction site in Lesotho while Sani pass in Mokhotlong was ranked as the first tourist attraction in Lesotho. It can be seen that communities in Lesotho feature at different positions on the Irridex, according to their level of exposure, what the area offers and the degree to which tourists and tourism are effectively managed.

2.8.2 Butler’s Destination Lifecycle Model (1980)

Another frequently cited conceptual framework in tourism studies is Butler’s tourist destination lifecycle model (Butler, 1980:5-12), depicted in Figure 2.5.
Figure 2.5: Destination lifecycle Model Butler (1980:5-12)

Butler (1980:5-12) proposed a hypothetical lifecycle model that attempt to explain the behaviour of both the industry and of the destination community. The basic idea of Butler’s (1980) TALC model is that a destination begins as relatively unknown and visitors initially come in small numbers, restricted by lack of access, facilities and local knowledge. As more people discover the destination, the word spreads about its attractions and the amenities are improved. Tourist arrivals then begin to grow rapidly toward some theoretical carrying capacity which involves social and environmental limits. During the final stage, the area will either decline or be rejuvenated. For instance, in the decline stage people will not wish to holiday in the area, but will use the region for day trips if it is accessible to large numbers of people. Lastly, due to increased congestion and unsustainable development causing the resources that originally drew visitors to the destination to become corrupted or no to longer exist; the destination may come to the rejuvenation stage.

Butler’s model is based on the marketing concept of the product lifecycle. The product life-cycle concept provides a means to trace the stages of a product’s market acceptance and growth, from its introduction (birth) to its decline (death) (Lamb, Hair, McDaniel, Boshoff & Terlanche, 2005:23).
When applied to tourism destinations, the model suggests and predicts a sequence of stages to describe the evolution and potential decay of tourist destination areas over a period of time (exploration, involvement, development, consolidation, stagnation and rejuvenation or decline) (Mason & Cheyne, 2000:391-411). It illustrates the various stages a destination travels through, depending on the number of tourists it attracts.

- **Exploration stage**

  Ryan (2002:17-26) argues that within the exploration stage the social impacts are small. Any commercial activity that occurs is small scale, is individualistically or family based, and there is effectively no adoption of formal marketing strategies by members of the host community. This stage can be described as a kind of informal “pre-tourism” stage, where visitors must accommodate themselves to the services and facilities that already exist in the area to serve local residents (Weaver & Lawton, 2006:310).

- **Involvement stage**

  At the involvement stage the relationship between host and tourist is still harmonious, and the tourists still possess a high level of interest in and sympathy with the local way of life (Mason & Cheyne, 2000:391-411). The tourist intake begins to increase slowly and local entrepreneurs begin to provide a limited amount of specialised services and facilities for tourists, such as guesthouses, B&B, provision for tourism guides and small semi-commercial attractions. This stage is associated with Doxey’s “euphoria” stage of development, because tourism is still at its initial stage of development, whereby there is little tourism planning (Weaver, 2000:151-161).

- **Developmental stage**

  At the development stage the relationship between tourist and host changes and tourism is now a business, and no longer enjoys the novelty and excitement that it once possessed (Ryan, 2003b:2-9). This stage is characterised by rapid tourism growth and dramatic changes in all aspects of the tourism sector over a relatively short period of time (Weaver & Lawton, 2006:313). The attitudes of the local community towards tourists also change rapidly. In this stage, tourists become a normal part of the local routine. However, as tourist numbers increase apathy may give way to annoyance within a growing portion of the population (Butler, 2000:284-298).

- **Consolidation stage**

  During the consolidation stage, the number of tourists still increases, although the incremental rate tends to be smaller when compared to the development stage. The most
important characteristic of this stage is that the level of tourism development begins to exceed the environmental, social and economic carrying capacities of the destination, thereby indicating increased deterioration of the tourism product (Weaver & Lawton, 2006:314; Ryan, 2003a:38-49). Attempts to extend the tourist season and to seek new markets are also considered crucial in this stage and this can be achieved through aggressive marketing campaigns.

- **Stagnation stage**

  This is the stage at which the number of visitors reaches a peak. Although the area has a well-established brand, it is no longer in demand. The area is now perceived to be outdated or otherwise less desirable as a destination. Ryan (2003b:2-9) argues that surplus capacity is a major problem in this stage, and this leads to price wars that further lead to product deterioration and bankruptcies, given the high fixed costs involved in the tourism sector.

- **Rejuvenation stage**

  The rejuvenation stage is largely determined by the positive or negative impacts that have occurred during the development stage. Therefore the final stage of decline is mainly contingent on the host community’s ability to cope with identified tourism impacts (Ramchander, 2004:77). If issues are insurmountable, decline occurs, with a concomitant drop in tourist arrivals to the area. However, if policies are enacted that sustain the balance between precious resources and tourist demands, decline will in all probability be averted (Butler, 1980:5-12).

Depending on the location where communities reside, residents exhibit varying forms of attitudes (Sirakaya et al., 2002:57-67). As the number of tourists to an area increases, residents who were at first overwhelmingly positive in their attitudes towards their guests develop greater reservations concerning the long-term benefits brought by the visitors (Tosun, 2002:231-253). This indicates that there is an expectation gap between what residents assume about tourism benefits in their destination and what they perceive themselves receiving from tourism.

The level of residents' satisfaction with tourists is therefore likely to diminish, thus leading to a negative attitude towards tourists. Sometimes residents' expectations of the benefits of tourism may be unrealistic, and difficult to fulfil or may be perceived to benefit only a certain area. If that is the situation, again there will be an expectation gap which will increase residents' negative attitudes towards tourism.
Butler’s lifecycle model further shows that if a destination attracts more and more tourists over time and has no planning or control, the destination will move through each stage until it eventually declines because of a degradation of the resort and its assets (Mason & Cheyne, 2000:391-411). At this stage it is often noted that tourism has essentially become the victim of its own success. Using Butler’s lifecycle model, the history of a destination, the identification of the causes that determine a positive or negative change, and the determination of the effect of these changes on the destination’s transition can easily be studied (Smith, 2004:275-290). The model also allows tourism planners and destination managers to examine the changes in a tourism destination’s environment in relation to the evolution of tourism as an economic activity. Lastly, Butler’s model is more than a descriptive model and can also be used as a predictive tool in planning and management of destination areas, as it concentrates on general issues of evolution within tourist areas, focusing mainly on marketing, organisation and ownership of tourist’s services and attractions.

Although the model has been used and supported by many researchers (Weaver & Lawton, 2001:439-458), Andereck and Vogt (2000:27-36) argue that Butler’s Destination Lifecycle model has ignored the fact that every destination may have a carrying capacity and the method is not empirically supported and therefore it has a limited practical use. Cooper, Fletcher, Fyall, Gilbert and Wanhil (2005:346) observe that, when Butler’s model is used, there is a tendency to focus on a single sector product, rather than a multi sector approach. Whilst it is true that there is often a concentration on a specific product, such as holidays, Butler’s model if used correctly, focuses on the total tourism based economy. However, a study may concentrate on a particular sector because that sector was predominant and is offered as an explanation for its development or lack of development.

Bennett et al. (2004:122-137) also argue that it is extremely difficult to identify the stage of the life cycle in which a destination currently finds itself, and to determine when an area moves from one stage to another. They further argue that this model does not take into consideration the fact that few tourist markets are homogeneous, and whilst a destination might be declining in popularity in one market segment, it might be increasing in popularity in another market segment.

2.8.3 Social Exchange Theory (SET)

SET evolved from Thorndike’s (1932; 1935) work on the development of reinforcement theory and Mill’s (1923) marginal utility theory (Cook, 2000:685-692). According to Milan (2005:1-24), the model that emerges to explain SET is comprised of five central elements:

- Behaviour is predicted upon the notion of rationality. That is, the more behaviour results in a reward, the more individuals will behave that way. However, the more an individual
receives a reward, the less valued it becomes, and the individual seeks alternative rewards through other behaviours or from other sources.

- **SET is based on a justice principle.** In each exchange, there should be a norm of fairness governing behaviour. That is, the exchange must be viewed as fair when compared in the context of a wider network or to third and fourth parties.

- The relationship is based on reciprocation. This means that each individual in the relationship is expected to provide benefits to the other so long as the exchange is equitable and the units of exchange are important to the respective parties. An exchange between two individuals must be seen as fair by both for the relation to continue, or at least to continue as strongly.

- Individuals will seek to maximise their gains and minimise their costs in the exchange relation. The notion of costs does not relate exclusively to financial issues, rather, costs can be incurred through the time and energy invested in a relationship.

- Individuals participate in a relationship out of a sense of mutual benefit rather than coercion. This means that coercion should be minimized.

SET is applicable in almost all social science disciplines, tourism management included. The support for tourism can be measured by the perceptions of the local population, which can dictate the extent of the host community's acceptance of tourism (Andriotis, 2005:67-90). Bearing this in mind, many attitudinal studies such as Gursoy et al. (2002:79-105); Kayat (2002:171-191); Jurowski and Brown (2001:355-370), have focused on social exchange theory by measuring residents' attitudes towards tourism and future development options. SET is concerned with understanding the exchange of resources between parties in an interaction situation where objects offered for exchange have value, are measurable, and there is mutual dispensation of rewards and costs between actors (Gursoy et al., 2002:79-105; Kayat, 2002:171-191; Jurowski & Brown, 2001:355-370; Kern & Willcocks, 2000:321-350).

This means that residents develop and promote tourism and then serve the needs of the tourists (Andereck & McGehee, 2004:131-140). The theory further indicates that residents who perceive tourism development as offering personal benefits will express a positive attitude towards it, while those with a negative perception of benefits to themselves will have a negative attitude (Slabbert, 2007:155). Andriotis and Vaughan (2003:172) also note that community groups who view the exchange as problematic will oppose tourism development.

Andriotis and Vaughan (2003:172) carried out a study on urban residents' attitudes toward tourism development in Crete. This study confirmed the usefulness of social exchange theory in explaining residents' perceptions toward tourism. The results of this study revealed that the
most significant single factor affecting residents' perceptions within the sample was education. In contrast to the majority of past research, this study found that education can determine residents' attitudes. Highly educated respondents were more likely to express concern about the impacts of tourism. Following the principle of SET, Andriotis and Vaughan (2003:172) conclude that those residents who benefit from tourism perceive on average greater social and economic advantages than those who do not receive any benefits, since residents employed in the tourism industry had more positive opinions toward tourism.

Waitt (2003:194-215) is also of the view that SET specifies the exchange of tangible or intangible resources that residents and tourists may give and receive in the host-resident tourism context. Residents are willing to enter into exchange with tourists if they receive more benefits than costs (Weaver & Lawton, 2001:439-458). For instance, Sirakaya et al. (2002:57-67) argue that residents seek benefits of tourism in exchange for something estimated to equal the benefits they offer in return, such as resources provided to tourism developers, tour operators and tourists. Included in the bundle offered by residents are support for appropriate development and the host community's hospitality. From a tourism perspective, social exchange theory postulates that an individual's attitudes toward tourism and subsequent level of support for its development will be influenced by his or her evaluation of resulting outcomes in the community. Some community residents reap the benefits, while others may be negatively impacted.

SET suggests that people evaluate an exchange based on the costs and benefits incurred as a result of that exchange (Hall, 2003:287-306). An individual who perceives benefits from an exchange is likely to evaluate it positively; one that perceives costs is likely to evaluate it negatively (Waitt, 2003:194-215; Gursoy & Rutherford, 2004:495-516). Thus residents perceiving that they are benefiting from tourism are likely to view it positively, while those perceiving that they do not will view it negatively (Gursoy & Rutherford, 2004:495-516).

Bignoux (2006:619) also argues that SET is all about the following aspects:

- Exchange is shaped by social relations and personal ties
- Exchange is voluntary
- Exchange takes place within a social system
- Exchange is not contradicted explicitly and
- Exchange is a combination of economic and non-economic exchanges.

The importance of using SET is that it is able to accommodate explanations of both positive and negative perceptions and to examine relationships at either the individual or the collective level.
Social exchange demonstrates that resident evaluation of the impacts of tourism and resident support for tourism are dependent on what residents value (Gefen & Ridings, 2002:47-69).

Although this theory seems to be popular and used by many social scientists, it has been subject to criticism, as described by Miller & Twining-Ward (2005:201-214).

- The theory reduces human interaction to a purely rational process that arises from economic theory.
- The theory favors openness, as it was developed in the 1970s when ideas of freedom and openness were preferred, but there may be times when openness is not the best option in a relationship.
- The theory assumes that the ultimate goal of a relationship is intimacy, when this might not always be the case.
- The theory places relationships in a linear structure, when some relationships might skip steps or go backwards in terms of intimacy.

Notwithstanding such criticisms SET is still used by many social scientists. For instance, Andriotis and Vaughan (2003:172) incorporated SET into a conceptual framework to form the social exchange-processing model as a theoretical basis to assist scholars in understanding why residents have positive and negative perceptions of tourism. The Social Exchange Theory will, therefore, form the basis of the investigation of the perceptions of the social impacts of Katse residents in Lesotho, with the view to develop CRM for effective management of both positive and negative social impacts of tourism.

2.8.4 Social Representation Theory (SRT)

The development of individual attitudes and perceptions toward tourism may be successfully studied by examining the Social Representation Theory (SRT), which may result in effective management of the positive and negative social impacts. Moscardo (2008:92-106) suggests that social representations are particularly valuable for explaining social conflict or reactions to salient issues within a community. The theory concerns describing and understanding how and what people think in their ongoing everyday experiences and how a wider social reality influences these thoughts. Therefore communities, such as the Katse community, may be considered as social groupings that exhibit active social engagement. As such, social representations may be closely linked to social groups. Representations are shared by groups of people within a society, although not all groups of people are uniformly cohesive (Fredline & Faulkner, 2000:763-784).
In tourism management, SRT may be used to examine how individuals or representations towards development regulate individual actions and outcomes by finding a relationship between socioeconomic and other factors such as values, beliefs, and perceptions of tourism development. Andriotis and Vaughan (2003:172) argue that it is vital to identify community groups in the attempt to understand their perceptions and influence their reactions. Understanding their perceptions in community groups may lead to successful management of the social impact which may result in sustainable tourism. Social Representation Theory may become a useful management tool for future community planning in that the theory helps to identify disenfranchised clusters and gives direction for potential unifying management strategies (Murphy and Murphy 2004:48) which may be used in managing the positive and negative social impacts.

2.9 Similarities between models

The tourism development cycle models of Butler (1980:5-12) and Doxey’s Irreide model (1975:195-198) remain popular in examining tourism impacts and community responses (Tosun, 2002:231-253). Ateljevic and Doorme (2003:123) suggest that the underlying premise to those models with regard to community impacts is that the host community’s quality of life improves during the initial phases of tourism development but reaches a carrying capacity or level of acceptable change beyond which additional development causes negative changes.

This implies that the two models follow the product lifecycle model proposed by marketing research. In the product lifecycle model the product passes from introduction to decline stage. In Butler’s model, destinations evolve via the stages of exploration, involvement, development, consolidation and stagnation, followed by either decline or rejuvenation, while Doxey’s model explains host-guest interactions and relationship via the irritation index that includes four stages: euthoria, apathy, irritation, and antagonism (see Figure 2.6). Both Butler and Doxey models are describing the same phenomenon but from different perspectives. Butler is focusing on the industry and its development, while Doxey is focusing on the changing reactions of the host populations to the development, as observed in Figure 2.6.

Furthermore, the two models constitute the beginning of the development of a conceptual basis for the assessment and management of social impacts. They both imply that tourist destinations are of a dynamic nature and they undergo a measure of change as time passes. They also recognise that the social impacts of tourism change through time in response to structural changes in the tourist industry, and the extent and duration of the exposure of the host population to tourism development.
Figure 2.6: Product and destination lifecycles with potential resident reactions

Source: Adapted from (Murphy & Murphy, 2004:32-33)

2.10 Differences between models

Doxey’s model emphasises the changing reactions of the host community towards tourism development while Butler’s model focuses on the industry and its development (Murphy & Murphy, 2004:30-36). Butler’s model is regarded as the most important theory contributing to planning and management. Butler suggested a model in which tourism destinations develop over time. He argued that the resorts develop in particular stages over time and therefore the
processes and stages of growth are applicable to all tourism destinations (Mason, 2005:28). The two models incorporate a dynamic element, assuming that social impacts will change over time. However, they differ in their conceptions of the directions in which change may take place. Doxey assumed that change is unidirectional, whereas Butler’s framework allows attitudes and behaviour to change in a variety of directions. Furthermore, the scale of the framework is rather different. Doxey’s framework is to be applied to the prevailing mood of a resort in its entirety, while Butler’s framework examines groups and individuals within a single resort. It recognises that there may be different attitudes towards tourism within a resort and these may lead to tensions and even political pressures between different groups in that resort.

SET differs from the Doxey and Butler models in that it is able to accommodate explanations of both positive and negative perceptions and to examine the community relationships at either the individual or the collective level. It demonstrates that resident evaluation of the impacts of tourism and resident support for tourism are dependent on what residents value. SRT is regarded as being more than personal attitude creation. It emphasises more of the social influences and interactions of community and society than simply relying on personal interpretations of events. SRT concentrates on social engagement of the community while SET argues that residents who see a potential for economic gain develop a stronger level of support than those who have an ecocentric attitude regarding impact assessments. Residents who have an ecocentric attitude value the natural environment than the human progress (Page & Connell, 2006:389).

From these models and theories the following observations can be made:

- Over time, as locals become more hostile to visitors, visitor numbers will not increase at the same rate as previously and may actually decline.
- Residents who perceive themselves as benefiting from tourism are likely to view it positively.
- Attitudes towards tourism will be affected by the varying degrees of contact and involvement the residents have with the industry.
- Representations are shared by groups of people within a society.
- As visitor numbers increase, the need for carefully planned and managed tourism in relation to social impacts becomes and continues to be a critical issue to be appreciated.

In the current study the models (Doxey and Butler) discussed assist in assessing and exploring the Katse community’s attitude at certain stages of tourism development while SRT and SET form the basis of an investigation of the perceptions of the social impacts of Katse residents. Both the models and theories will form the basis for the development of the CRM for managing
the positive and negative impacts of tourism. They are also important management tools that may be used for effective management of the positive and negative social impacts.

2.11 Conclusions

This chapter has provided an overview and framework for assessing the community perceptions of tourism, with the intention to construct and test a Community Relations Model (CRM). This chapter started with an explanation of how sociology originates. Sociology came as a result of the work of its founders: namely, Auguste Comte, (1789-1857); Harriet Martineau, (1802-1876); Herbert Spencer, (1820-1903); Emile Durkheim, 1858-1917); Max Weber, (1864-1920); Karl Marx, (1818-1883); Robert Merton, (1910-2003) (Kendall, 2008:2-12).

The account of the origin of sociology was followed by an explanation of contemporary theoretical perspectives of sociology, specifically, the functionalist, conflict and interactionist theories. The definition, scope and relationship of sociology with other social science disciplines, namely, economics, political science, psychology, anthropology, ecology, marketing, geography, law and educational studies and in particular tourism management were discussed.

The last part of the chapter highlighted the philosophy of tourism management and different meanings of social impacts of tourism. It must be acknowledged that tourism results in a range of social impacts. The importance of perceptions of social impacts of tourism is crucial because they affect the behaviour of residents toward tourists; they also assist in determining positive and negative attitudes towards tourism, because perceptions are the primary determinants of community behaviour.

The models Doxey's Iridex model (1975:195-198) and Butler's tourist area cycle (1980:5-12) offer a reflection of resident perceptions of tourism and useful assessment criteria for exploring the community attitudes at certain stages of tourism development. SET and social SRT were explored as logically and intuitively appealing theories to form the basis for investigation of perceptions of social impacts of tourism of Katse residents. In addition, this chapter aimed to analyse the social impacts of tourism. This objective was achieved by discussing the origin of sociology, contemporary theoretical perspectives of sociology and the relations between sociology and tourism management. The next chapter will discuss the perceived positive and negative social impacts of tourism, the techniques that may be used to manage the positive and negative social impacts and the components that may form part of the CRM.
CHAPTER 3
RELATIONSHIP BETWEEN COMMUNITIES AND SUSTAINABLE DESTINATION MANAGEMENT

3.1 Introduction

The planning and management of tourism destinations is a complex task due to the independence of multiple stakeholders and fragmented control over the destination's resources. One of such stakeholders, who are often excluded from planning and management of tourism, is the community (Choi & Sirakaya, 2005:380). However, Wheat (2002:6-7) argues that in order to achieve sustainable tourism, community involvement, cooperation and participation in the development process should be encouraged by all the stakeholders in tourism management.

Community involvement, cooperation and participation in the development process improve the information base, and ensure that community residents who are affected by the decisions are informed and consulted, creating common understanding and building a broad commitment to decisions (Choi & Sirakaya, 2005:380). Therefore local planners, destination managers, the private sector and the government should solicit the goodwill, participation, cooperation and collaboration of destination communities so that economic, social, cultural, political and tourism sustainability are achieved for the benefit of all.

The purpose of this chapter is to provide a theoretical basis for assessing host community perceptions of the social impact of tourism, how the tourism destinations can be effectively managed in order to ameliorate the negative social impacts of tourism and how to enhance the positive impacts of tourism. The chapter is divided in three sections depicted in Figure 3.1.

Section one begins with a discussion of the host-tourist relationship and how this relationship is important in predicting residents' perceptions. An extensive literature review covers sources of the host community perceptions of the social impacts. These sources may be found in the macro environmental factors influencing the social characteristics of the host community. The characteristics of destinations and of tourists, which are factors influencing residents' perceptions of the social impacts, and the positive and negative social impacts of tourism are also discussed.
Figure 3.1: Chapter three layout

Section two deals with an exposition of destination management and tourism management tasks: planning, organising, controlling and leading and the role players in destination management; namely, the government, the community and the private sector. Lastly, section three covers sustainable tourism management and tourism management techniques that may be employed in managing the social impacts of tourism in order to achieve sustainable tourism development, which include community participation, community empowerment, community awareness and education and community collaboration and partnerships.
SECTION ONE

3.2 Social impacts of tourism

Knowing the nature of tourism impacts will not automatically lead to solutions. It is equally crucial to identify the sources of these social impacts of tourism and how they influence interactions between tourists and residents. This section deals with the tourist-host interrelationship, sources of host perceptions of social impacts, and the importance of negative and positive social impacts.

3.2.1 The tourist – host interrelationship

The history of tourism indicates that tourism is a social activity that has to do with the way in which the tourist and the host interact (Page, 2007:399-402). Tourism is concerned with the tourist-host interrelationship, the nature of the contacts between hosts and guests and with the consequences of these contacts. Keyser (2002:347-350) identifies three ways in which contact or interaction between tourists and hosts takes place (Table 3.1).

Table 3.1: Interactions between tourists and hosts

<table>
<thead>
<tr>
<th>INTERACTION</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOCIAL</td>
<td>Interaction takes place while tourists and hosts share resources and facilities available to both tourists and host communities, such as beaches, public transport and restaurants.</td>
</tr>
<tr>
<td>ECONOMIC</td>
<td>Tourists and hosts engage in the buying and selling of goods and services, such as arts and crafts, guiding services and accommodation. Often, but not exclusively, these interactions occur within the confines of facilities created for the tourist.</td>
</tr>
<tr>
<td>CULTURAL</td>
<td>Many destinations feature organised displays and performances of indigenous culture, or offer opportunities for cultural exchange, such as visits to local villages, places of cultural significance, and meetings with community members. This requires tourists to venture beyond the range of tourist facilities and into the sphere of living of the host community.</td>
</tr>
</tbody>
</table>

Page and Connell (2006:360) argue that tourism as a social activity is about people and how people as tourists interact with other locations and peoples, engaging in experiences that influence their own or the host community attitudes, expectations, opinions, and lifestyles. Terzidou, Stylidis and Sziva (2008:113-129) share the same views with Page and Connell.
(2006:360) and note that tourist-host relations occur in various ways, such as when tourists buy goods from local stores, or in swimming and entertainment places.

The tourist-host relations are determined by the characteristics of the people involved and the conditions under which the contact takes place. Such conditions may include the short length of the tourist’s stay, which can result in a superficial relationship with the host. A Second condition may be temporal and spatial constraints, where the tourist wants to experience as much as possible while also being constrained by spatial factors, such as, areas developed solely for tourism. Thirdly, there may be lack of spontaneity in places where tourism becomes more economically oriented and the traditional and informal meetings between tourists and hosts have become more rigid. Lastly, there may be unequal and unbalanced experience, where hosts feel inferior and sometimes even exploited (Page & Connell, 2006:360).

The characteristics of the people involved and the conditions under which the contact takes place explain why the relationship between tourists and locals is often shaped and damaged by stereotyped relationships between tourists and hosts. Leiper (2004:235) argues that “tourists are often valued by hosts for the economic benefits they bring and might be rated as superior because of that value”. This becomes part of a stereotyped notion of tourists that handicaps the social interaction between tourists and hosts. It can, therefore, be seen that the tourist-host interrelationship can be influenced by many factors emanating from these relationships.

Realising the tourist-host interrelationship and understanding its social consequences are important issues because tourism in destinations where development leads to perceived impacts can emerge as a source of conflict between hosts and tourists. Once there is conflict between the two, the possibility may occur that the host might form negative attitudes towards tourism. It is clear that tourism planners, managers and all stakeholders need to ensure that the host-tourist interrelationship is given a priority, as it may be one measure of an area’s ability to host or not to host tourists. Tourism planners and managers need to ensure that the tourist-host interrelationship is positive if the industry is to be sustainable in the long-term. The relationships that occur between tourist and host communities as a result of their contact will result in positive or negative social impacts of tourism.

3.2.2 Sources of host perceptions of social impacts

The social characteristics of the host community are influenced by larger macro-environmental factors: namely, political, economic, social and cultural, technological (PEST) and natural aspects of their wider environment (Richards & Hall, 2000:38) (see Figure 3.2). The problem of separating the impacts of tourism from these larger societal influences is not yet solved (Ratz, 2003:36); as a result, the present study focuses exclusively on resident perceptions of social impacts of tourism.
Residents do not all exhibit the same perceptions of social impacts of tourism. There is often great heterogeneity within communities and, as a result, great variety in attitudes about tourism development exist (Gursoy & Rutherford, 2004:495-516; Mason & Cheyne, 2000:391-411). The factors that influence residents’ attitudes may not be the same, depending on different tourist and destination factors influencing residents’ opinions about tourism.
There are different variables that contribute to community perceptions of social impacts of tourism which can be categorised as extrinsic and intrinsic factors (Page & Connell, 2006:366). Extrinsic factors are those factors that affect the community at a broader level, such as the pace of tourism development. The extrinsic factors represent the external influences of tourism impacting on a community while the intrinsic factors relate more specifically to residents, how residents react to the external forces and attempt to integrate tourism into their general life, for instance, the community demographic structure, employment in the tourism industry, socio-economic characteristics, involvement and proximity of residence to tourism areas (see Figure 3.3) (Page & Connell, 2006:366; Murphy & Murphy, 2004:265).

![Figure 3.3: Extrinsic and intrinsic factors](image)

*Stage of tourism development*
*Tourist/resident ratio*
*Type of tourist*
*Seasonality*

*Involvement*
*Socio-economic characteristics*
*Residential proximity*
*Period of residence*

**INTRINSIC DIMENSION**

*Source: Adapted from (Murphy & Murphy, 2004:265)*

The nature and intensiveness of the impacts of tourism on a destination depend on a range of factors that have to be taken into consideration. The two main specific social factors (Table 3.2) that influence residents’ attitudes are the characteristics of the community or destination and the characteristics of the visitors / tourists (Slabbert, 2007:162).
3.3 Characteristics of the community/destination

Destination factors are those that are part of the destination itself, such as travel linkage and circulation, local acceptance of tourism, and local vitality and leadership (Kreag, 2001:10). In addition, Slabbert (2007:162) suggests the following factors, which are illustrated in Table 3.2 below.

Table 3.2: Factors influencing residents' opinions about tourism

*Source: Slabbert (2007:162)*

- Community attachment and concern (measured as length of residence, having been and or grown up there)

Attachment to the community has been defined as the level of social bonds: for instance, friendships, sentiment and social participation (Gursoy et al., 2002:79-105). Gursoy and Rutherford (2004:495-516) in their study of host attitudes toward tourism found that community attachment, community concern, use of tourism resources, egocentric attitudes, and the state of the local economy are factors that are likely to influence the host community’s perception of impacts and their support. They further argue that, before attempting to develop tourism, planners and managers should gather information about individuals attached to the community. Once they have gathered such information they can develop communication strategies to address the issues raised by residents.
• **Economic dependency**

The more developed the local economy of a country is, the less they depend on the tourism industry and the less its impact. In support of SET, the majority of studies have shown that residents who are dependent on the tourism industry, or perceive a greater level of economic gain or personal benefit, tend to have more positive perceptions of the impact than others (McGehee & Anderbeck, 2004:131-140; Sirakaya et al., 2002:57-67).

McGehee and Anderbeck (2004:131-140), also investigating economic dependency on tourism, found that, as communities became increasingly tourism dependent, it tended to become increasingly cognizant of negative community impacts, and these negative impacts would overshadow the positive influences of tourism on a community. On the other hand, the findings to date suggest that economic dependency on tourism emerges as a significant variable underlying residents’ positive perceptions of the social impacts and favourable attitudes toward tourism development in a majority of the studies (Kuvan & Akan, 2004:691-706; Weaver & Lawton, 2001:439-458).

• **Distance of tourism (activity centre from residents' homes)**

Residents who are closer to tourism attractions and tourism development areas are more likely to be affected by factors, such as crime and traffic congestion, and as a result they tend to be more negative towards tourism (Slabbert, 2007:162). Similarly, Williams and Lawson (2001:269-290) examined how residents of ten New Zealand towns perceived the effects of tourism on their communities. They found that those residents living close to tourist attractions have more negative attitudes towards tourism than residents living far from tourist attractions.

Similarly, Harrill and Potts (2003:233-244), in a study of the Charleston, South Carolina, historic district, found that the neighbourhood with the most negative attitudes toward tourism in that city was located in the tourism core and received the most negative impacts, whereas other neighbourhoods with more positive attitudes toward tourism were further from the core and received fewer impacts. Fredline and Faulkner (2000:763-784) also observed that residents who held negative attitudes toward tourism developments were more likely to live very close to where the developments were carried out (within 1.5km on average), while those who lived more than 5km away from tourism developments appeared to be fairly unconcerned.

• **Involvement of residents**

In order for residents to support tourism, it is important to involve them in planning and decision-making with regard to tourism developments in their communities (Mitchell &
Reid, 2001:113-139; Sheldon & Abenoja, 2001:435-443). Dieke (2005:1-20) argues that most tourism planning projects are managed by a steering committee composed of persons associated with the exercise in some way. These persons usually include representatives of government ministries, the private and public sector and sometimes including NGO's. It is unusual to find representatives from communities where developments are going to take place and also the private sector might be under-represented. Local involvement helps align tourism with the attitudes of the rest of the community (Tosun, 2000:613-633). The advantage of local participation and management of tourism businesses is that it keeps profits from leaving the community.

- **Level of knowledge**

Andercck, Valentin and Knopf (2005:1056-1076) argue that people who are more knowledgeable about tourism and those who have more contact with tourists have more positive perceptions of tourism’s impact on community life, image, and economy. This argument shows that it is important that community members are informed about the benefits of tourism to the local economy, as this can influence their attitudes and perceptions towards tourists positively (Slabbert, 2007:162).

Andercck, Valentin and Knopf’s argument is supported by their study which they carried out in Arizona (a Southwest US State) in which they found that community members seemed to be aware that the tourism industry positively influences many aspects of a community and negatively influences others, but the more knowledgeable they are, the more they seem to be aware of the ways it can improve local economies, but also of some of tourism’s disadvantages for community life and image.

Teye et al. (2002:668-688) also found that the positive attitude of those who have higher levels of education may be explained by the fact that much has been written and discussed regarding the benefits of tourism and therefore the respondents may be more aware of the potential benefits than those with lesser education.

- **Demographic characteristics**

Demographics, such as family membership, social status, age, gender, education, profession, may influence the actions and activities of hosts. However, Sirakaya et al. (2002:57-67) and Tosun (2002:231-253) found that there was no consistent relationship that emerged when testing the connection between demographic variables and residents’ attitudes. The only demographic characteristic that appears to predict residents’ attitude towards tourism is business versus community groups, where business owners are more positive toward tourism than other groups (McGehee & Andercck, 2004:131-140). How-
ever, in the study of Nunkoo and Ramkissoon (2007:138-144), the age of the respondent was found to be a determinant of the residents' attitudes toward the social impact of tourism. The younger residents had more negative perceptions towards tourism than older ones. Similar findings have been revealed by other research such as the studies by Kuvan and Akan (2004:697-706); Teye, Sirakaya and Sonmez (2002:668-688); Chen (2001:235); Weaver and Lawton (2001:439-458).

In addition, Mason and Cheyne (2000:391-411), in a study of rural New Zealand found that male residents are more supportive of tourism compared to females, due to the latter's perceptions of negative impacts, such as increases in traffic, noise and crime. Andereck and Vogt (2000:27-36) maintain that even when both sexes express support for the development of tourism in an area, they give different reasons for their support, which again suggests differences in perceptions and stance based on gender differences.

3.4 Characteristics of visitors/tourists

Characteristics of visitors/tourists include elements such as the type and number of tourists, tourists' length of stay, economic characteristics and cultural similarities (Slabbert, 2007:163; Kreag, 2001:13).

- Type and number of tourists

Small numbers of tourists are often relatively unobtrusive and may be a curiosity or an interesting diversion for community residents. Matina and Dimitrios (2006:1-19) and Terzidou et al. (2008:113-129) argue that low numbers of tourists result in a low impact, and a high tourist volume results in a high impact. In other words, those who integrate with local services and people have less impact than those who rely on mass tourism facilities.

- Pace of tourism development

It has been observed that some destinations have witnessed rapid growth which has been relatively uncontrolled (Mason & Cheyne, 2000:391-411). Social impacts are likely to be higher in these areas and therefore local communities need to adapt gradually to the needs and benefits of change and tourist demand.

- Ethnic/racial characteristics

When the tourist population differs greatly in ethnic or racial origin or economic status from the local population, more consideration of resident concerns is needed to reduce the potential for resentment, social conflict, and crime (Kreag, 2001:13-15). Andriotis and
Vaughan (2003:172) argue that the degree to which the host and visitor populations are different from each other in terms of racial characteristics, cultural background and socioeconomic status will have a significant bearing on local perceptions. When the number of visitors reaches a point that residents feel a sense of displacement, obstruction, loss of community, threat to safety or resentment, conflict and resistance may result (Kreag, 2001:14). Careful planning and ongoing education can reduce points of conflict and resistance from residents (Harill, 2004:25).

It can clearly be seen that host perceptions of social impacts of tourism emanate from various sources. These suggest that, before attempting to develop tourism, tourism planners, policy makers and managers should gather information about individual tourist characteristics and destination/community characteristics influencing the hosts' perceptions of the social impacts of tourism. This information will assist them to direct tourism growth toward local needs that will enhance tourism's value to the community and help create a sustainable industry. Creating a successful and sustainable tourism industry creates a successful and sustainable economic activity (Iroegbu & Chen, 2001:155-161).

Lastly, all the stakeholders in tourism management should be aware that knowing and understanding the nature of tourism impacts will not automatically lead to solutions. Proper planning and management are necessary to achieve sustainable tourism development. Having identified the sources of hosts' perceptions of the social impacts of tourism, the next section addresses the perceived positive and negative social impacts of tourism.

3.5 Positive and negative perceptions of social impacts

Residents' perceptions of social impacts of tourism have been studied extensively (McKercher, 2003:1-11; Gursoy et al., 2002:79-105; Lindberg, Ansersson & Dellaert, 2001:1010-1030; Iroegbu & Chen, 2001:155-61; Konstantinos, 2001:67-90; Mason & Cheyne, 2000:391-411). However, the findings of these studies have produced contradictory results.

While several studies have reported that residents tend to perceive the social impacts of tourism development negatively (Tosun, 2002:231-258), others argue that host residents view tourism as providing various social benefits (Gursoy & Rutherford, 2004:495-516; Sirakaya et al., 2002:57-67; Besculides, Lee & McCormick, 2002:303-319) (see Table 3.3). Williams and Lawson (2001:269) argue that if it is known why residents support or oppose tourism, it will be possible to select those developments which can minimize negative social impacts and maximize support for such alternatives.
Table 3.3: Positive and negative social impacts of tourism

Source: Mason & Cheyne (2000:391-411)

3.5.1 Perceived positive social impacts of tourism

Tourism plays a significant role in enhancing communication and understanding between tourists and local people (Matina & Dimitrios, 2006:1-19; Terzidou et al., 2008:113-129). Through this exchange, some misconceptions about the host country may be eliminated, improving also the image of the destination, thus developing tourism (Turnock, 2001:137-150). Some of the general perceived positive social issues associated with tourism development are noted below:

- Improved quality of life

Tourism has the potential to promote social development (Kelly, 2006:1-13). Residents of any host area may perceive the social impacts of tourism in a positive way because of its potential for job creation, income generation, and enhancement of community infrastructure, as has been found in many host communities (Andriotis & Vaughan, 2003:172; Andriotis, 2002b:53-62; Mitchell & Reid, 2001:113-139; Saveriades, 2000:147-156).

Similarly, Andriotis (2002a:53-68), Mitchell and Reid (2001:113-139) and Saveriades (2000:147-156) found that the community of any host area may perceive tourism in a positive way because of its potential for increasing the number of attractions, recreational opportunities and services. Saveriades (2000:147-156) further observed that even where
the physical presence of tourists impeded the lifestyle of local residents, there were no feelings of resentment or irritation. He found that the majority of residents did not feel like foreigners in their own town and they did not wish to see tourism decline, perhaps conscious of the positive effects it brought.

- **Promotion of cultural exchange**

Konstantinos (2001:67-90) argues that interaction between the community and tourists may lead to cross-cultural understanding because the community and tourists are in contact with one another and therefore learn more of each other’s culture and this broadens education. Similarly, Besculides, Lee and McCormick (2002:303-319) assert that the increase in the flow of visitors creates opportunities for cultural exchange and revitalization of local traditions; it increases quality of life, and improves the image of the community.

Kreag (2001:5-12) argues that experiencing different cultural practices enriches experiences, broadens horizons and increases insight and appreciation for different approaches to living. Often, dwindling interest in host cultures is revived by reawakening cultural heritage (Joseph & Kavoori, 2001:988-1009) as part of tourism development, which increases demand for historical and cultural exhibits. This interest shown by tourists in local culture and history provides opportunities to support preservation of historical artefacts and architecture (Garrod, 2002:15-35). When people learn more about others their differences become less threatening and more interesting (Kreag, 2001:5-12).

- **Economic opportunities**

Economic opportunities are among the major reasons for residents to migrate to cities. People migrate to cities to pursue a better life (Afolayan, 2001:5-40). However, if greater economic opportunities are made available in their home areas, locals do not have to migrate to cities in their quest to improve their quality of life (Pelligrino, 2000:395-408). Instead, economic opportunities from tourism development encourage natives to return to their homes and non-natives to seize this opportunity to establish themselves in local areas (Paviagua, 2000:349-371).

Thermil and Shaeffer (2004:32-40) found that with the increase of the flow of visitors to Saut d’Eau in Haiti, locals experienced positive social impacts of tourism. As a result of the continuous growth in the flow of visitors, several social projects were executed for the community, such as road maintenance, potable water and electricity. The higher flow of visitors created a positive perception about social impacts of tourism development, because of economic opportunities. According to Mason and Cheyne (2000:391-411), the
Rotorua, Tauranga and Bay Islands communities in New Zealand saw job creation, better incomes, increased civic pride, and support of heritage preservation, increased facility provision and the opportunity to meet new interesting people as the positive impacts resulting from tourism. The jobs created by tourism can act as a vital incentive to reduce emigration from rural areas. Local people can also increase their influence on tourism development, as well as improve their job and earnings prospects, through tourism-related professional training and development of business and organisational skills (Mathieson & Wall, 2006: 18-34).

- **Employment and occupational structure**

  Tourism is often given credit for generating new employment opportunities for the host population, particularly in developing countries. Statistics show that currently the tourism sector in Lesotho hires about 21,000 workers and contributes 1.2 percent of GDP (Lesotho Government, 2006:3-12). The Lesotho Central Bank estimates that 86 percent of these workers are Lesotho citizens while 14 percent are expatriates. However, some scholars claim that uncontrolled tourism development on a large scale generates employment for expatriates rather than the local population (Mitchell & Reid, 2001:113-139). Thus it may be difficult for the local people to play a leading role as entrepreneurs in tourism.

  Qualified employees may be brought from outside the country to work for the hotels since there are not qualified local people to work in certain positions, especially in developing countries (Saveriades, 2000:147-156). Local people are employed in jobs which do not require any skills and qualifications (Tosun, 2002:231-253). It is further argued that, while tourism may create employment, the jobs it produces are of an inferior nature especially in developing countries (Saveriades, 2000:147-156).

- **Infrastructure and facility development**

  Fredline et al. (2005: 3-22) argue that the social impacts of tourism most positively perceived by residents are the development of infrastructure and the economic benefits derived by residents. As tourism supports the creation of community facilities and services that otherwise might not have been developed, it can bring higher living standards to a destination. Benefits can include upgraded infrastructure, health and transport improvements, new sport and recreational facilities, restaurants and public spaces as well as an influx of better-quality commodities and food (Weaver & Lawton, 2001:439-458). In Lesotho, the Lesotho Highlands Water Projects (LHWP) constructed roads and some bridges in the Lesotho Highlands, changing the pre-dam conditions of lack of roads and
bridges. This has been an important development because residents' mobility was enhanced, allowing them to travel more easily and quicker (Matli, 2005:115).

- **Civic involvement and pride**

Tourism also helps raise local awareness of the financial value of natural and cultural sites and can stimulate a feeling of pride in local and national heritage and interest in its conservation (Kreag, 2001:5-12). More broadly, the involvement of local communities in tourism development and operation appears to be an important condition for conservation and sustainable tourism development (Cattarinnich, 2001:13-46). It also helps foster a sense of community pride as visitors choose to visit a location for a reason. However, community pride is generally related to economic prosperity, with affluent communities more likely to take pride in their district (Tosun, 2005:333-352).

- **Tourism as a force for peace**

Travelling brings people into contact with each other and, as tourism has an educational element, it can foster understanding between people and cultures and provide cultural exchange between hosts and guests (Cattarinnich, 2001:13-46). Because of this, the chances increase for people to develop mutual sympathy and understanding and to reduce their prejudices.

- **Strengthening communities**

Tourism can add to the vitality of communities in many ways. One example is that events and festivals of which local residents have been the primary participants and spectators are often rejuvenated and developed in response to tourist interest (Cattarinnich, 2001:10-46). Fredline et al. (2003:23-37) found that the Australian Grand Prix event hosted in Melbourne was seen as creating more employment opportunities and leading to better maintenance of public facilities in the vicinity of the event zone. Arcodia and Whitford (2002:345-352) observe that events renew a community by developing and maintaining the physical infrastructure (Mossbery, 2000:1-12).

These positive social changes derived from tourism have the ability to add value to the overall quality of life and well-being in a destination. Sharpley and Telfer (2002:219) argue that an infusion of tourists into a destination can generate economic benefits for those involved as well as promoting social stability. Additional revenue from the tourism industry may be used to benefit the wider population further in terms of related social programmes.
3.5.2 Perceived negative social impacts of tourism

For the tourism industry to function effectively and benefit residents, policy makers, developers and managers need to clearly understand how the industry operates; they need to understand the negative social impacts of tourism (Williams & Lawson, 2001:269-290). Arguments surrounding the negative social impacts of tourism development often focus on changes in traditions, customs, festivals, values, language, family structure and introduction of undesirable activities such as gambling, prostitution and alcohol abuse (Sharpley & Telfer, 2002:220-226) (see Table 3.3). The negative social impacts are discussed below.

- **Demonstration effect**

  Mason (2005:44) argues that under the demonstration effect local people note the superior material possessions of the visitors and aspire to them. As a result, they may become dissatisfied with their own standard of living or way of life and try to copy the behaviour and lifestyles of tourists (Keyser, 2002:348). This situation is more noticeable in developing countries, such as Lesotho. The younger members of the community prefer the style of clothing that tourists wear in order to resemble the foreigners.

  Young people aspire to the material standards and values of tourists but are unable to achieve them (Page & Cornell, 2006:466). Some may even engage in unacceptable behaviour such as stealing in order to achieve the tourist standard of living. The demonstration effect has a great influence on the community and may create a generation gap and class difference between those who desire change and those who wish to retain traditional ways of life.

- **Cultural tension**

  The tourism industry that serves tourists from the developed countries often has to accept the tourists’ culture. Tourists from the developed nations tend to impose their cultural values in the destinations (Keyser, 2002:353). In order to accommodate the lucrative tourism business, the host community has to accept the tourists’ culture. Even though there may be no need for the host community to take the position of a weaker culture, because of the power imbalance, the host community is often placed in a subjugated position.

  As the majority of tourists come from economically developed groups, they tend to expect familiar amenities and conveniences of life in the destination area, such as they have in their home country, including, for instance, hot water available 24 hours a day, flushing toilets, air-conditioned rooms, comfortable transportation and familiar food. These facilities might not be available or be scarce, especially in developing countries such as Lesotho.
• **Disproportionate level of jobs**

In Lesotho, most jobs for local people in the tourism industry are as servants, house maids, waiters, gardeners and other menial positions that may give people a sense of inferiority. The nature of these jobs, such as seasonality, low productivity at correspondingly low wages, heavy working conditions and their poor image, may influence the host community to develop negative perceptions of tourism jobs (Saveriades, 2000:147-156). Teye et al. (2002:668-688) found in their study that most jobs in the tourism industry were in hotels, restaurants, and bars where the wages were below the subsistence level while working conditions were deplorable. This may explain the negative attitudes of those who work in tourism industries.

• **Language and cultural effects**

In many developing countries, Lesotho included, English is frequently used as a common language between tourists and hosts as most international tourists do not know the language of the host community. This compels those people who serve in the tourism industry or related business to learn a communicable level of English (Page & Connell, 2006: 364). Languages of young people also change as a form of fashion. As the need for a foreign language to communicate with tourists increases, the language curriculum in the school system also changes.

• **Prostitution**

Prostitution that specifically caters for tourists is considered to be one of the negative social impacts of tourism. The issues associated with prostitution and tourism include cross-border human trafficking to satisfy increasing demands, the spread of HIV/AIDS and the resulting deaths, child prostitution to accommodate a paedophile clientele and associated illegal drug use. Green (2005:37-58) investigated the community perceptions of social change and tourism development on the island of Koh Samui, Thailand. The findings of the study indicate that tourism had led to increased prostitution on the island of Koh Samui. Similar findings were revealed by other studies (Ko & Stewart, 2002:521-530; Tosun, 2002:231-253; Teye et al., 2002:668-688).

• **Other moral problems**

Behaviour that many people regard as immoral occurs where a large number of people gather together. Crime, drug abuse and prostitution are examples of such behaviours (George, 2003:575-585). Page and Connell (2006:363) note that local people may turn to illegal means to obtain the level of wealth they desire, thus crime rates may increase as a result of tourism development. Tourists themselves can be a target for thieves, for they
carry valuables and they spend a lot of time in public places, and this behaviour gives the robbers an opportunity to rob them (Leiper, 2004:241).

- **Gambling**

Although little research has examined the relationship between tourism and gambling, much of casinos’ patronage depends on tourists and thus its effects can be assumed to be partially the result of tourism activity (Kwan, 2000:45-56). Despite its growing economic importance, gambling is considered to have considerable negative social impacts (Terzidou et al., 2008:113-129; Matina & Dimitrios, 2006:1-19) such as social disruption (Tosun, 2002:231-258). It produces an extensive negative change in the social fabric of the community in terms of crime, bankruptcy, and social pathologies. Lee and Back (2006:466-480) argue that in both developed and developing countries the residents of the casino community are experiencing problems with gambling addiction, crime, prostitution, and traffic congestion.

- **Displacement**

The process whereby residents may be moved away from their place of residence to make way for tourism development is called spatial displacement. In the case of spatial displacement, land is taken for various reasons, such as the construction of hotels, tourist infrastructure, golf courses and game reserves (Harrill & Potts, 2003:233-244).

Tourism developments are notorious for displacing the local people who end up resettled away from their original living places. Henning (2003:2-5) reported that Katse Dam caused the relocation of 78 families and an additional 110 households were resettled, due to development of advanced infrastructure and possible hazardous locations. He further notes that the resettled residents found it difficult to continue with their traditional practices the way they used to do in their rural environment. For example, they could not use “leifo” (an in-house ground fireplace used as family sit-around during heating and cooking) because Lesotho Highlands Water Development Authority (LiHDA) said they would damage the modern houses.

- **Disruption to social life**

Green (2005:37-56) explored the community perceptions of social change and tourism development on the island of Koh Samui, Thailand. One of the most pronounced social impacts of tourism identified in this study concerns access by local inhabitants to the main beach. Before the tourism boom the beach was a valuable resource shared by the community for fishing, gathering driftwood, socializing and other activities. However, inhabitants found it difficult if not impossible to carry on this tradition when the area was
dominated by hotels and other tourist facilities. Generally, these changes are perceived as negatively impacting on both the lives of the inhabitants and their everyday environments, and thus diminish the level of support for tourism (Aibhoa & Gutierrez, 2005:4-18).

Disruption of daily life by Katse Dam has been more noticeable in Katse area (Mathi, 2005:83-84). Mathi further indicates that Katse residents wondered what good was a plentiful resource that they could not access or use. Residents were referring to the mass of reservoir water that was in their midst but was not available for them to utilize freely as it used to be. "They said that water was no longer communal as it now belonged to LHWDA and a foreign country, while the original people of the land producing the resource were shut out and left in the cold" (Henning, 2003:2-5).

- **Social Structure and consumption patterns**

Tourism is blamed for disrupting traditional relationships among family members by creating changes which affect the internal family structure. Female economic independence caused by increased tourism job opportunities allows women in some traditional societies to experience upward social mobility and lead less restricted lives than was previously the case (Harrill & Potts, 2003:233-244). This increased financial independence gained through tourism jobs allows young adults to visit foreign countries or even opt for emigration (Tsartas, 2003:116-132).

The above negative effects can be moderated or eliminated by thorough planning and proactive management methods. In order to eliminate these negative effects Harrill (2004:18-25) suggests that the policy makers should be able to answer the following questions.

- Are local people involved in the tourism industry as employees?
- Are local people involved in tourism decision making?
- Does the organisation cooperate with the local businesses?

Tourism literature on positive and negative social impacts of tourism can be summarised as follows:

- Tourism involves some degree of resident-visitor interaction and this interaction can bring about both positive and negative social impacts of tourism, which might affect the social sustainability of tourism in a particular destination (Ryan & Cooper, 2004:1-16).
• Social impacts of tourism are not universal; they differ depending on development experiences, development level, and carrying capacity, socio-cultural, political, and economic characteristics.

• Host perceptions of social impacts of tourism are varied and shaped by various site-specific conditions under which tourist and hosts interact.

• Regular monitoring of community attitudes could provide information concerning the needs, views, and desires of host communities.

• If developers and planners are aware of the community's perceptions of tourism, they will be able to take action aimed at environmental conservation, increasing opportunities for public involvement, and control of the tourism industry (Andriotis & Vaughan, 2003:172).

Tourism development may result in many complex impacts. This suggests that the local elected officials, tourism developers, the tourism industry, and the community residents need to work cooperatively and carefully to plan for the growth and development of tourism. The impacts discussed above are likely to be found in Lesotho, specifically in the Katsie area. These impacts will form the basis for constructing a CRM model through Structural Equation Modelling. The CRM model will show the relationship between the different social impacts of tourism and how these impacts can be managed.

SECTION TWO

3.6 Destination management

Destinations are places of interest to tourists. Page and Connell (2006:320) argue that destinations are seen by tourists as the outwardly facing element of a tourism service or product, being places where their consumption occurs and daily operation of tourism-related activities takes place. Destination management is concerned with ensuring the quality of every aspect of the visitor's experience. It calls for a comprehensive and joined-up approach to product and business development, management of the environment, marketing and promotion (Richard, 2007:15; Cooper et al., 2005:9).

Although management of tourism destinations is crucial, destinations present complex challenges for management and development in that they must serve the range of needs of tourists and tourism-related businesses as well as the resident community, local businesses and industries (Howie, 2003:73). To achieve sustainable development in a destination area, destination
management requires collaborations and partnerships of all the stakeholders in managing the destination area.

Managing tourism destinations is an important part of controlling social impacts; it also includes management of infrastructure and facility development, and a host of other techniques to shape the development. If tourism is to develop and fulfil its potential, it requires careful and detailed management, as has been indicated by Murphy and Murphy (2004:50). Tourism is a combination of different businesses; therefore, for effective management of destinations, destination managers should perform the four basic business functions which must be performed in sequence, namely, planning, organising, leading and controlling, as depicted in Figure 3.4.

**Figure 3.4: Business management functions**

*Source: Murphy & Murphy (2004:52)*

3.6.1 **Business management functions in tourism**

One of the most popular and clear definitions of management is offered by Daft et al. (cited in Murphy & Murphy, 2004:51) who consider management as the attainment of organisational goals in an effective and efficient manner through planning, organising, leading and controlling organisational resources (see Figure 3.4). A manager in any organisation, whether tourism related or not, should perform the four management tasks by effectively allocating and directing the business's resources, including people, finance, technology and materials, in such a way that the objectives of the organisation are achieved (De Beer, 2002:198-224).
Tourism management involves the day-to-day overseeing and monitoring of the effects of a tourism plan and tourism policy (Murphy & Murphy, 2004:81-85). The main focus of tourism management is management of tourism impacts at tourism destinations. Mason (2005:75-86) argues that tourism management can range from developing a strategic plan for tourism to considering how to fund the tourist information centre. Tourism management also includes consideration of land use planning and infrastructure provision, management of people who work in the tourism industry, ways to manage the resources for tourism and the interaction of tourists with residents of tourists areas. It is crucial to note that management is an integrated and an ongoing process conducted to accomplish the objectives of the tourism organisation. This means that the management tasks, as well as the tourism organisation’s objectives and resources, must not be seen as a separate, but rather as a combined approach.

### 3.6.1.1 Planning

Planning is the first management function and involves defining organisational goals and proposing ways to reach them. According to Boone and Kurtz (2006:269), planning is the process of anticipating future events and conditions, and determining courses of action for achieving organisational objectives. Hellriegel, Jackson and Slocum (2004:190-205) suggest that managers should plan for three reasons: (1) to establish an overall direction for the organisation’s future, (2) to identify and commit the organisation’s resources to achieve its goals and (3) to decide which tasks must be done to reach those goals. In tourism management, planning is concerned with the public sector, private sector and community leading to organise, plan and control tourism development in relation to policies in each destination (Page, 2007:358).

Planning requires coordination of all the stakeholders in tourism. According to Page and Connell (2006:479) the effective management of tourism requires certain organisational elements. These are organisational structures that include government agencies, private sector interest groups, the community and regional bodies to plan for tourism activity, and tourism-related legislation and regulations. All the stakeholders in tourism should be involved in tourism planning and management. The community, in particular, should not be passive recipients of tourists.

The community should have a representative voice in all tourism structures at national, district/provincial and local level. This means that the community should be actively involved throughout the whole process of planning and management. The rationale for community involvement in tourism planning and management as suggested by Beech and Chadwick (2006:348) includes the fact that community involvement can reduce potential conflict between tourists and members of the host community. It also provides a voice for those directly affected by tourism and, lastly, it makes use of local knowledge to ensure that decisions are well
informed. Planning plays a very crucial role in the tourism industry and is central to the success of any tourism industry business (Smit & Cronje, 2008:114-139).

Murphy and Murphy (2004:81-8), as well as Richard (2007:173-178), suggest that to be successful, plans are best implemented by the people who have participated in their preparation. The preparation and implementation of plans is part of management. When a government agency engages in tourism planning, a set process, in which the community should be fully involved, is usually followed. It involves a series of steps as shown in Figure 3.5. The stakeholders, particularly, the community should be involved from the time when the study is prepared until the project is implemented and reviewed.

Figure 3.5: Planning process for tourism management

Source: Adapted from (Page, 2007:360; Cronje, Du Toit & Mollalla, 2003:120; Smit & Cronje, 2008:98-99)
• The importance of planning in tourism

It is important to realise that planning needs to be an ongoing process, and not just part of a once-off plan. Planning is important for a number of reasons cited by Richard (2007:179):

- It allows the management to take advantage of new industry and technology developments.
- It facilitates the attainment of the organisation's goals.
- It encourages co-operation and team-building, as well as shared responsibilities amongst staff.
- It provides direction and promotes a future oriented approach.
- It presents management with guidelines for the decision-making process.
- It presents a proactive approach to management and minimises the possibility of crisis management, thereby encouraging stability.

3.6.1.2 Organising

After managers have prepared tourism plans, they must translate them into reality. To translate them into reality requires a sound and effective organisation. Organising is the process of creating a structure of relationship that will enable employees to carry out management's plans and meet organisational goals (Murphy & Murphy, 2004:268). Richard (2007:179) argues that in order to carry out the management's plans, arrangements have to be made to determine what activities will be carried out, what resources will be employed, and who will perform the various activities. It can be argued that organising establishes relationships between activity and authority.

Heilriegel et al. (2004:265-288) note that, by organising effectively, managers can better coordinate human, material, and information resources. An organisation's success depends largely on management's ability to utilize those resources efficiently and effectively. In tourism management Butler's (1980) model (see Figure 2.5) of destination evolution indicates that the early stages of tourism development are likely to be spontaneous responses to the demands of small numbers of inquisitive tourists. However, as tourist numbers grow, destinations need to develop more formal and commercial relationships to handle increased volumes and benefit from them (Murphy & Murphy, 2004:268). This calls for effective organisation on behalf of the community, the private sector, as well as the tourism industry.

For effective organisation of tourism it is important for the community to organise themselves and form groups for the purpose of sharing information and experiences and facilitate this
through local government policies that will enable, and possibly make financial provisions for, the organisation of communities (Lesotho Government, 2006:1-11). The community may form cultural, art and crafts, music, dance and religious groups. These groups act as important attractions for tourists. However, as earlier discussions have indicated, there are a number of dangers that may result from the contact between tourists and the community, particularly in terms of erosion of host community values and possible loss of cultural identity (cf.3.5.2).

In relation to organisation, it is crucial to recognise that the community is heterogeneous not homogeneous. This means that the community can be made up of long-term indigenous residents and recent domestic as well as international migrants. The community varies in terms of many factors, such as age, gender, value positions, political persuasions and tourism. All these different characteristics of the community should be considered in tourism management. The community should organise themselves at all levels (national, district / provincial and local) to play a more effective role in the management of tourism.

Organising is as important as planning in tourism management. Smit and Cronje (2008:185-212) suggest that organising plays a crucial role in tourism management because:

- It facilitates the co-ordination of activities and tasks within the organisation.
- It develops relationships between staff members and departments, as well as between the organisation, its suppliers and its customers.
- It establishes visible channels of communication throughout the organisation.
- It defines the levels of responsibility and authority in the organisation, so that everybody knows what they are accountable for.

3.6.1.3 Leading

After management has made plans, created a structure, and hired the right personnel, someone must lead the organisation. Dervitsiotis (2002:641-647) defines leading as the process of influencing individuals and groups to set and achieve goals, while Hellriegel et al. (2004:375-384) argue that leading involves getting others to perform the tasks necessary to achieve the organisational goals.

Smit and Cronje (2008:269-291) note that leading involves three sets of variables; the leader, those being led, and the circumstances and situations they find themselves facing. All three are constantly changing. The leader, like those being led is a human being with various skills, traits, knowledge, and attitudes developed through experience that shape his or her personality, personal philosophies, and ethical beliefs. Leadership in tourism management involves a combination of technical and personal skills identified by Smit & Cronje, 2008:269-291; Boone & Kurtz, 2006:279; Page & Connell, 2006:232; Cronje, Du Toit & Motlatla, 2003:149 (see Figure 3.6).
While many leaders do not share all these technical and personal skills, two characteristics are fundamental: effective tourism leaders must be able to motivate others and communicate well (Bennett et al., 2005:182). Tourism leaders should have the ability to stimulate interest in tourism activities in order to achieve sustainable tourism. Due to the nature of the tourism industry, tourism managers spend a large amount of time communicating on a daily basis with their staff and tourists. Therefore, it is important that open two-way communication is encouraged at all levels, as this will ensure that everybody within the tourism business works in the same direction to achieve sustainable tourism.

Leaders in tourism may come from the government, the private sector and the communities. Leadership comes from the initiative and tenacity of senior government service personnel, from NGOs, from the efforts of individuals in the private sector who have caught imagination of government and have been facilitated in the pursuit of their dreams (Murphy & Murphy, 2004:313). In order to maximise leadership potential and achieve sustainable tourism, the private sector and the community should select their own leaders who will be able to represent their interests effectively (Prideaux, 2000:1993-2016). The more local community leaders are involved, and the more committed they are to the tourism development process; the more likely it is that the group will identify and address the vital issues that will lead to tourism development.
Garrod (2003:33-53) argues that identifying local community leaders is not always as straightforward as it may at first appear. First, there will be formal community leaders, who are normally easy to identify, but there may also be a number of ‘opinion leaders’ who may not be in formal leadership roles but to whom the community looks for advice on specific problems and issues. Additionally, there may be ‘hidden leaders’, who exert influence over the community through their ownership of resources and personal relationships with those in power. It is important to ensure, however, that those in leadership positions are well represented in the different community groups, whether these positions are formal, informal or hidden.

3.6.1.4 Controlling

Murphy and Murphy (2004:53), as well as Godfrey and Clarke (2003:106-125), define controlling as the process by which a person, group, or organisation consciously monitors performance and takes corrective measures when needed, while Leiper (2004:178) argues that controlling is about managing risks, since every organisation is faced with some risk. Without some way to manage risks and monitor the execution of plans, managers would not know whether their work was effective or efficient. They may not even achieve the profit maximisation objective.

Hellriegel et al. (2004:402-520) argue that people must be monitored to prevent, detect, and correct unacceptable differences between management’s expectations and actual results. Therefore controlling is concerned with setting and communicating performance standards for people, processes and devices. Controlling plays the supervisory role; it supervises and measures the progress that has been made towards attaining a particular objective. The aim is to keep deviations from planned activities to a minimum (Bennett et al., 2005:184). To ensure that continuous supervision occurs, four basic steps need to be carried out (Richard, 2007:183) (see Figure 3.7).

**Figure 3.7: Control process**

*Source: Richard (2007:183)*
It is essential that all the stakeholders engaged with tourism management carry out the control process in order to achieve effective management. Budgets, statistical data, reports, internal audits, focus groups, questionnaires, personal observation and interviews are methods that can be used to exercise control. In tourism management, tourism becomes everyone’s business but seldom anyone’s responsibility. Murphy and Murphy (2004:174) argue that it becomes everyone’s business because within the destination every individual and area is affected by tourism, not just the businesses engaged in the activity. Local residents not engaged in the industry must put up with the increased congestion and changed lifestyle that comes with thousands and thousands of tourists.

Richard (2007:184) argues that controlling is important in tourism management because of the following reasons:

- It is able to make adjustments to adapt to the changing business environment by evaluating the organisation’s current situation.
- Through regular observation and feedback, problems can be identified early and the necessary action taken.
- Frequent and systematic monitoring helps minimise both expenses and time involved, since the possibility for human error is reduced.
- It helps to determine whether all the functions and activities of the tourism organisation are working together towards achieving its goals.

The community plays a very important role in controlling and identifying locally available resources and attractions for development. In the process of controlling, the community should also take care of tourism attractions available in their destinations. It is the duty of the community to exploit opportunities for tourism training and awareness, finance and incentives for tourism development. The government, the private sector and the community should perform their role of controlling in order to achieve effective management of tourism. Tourism developers, managers and policy makers need to make successful use of the basic tasks of management to effectively coordinate the organisation’s resources and ensure the achievement of its goals in today’s vibrant and developing tourism industry.
3.7  **Key role players in tourism management**

The concept of effective tourism planning and management is significant in tourism and needs more attention especially in developing countries (Fredline & Faulkner, 2000:763-764; Richards & Hall, 2000:5-19; Mann, 2000:61-181; Tosun, 2000:613-633). Effective tourism management requires a synergistic approach which calls for the involvement of a number of role players. The role players discussed in this chapter, while not exhaustive, are identified by Mason (2005:82); namely,

- Government agencies (at local, regional, national, and international)
- Tourists
- Local community and
- Private sector (voluntary organisations including charities and pressure groups, accommodation providers, tour guides and tour operators).

### 3.7.1  Role of Government

Government agencies are the major stakeholders in the planning, development and management of tourism industry. This means that the government is primarily responsible for creating and enabling an environment for tourism to flourish (Lesotho Government, 2007:1-47). Lubbe (2005:172) argues that a framework within which tourism has to be planned and developed is drawn up and implemented by the government with the assistance of other stakeholders. The government is thus involved with the tourist organisation provincially, nationally, and internationally (Page & Connell, 2006:80-81). Government's main responsibility is to create positive economic, social, cultural, environmental, political and technological benefits for both their local citizens and for tourists. It is also responsible for formulating policies, strategies, programmes and regulatory activities affecting the direction of tourism development (Lubbe, 2005:172).

Drawing from the work of the International Union of Official Travel Organisation (I UOTO) in identifying the role of the state in tourism management, Hall (2000a:85-95) and Holloway (2001:2-6) argue that the government plays five roles in tourism management:

#### 3.7.1.1  Facilitating tourism

- Provide a safe and stable socio-economic and political environment for tourism to flourish
- Ensure enabling and appropriate legal and fiscal frameworks for the industry
- Allocate financial resources
3.7.1.2 **Coordination**

- Coordinate and liaise with the private sector and local communities with regard to all aspects of tourism development, including inter- and intra-regional tourism development.
- Coordinate and liaise with other Ministries, agencies, NGOs, training Institutions, universities and other bodies related to the development of the tourism sector.

3.7.1.3 **Planning and policy-making**

- Formulate in collaboration with all relevant stakeholders a national tourism strategy and action plan.
- Regulate and monitor tourist destinations.
- Ensure the application of integrated environmental management principles in land—use development proposals to facilitate sustainable utilization of natural and cultural resources.
- Devise policies and plans for the development of tourism.

3.7.1.4 **Promotion of development of the nation and its tourist products**

- Promote the development of major tourism projects that will have national and country-wide impacts.
- All these functions are embodied in the Lesotho Government’s two-fold role:
- Establishing and implementing tourism policy, regulatory and financing frameworks and programmes that enable, stimulate, guide and control tourism growth and
- Coordinating and influencing the efforts of public sector departments and agencies to deliver appropriate public tourism infrastructure, tourism attractions and support programmes, in support of the tourism strategy (Lesotho Government, 2006:20-28).

Reasons for government involvement in tourism management include, among others:

- The government provides different public goods, services, infrastructures that make up part of the tourist product.
- The government manages both the positive and negative impacts of tourism.
- The government regulates the tourism market to protect consumers and prevent unfair competition.
In Lesotho specifically, the Government role occurs at two levels, the national level and the local level. The local level plays a significant role in shaping debates, balancing interests and making decisions that give meaning to sustainable tourism development.

Dredge and Jenkins (2006:12) argue that local government may empower these debates by:

- Engaging and encouraging the stakeholders' input in tourism related activities.
- Encouraging the development of collective rather than individualistic interpretations of what constitutes sustainable development and shaping the forums, communication media and context for sustainability debates.

Within this context, community participation, awareness and engagement are seen as vital dimensions in determining the characteristics of tourism and its role in sustainable development. All the stakeholders in tourism management should work together to improve destination development management and performance.

3.7.2 Role of tourists

Although tourists play a key role in the management of tourism, they are blamed by local people for negative consequences of tourism (Mason, 2005:83; Pearce, 2005:22). Tourists have responsibilities in tourism management as shown in Table 3.4:

**Table 3.4: Tourist responsibilities in tourism management**

```
TOURIST RESPONSIBILITIES IN TOURISM MANAGEMENT

The responsibility to obey local laws and regulations
The responsibility for not taking part in activities which, while not illegal, or where the laws are not enforced by the local authorities, are nevertheless, widely condemned by society, such as sex with children
The responsibility for not deliberately harming the local physical environment
The responsibility for not deliberately offending local religious beliefs or cultural norms of behaviour
The responsibility to minimise the use of scarce local resources
The responsibility to learn about the visited place including some language
The responsibility to meet and form friendships with local people
The responsibility not to spread disease
The responsibility to contribute to the local economy
```

Source: Adapted from (Mason, 2005:83; Pearce, 2005:23)
Tourists, like other role players in the management of tourism, should perform their roles and duties. They should collaborate with the government, the community and the private sector effectively in order for them to achieve satisfaction with the tourism product that they are buying. Collaboration among all these role players may lead to effective management of tourism destinations.

3.7.3 Role of the local community

The local community is made up of several groups. For instance, in Lesotho the local community includes students and youth, chiefs, adults, traditional healers, cultural groups, herdboys and the disabled (Lesotho Government, 2006:1-11). These and other community groupings all have important roles in the management of tourism. By the late 1990s, there was a view that communities should be involved actively in planning and management of tourism (Mason, 2005:87).

However, this is not a particularly recent development. Murphy and Murphy (2004:26-41) argue that since tourism makes use of community resources, the community should be a key player in the process of planning and managing tourism. Weaver and Oppermann (2000:46) suggest that the local community should be seen playing an active role in the management of tourism. They further suggest that the rationale for community involvement is that the local community is part of the democratic process, it provides a voice for those directly affected by tourism, it makes use of local knowledge to ensure decisions are well informed and it can also reduce potential conflict between tourists and members of the host community.

The community should actively participate in tourism management by seeking partnership opportunities with the established tourism private sector, voluntary groups and NGO's. Although the community is expected to play a vital role in tourism management, their actual involvement depends on the awareness of tourism in the community, how it is perceived by members of the community and the history of involvement in tourism related issues. Their involvement also depends on whether the government and the private sector are performing their role of regulating and promoting the tourism industry.

3.7.4 Role of the private sector

The private sector is expected to play a significant role in the management of tourism. It is one arm of tourism that provides the link between tourists and destinations. It is made up of all the firms, organisations and facilities which are intended to serve the specific needs and wants of tourists (Richard, 2007:15). Such organisations and firms include, the transport sector (surface or the aviation transport), accommodation providers and hospitality services, tour operators and travel retailers, visitor attraction managers, destination organisations and commercial and industrial organisations. The major responsibility of the private sector is to satisfy the needs of
the tourists. This may be achieved by delivering quality tourism services and providing the customer with value for money.

Investors, operators and accommodation managers will continue to play a critically important role in the management of the tourism industry. The delivery of quality tourism services and providing the customer with value for money are largely private sector responsibilities. Specifically, the private sector should collaborate with the community and the government in marketing and promoting the destination as well as planning and policy-making for tourism. The private sector should also take an active role in seeking to involve the local community in the tourism industry through outsourcing, buying of goods and services from the communities (Lesotho Government, 2006:1-11). The private sector will continue to be critically crucial agents in the management of tourism.

The following are the specific functions of the private sector in the management of tourism:

- Collaboration with the government and other stakeholders in marketing and promoting destinations as well as planning and policy-making for tourism.
- Involving local communities in the tourism industry through outsourcing, purchase of goods and services from the communities.
- Collaboration with the government and other stakeholders to ensure the safety and security of visitors.
- Advertising and promoting tourism as well as the country.
- Investing in the development of tourism.
- Enabling the community to benefit from tourism and
- Lobbying the government for more support to the tourism industry (Lesotho Government, 2006:1-11).

In Lesotho, tourism marketing, including promotion, attractions development and packaging and information management and distribution, is conducted in partnership with the private sector, by the LTDC as a public/private sector marketing agency. The LTDC fulfils a two-fold role, namely:

- Tourism business implementing agent of the Lesotho Government for developing and marketing the country as a preferred tourism destination, including product development and packaging, promotions and distributions.
- A public-private coordinator in harnessing and coordinating the efforts and resources of public and private sector partners (Lesotho Government, 2007:47).
3.7.5 Role of voluntary organisations

Voluntary organisations, the media and pressure groups also play a critically important role in the planning and management of tourism. Voluntary organisations have a far wider brief than just tourism, but they run events/campaigns and/or plan projects that have important tourism dimensions. The tourism industry has a number of pressure groups that ensure that tourism activities are planned, developed and even managed according to standards that will be acceptable worldwide (Lubbe, 2005:173). According to MacIntosh et al. (cited in Lubbe, 2005:175) such pressure groups include:

- The World Tourism Organisation (WTO). Its aim is to stimulate economic growth and job creation, to provide incentives for protecting the environment and the heritage of destinations, and to promote peace and understanding among all the nations of the world while attempting to harmonise tourist policies among nations by formulating and applying international principles.
- The World Travel and Tourism Council (WTTC). The aim of WTTC is to work with governments to make them realise the enormous contribution that the travel and tourism industry makes to nations and also to ensure that policies fully reflect this.
- International Air Transport Association (IATA). Its aim is to facilitate the movement of all the people and goods from any point on the global air network to any other through a combination of routes.
- International Civil Aviation Organisation (ICAO). The aim of ICAO is to develop the principles and techniques of international air navigation and to foster the planning and development of international air transport.

There are also national bodies that belong to the public sector that play a critical role in the management of tourism. For instance, in South Africa, the following bodies play a crucial role in development and management of tourism: Department of Environmental Affairs and Tourism (DEAT), Tourism Business Council of South Africa (TBCSA), Federated Hospitality Association of South Africa (FEDHASA), the Southern Africa Tourism Services Association (SATSA) and the Development Bank of South Africa (DBSA), while MTEC, LTDC, MDTIP, HNRIIP, LCT, Lesotho Hotels and Hospitality Assoc. (LHHA), Association of Lesotho Accommodation Services (ALAS), Lesotho Highlands Development Authority (LHDA), Tour Operators Initiatives (TOI), Lesotho Business Council (LBC) play an important role in the management of tourism in Lesotho.

It can be seen that all the stakeholders in the tourism industry play a significant role in the management of tourism. In order to achieve sustainable tourism all the stakeholders should...
actively participate in tourism management by performing their individual's roles and duties effectively. The success of tourism development depends on how effectively the government, the private sector and the community perform their roles and duties of managing the social impacts of tourism. Therefore the stakeholders should collaborate in managing the social impacts of tourism.

SECTION THREE

3.8 Sustainable development

The term 'sustainable development' was first used in the Bruntland Report of 1987, entitled "Our common future", prepared by the World Commission on Development and Environment (WCDE) in 1980 (Keyser, 2006:373). The Brundtland Report (1987:5-28) defines sustainable development as development that meets the needs of the present without compromising the ability of future generations to meet their own needs (Keyser, 2006:373). Sustainable development emphasises the wise use and conservation of resources in order to maintain their long-term viability (Weaver & Lawton, 2006:342).

Sustainable development ensures that future generations will have sufficient resources to adequately sustain themselves and maintain a reasonable quality of life (Harris, Griffin & Williams, 2002:121-180). Sustainable development focuses on maximising long-term positive impacts of development, such as creating employment opportunities, increasing the local infrastructure, and preserving the natural and cultural heritage (Miller, 2001:351-362). Keyser (2006:373-378) notes that sustainable development brings together the apparently contrasting concepts of economic development, social justice and environmental conservation. He refers to these concepts as the three cornerstones of sustainable development (see Figure 3.8).
Figure 3.8: Cornerstones of sustainable development

Source: Adapted from (Keyser, 2006:374)

Harris et al. (2002:121-160) as well as Pender and Sharphey (2001:188-217) argue that sustainable development should:

- Use nature's ability to provide for human needs, without undermining its ability to function over time.
- Ensure the well-being of community members by offering and encouraging tolerance, creativity, participation and safety.
- Empower people with shared responsibility, equal opportunities, and access to expertise and knowledge, with the capacity to affect decisions.
- Ensure that business, industries and institutions, which collaborate as well as compete, are environmentally sound, financially viable and socially responsible, and invest in the local community in a variety of ways.

The core issues of sustainable development are to encourage participation of stakeholders and all members of society. This may be done with the aim to improve communications between communities, the local authorities and other organisations and to increase the involvement of local communities, including local government and local stakeholders (both private and public sectors), in a process through which stakeholders can identify their needs and bring these needs into the decision-making arenas (Sitikarn, 2002:1-6). Involvement of local communities
may give the stakeholders an opportunity to influence and share control over development initiatives and the decisions and resources which affect them (Sofield, 2003:259-333).

The views of Keyser (2002:381-296), Harris et al. (2002:121-180) and Sitiikam (2002:1-6) are generic but embody the importance of local control, leadership and decision-making within the context of broader conditions and processes that affect tourism development. These views clearly demonstrate that the general concept of sustainable tourism emanates from sustainable development and careful planning and management of resource development are the key means to achieving sustainability.

3.9 Sustainable tourism

The World Tourism Organisation (WTO) (2002) and Liu (2003:459-475) define sustainable tourism as development that meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future. It may lead to the management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, and biological diversity and life support systems (Richards & Hall, 2000:5-19).

The overarching objective for sustainable tourism is to make all tourism sustainable, whether it is small-scale ecotourism or high-volume hotels or tour operators (South - Australian Tourism Commission Report, 2006:4). Sustainable tourism embraces a community-oriented approach, encouraging community involvement and participation (Keyser, 2002:281-284). Bramwell, Jackson, Prat, Richards, and Van der Straaten (cited in Ramchander, 2004:89) set out a number of useful principles for sustainable tourism (see Table 3.5) which should be embraced by all the stakeholders in tourism management.
Table 3.5: Principles for sustainable tourism

Using resources sustainably - conservation and sustainable use of resources, natural, social and cultural, is crucial and makes long term business sense

Reducing over-consumption and waste - Reduction of over-consumption and waste avoids the costs of restoring long-term environmental damage and contributes to the quality of tourism

Maintaining diversity - Maintaining and promoting natural, social and cultural diversity is essential for long-term sustainable tourism, and creates a resilient base for the industry

Ensuring equity - both within and between generations and genders

Integrating tourism into planning - Tourism planning which is integrated into a national and local strategic planning framework, and which undertakes environmental impact assessments, increases the long-term viability of tourism

Supporting local economies - Tourism that supports a wide range of local economic activities and which takes environmental costs and values into account both protects those economies and avoids damage to the environment

Involving local community - The full involvement of local communities in the tourism sector not only benefits them and the environment in general but also improves the quality of the tourism experience

Consulting stakeholders and the public - Consultation between the tourism industry and local communities, organisations and institutions is essential if they are to work alongside each other and resolve potential conflicts of interest

Training staff - Staff training which integrates sustainable tourism into work practices, along with recruitment of local personnel in all levels, improves the quality of the tourism product

Marketing tourism responsibly - Marketing that provides tourists with information increases respect for the natural, social and cultural environments of destination areas and enhances customer satisfaction

Undertaking research - On-going research and monitoring by the industry using effective data collection and analysis is essential to help solve problems and to bring benefits to destinations, the industry and consumers

Sustainable community tourism implies holistic planning and management that balances three important elements of sustainable development: namely, the community members, visitors, and the tourism industry. Second, sustainable tourism planning and management should be integrated, dynamic, flexible, and adaptable to national, provincial/district and local strategies, with detailed action-oriented strategies, well-defined property rights, and their adequate protection (Sharpley & Teffer, 2002:149). Choi and Sirakaya (2005:380) also observe that multiple stakeholders’ participation should be solicited before a community develops its vision, objectives and goals for implementing and monitoring the development progress.
Keyser (2002:381) notes that definitions of sustainable tourism all emphasise three fundamental features:

- **Continuity** - sustainable tourism ensures the continuity of the natural resources upon which it is based, and the continuity of the culture of the host communities
- **Balance** - sustainable tourism balances the needs of the tourism industry, supporters of the environment and the local community
- **Quality** - sustainable tourism involves providing quality experiences for visitors, while improving the quality of life of the host community.

Choi and Sirakaya (2005:380) argue that sustainable tourism needs to prevent the deterioration of the social, cultural, and ecological systems of a host community. To successfully implement sustainable tourism requires integrated vision, policy, planning, management, monitoring and social learning process.

On the other hand, the researcher believes that it is important to recognise that sustainable tourism may be an impossible dream. This may be because few people understand tourism and what is required to develop successful tourism (McKercher, 2003:1-9). The fact that some people will gain and some people will lose as a result of sustainable tourism means that tourism is inherently political. The political nature of tourism means that sustainable tourism is about who has power, host communities, government, the industry or the tourists, and how the role players recognise the definitions of sustainable tourism (Sharpley, 2005:5-19; Richards & Hall, 2000:63-94). The fact that the needs of tourists are different from those of local residents, and thus that serving tourists may not suit the needs of local residents, may contribute to the unsustainability of tourism.

### 3.10 Incorporating sustainable principles in management practices

There are some compelling reasons why destinations should start incorporating sustainable principles into their management practices. Dinan (2003:1-6) identifies the following reasons:

- **Survival** - If destinations fail to innovate, the market share will drop and the profits will be affected negatively.
- **Funding** - The concept of sustainability is at the heart of many funding agencies. Efforts should be made to attract funding from those agencies and the government.
- **Government policy** - The government policy for tourism should include the concept of sustainability. Its primary objective is to ensure that tourism protects and enhances the environment and supports the local community in all tourism related activities.
Achieving sustainable tourism is a continuous process that requires constant monitoring of social impacts, introducing the necessary preventive and or corrective measures whenever necessary. It should also maintain a large number of tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them (Miller, 2001:351-362). Sustainable tourism development requires the informed participation of all stakeholders, as well as strong political leadership to ensure wide participation and consensus building.

3.11 Techniques to achieve sustainable development

In order to facilitate and promote sustainable tourism development, especially in developing countries, priority must be given to communities, as they are a central part of tourism development. One of the conditions for sustainable tourism development and effective management and planning is participation of the host community. Tourism management literature has well documented the evolution of ideas and opinions that communities should be actively involved in planning and management of tourism (Murphy, 2001:1-2). Communities should be given opportunities and empowered to participate in tourism related activities. The stakeholders in tourism management should collaborate and form partnerships in order to achieve effective management which may result in sustainable tourism development.

3.11.1 Local community involvement and participation

There has been a relatively slow realisation of the importance of community participation in tourism management (Curry, 2000:17-35). This might be the reason why in many developing countries, Lesotho included, tourism has been developed and controlled by large multinational companies that have little regard for local social and economic conditions. These large multinational companies would make decisions to be implemented by the local community and yet the locals were not involved in the initial planning of the project. Richards and Haili (2000:26-28) argue that if the local community was not involved from the initial planning stage of tourism it becomes much harder to bring them on board at a later stage. The local community might harbour some resentment at not having been part of the process from the start.

Sharpley and Teifer (2002:149) argue that many decisions governing domestic matters are made elsewhere by foreign tour companies and service providers, which often do not have the destination community’s best interest in mind. Thus Mitchell and Reid (2001:113-139) suggest that local people and their communities have become the objects of development but not the subject. However, it is believed that only when local communities are involved in tourism management their benefits can be ensured and their traditional lifestyles and values respected (Mitchell & Reid, 2001:113-139; Sheldon & Abenoja, 2001:435-443).
Curry (2000:17-35) also argues that the community must be involved as active participants in all tourism related activities. It is good management practice to obtain the views of a community before development takes place (Li, 2006:132-143). This will provide tourism planners with information about the likely acceptability of any proposed development, what views are held by the local community and whether or not any fears can be allayed by the development of an appropriate management strategy (Sonmez & Sirakaya, 2002:57). This will also not only provide happy and healthier residents but will encourage greater participation in civic matters in general, thus creating more active and concerned citizens (Wilson, 2003:1465-1470).

Moscado (2008:101-130) argues that the absence of local participation in tourism projects and the exclusion of the resident population from tourism planning is a dilemma that needs attention. This exclusion of residents from tourism development may be traced to the external nature of funding and implementation of projects, especially in developing countries (Teye et al., 2002:668-688). Therefore, Cattanich (2001:71) suggests that the community must participate in tourism decisions if their livelihood priorities are to be reflected in the way tourism is developed.

Community participation in decision-making has been widely promoted and debated for several reasons (Richards & Hall, 2000:49). First, local community involvement in tourism development is likely to assist the formulation of more appropriate decisions and to generate an increase in local motivation (Li, 2006:132-143). The host community should have an active say in the kind of tourism appropriate to their lifestyle, culture and natural resources, and to be free to reject tourism as an economic option if other options are available (Richards & Hall, 2000:1-13).

Secondly, it entails community members determining their own goals for development and having a meaningful voice in the organisation and administration of tourism. Better attitudes towards tourism among the residents will result and the industry may be more successful (Sharpley & Telfer, 2002:153; Moswete, Thapa & Lacey, 2008: 2-18).

Thirdly, Page (2007:294) argues that tourist satisfaction is likely to be greater where hosts support and take pride in tourism because they have an understanding of how the destination adapts to change. It can, therefore, be seen that local community participation is very important for sustainable tourism. It will likely decrease hostility between tourism developers, tourists and the community, for actions taken and their resultant impacts become the responsibility of the local population (Nyaupane, Morris & Dowler, 2006:1373-1385).

Garrod (2003:33-52) contends that involving a community in tourism planning (through such means as consultation, focus groups and committees) may assist in overcoming resistance or opposition, and avoid decisions that may otherwise cause conflict. Small and Edwards (2003:580-593) share similar views with Garrod (2003:33-52) that the long-term sustainability of
tourism can be jeopardised if communities are not involved in the planning and management of tourism.

Mitchell and Reid (2001:113-139) suggest that regular monitoring of community attitudes may provide information on the needs, views and desires of host communities. If developers are aware of community perceptions of tourism impacts, they will be able to take action towards increasing opportunities for public involvement and control of the tourism industry. Teye et al. (2002:668-688) suggest that it is critical to involve the community in the planning and development of the industry and more studies of residents' attitudes toward tourism in developing countries should be undertaken.

Wilson, Fesenmaier, Fesenmaier and Van Es (2001:132-138), share similar views with Teye et al. (2002:668-688) and further suggest that tourism planning and management should not remain in the realm of the government, as happens in many developing countries, but that the community should be fully involved in tourism development projects and decision-making, as suggested by many past studies (e.g. Fariborz & Ma’rof, 2008:172-178; Andriotis, 2001:298-316; Sheldon & Abenoja, 2001:435-443; Botes & Van Rensburg, 2000:41-58; Watt, Higgins & Kendrick, 2000:120-132).

Garrod (2003:33-52) notes that the basic requirement for the community approach to tourism development is that all members of communities in tourist destination areas, rather than just those directly involved in the tourism industry, should be involved in the management and planning of tourism. Although community participation may seem to contribute positively towards tourism development, it should be realised that it is only one of many ways to ensure that local people benefit from tourism (Li, 2006:132-143). Rather, the modes of participation are related to the institutional arrangements and the different stages of tourism development in a community (Li, 2006:132-143), so there is no universal mode applicable everywhere.

Pretty (cited in Slabbert, 2007:169) suggests different types of participation (Table 3.6). She further reports that resident involvement ranges from a passive position at one end of the spectrum to one of self-mobilisation that is characterised by independent initiatives where local people are strengthened socially and economically by their involvement. Hall (2000b:26-64) argues that, if sustainable tourism is to be achieved, functional participation must include the formation of groups by the local community to meet predetermined objectives related to the development projects. Incorporating the community and monitoring their attitudes should be a priority for sustainable tourism.
Table 3.6: Pretty’s typology of participation


<table>
<thead>
<tr>
<th>TYPOLOGY</th>
<th>CHARACTERISTICS</th>
</tr>
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<tbody>
<tr>
<td>Passive participation</td>
<td>People participate by being told what has been decided or has already happened. Information being shared belongs only to external professionals</td>
</tr>
<tr>
<td>Participation by consultation</td>
<td>People participate by being consulted or by answering questions. Process does not concede any share in decision-making, and professionals are under no obligation to take on board people’s views</td>
</tr>
<tr>
<td>Bought participation</td>
<td>Participation seen by external agencies as a means to achieve their goals, especially reduced costs. People participate by forming groups to meet predetermined objectives</td>
</tr>
<tr>
<td>Interactive participation</td>
<td>People participate in joint analysis, development of action plans and formation or strengthening of local groups or institutions. Learning methodologies used to seek multiple perspectives and groups determine how available resources are used</td>
</tr>
<tr>
<td>Self-mobilisation connectedness</td>
<td>People participate by taking initiatives independently of external institutions to change systems. They develop contacts with external institutions for resources and technical advice they need, but retain control over resource use</td>
</tr>
</tbody>
</table>

Pretty’s (Table 3.6) typology is facilitated by a recognition of local circumstances, the unequal distribution of power between local and other interest groups and different interpretations of the term participation (Mowforth & Munt, 2003:215-216; Tosun, 2000:613-633; Mason, 2008:165-189). Mason 2008:165-189) argues that in Pretty’s typology it is only under the headings of interactive participation and self-mobilisation that local people are actively involved in decision-making. However, Pretty’s model allows for different degrees of external involvement and local control. Mowforth and Munt (2003:215-216) argue that for local people involvement, the decision-making process is only a feature of the passive participation and self mobilisation level, while in the participation by consultation level most major decisions have been made before they are taken to local community.

Dinan (2003:1-6) argues that if the community is included in key project planning and decision-making activities they will feel part of the process and it will make it easier to achieve consensus on the best way forward. He further observes that the community may be included in key project planning and decision-making activities through a variety of ways:

- Organising public meetings for local residents - Locals may be invited to discuss the development of a new strategy for tourism, or the proposed construction of a new attraction, or development of a new transport initiative.
Utilising the local press as a communications tool - Tourism officers and other local authority officials may use the local press as a communications conduit; this way they can publicise potential initiatives and invite comment and views from local residents and business owners who fall outside the traditional consultation groups.

Surveying different business and community interests - It is vital that the views of the local residents and business community are sought either through questionnaire or phone survey with a sample of local businesses and residents in order to solicit their views.

Setting up sector-specific and/or mixed interest forums - When developing a new strategy it is essential to consult with the industry on the strategy's objectives and contents. It is important to organise such events with similar businesses in attendance; this way they may share experience usefully and will feel that their views are relevant for the rest of the audience to comment on.

In addition, Mowforth and Munt (2003:221-225) identify tools and techniques, such as meetings, public attitude surveys, stated preference surveys, contingent valuation method, Delphi technique and workshops for facilitating community participation. The tourism planning and management literature highlights an increasing number of specific approaches, models, techniques and ladders for implementing community participation. Li (2006:132-143) identifies partnerships and community workshops to bring together the industry and the community. Sitikam (2002:5) argues that participants in a community participation process require a range of tools such as conciliation, mediation, articulation and identification of super-ordinate goals.

From the discussion above, it is clear that people participation means different things to different people with different interests and depends on the involvement of the various stakeholders in the development of the tourism enterprise. Involvement of locals in all stages of development is the key issue. Sitikam, (2002:5-10) suggests the successful local participation process demonstrated in Figure 3.9. This relates to the management functions discussed earlier (cf. 3.6).
Figure 3.9: People participation

Source: Sitikam (2002:5)

It is very important that the local community are provided with opportunities to participate in the process of decision making as they are the ones who receive direct effects from the initiative. Therefore, they should be given the opportunity to express their views concerning the tourism project plans. Following from this, Sitikam (2006:247-260) argues that tourism project plans require evaluation and monitoring to minimise potential problems (see Figure 3.5 and Figure 3.9). The evaluation and monitoring process of any tourism project should be carried out by the local community in consultation with and support of experts or higher authorities in the tourism industry. Supports may be provided through awareness and training programmes, workshops and study tours. This may be a path towards sustainable tourism development.

To ensure maximum community participation, community structures and groupings in the area are most important role players in influencing the community and in ensuring proper service delivery. These structures or groupings may be traditional leaders, figures of authority, opinion leaders, resource persons, existing community structures and community based organisations and development forums. It is always important to refer to these people from the initial development planning stage. This is mainly because these role players know the needs of the communities, resources and capabilities and it is the community that will win or lose the most in any attempt to introduce a new type of tourism (South Africa – (DEAT), 1996:18-42).

Although it is important to involve the community in tourism management, Nyaupane et al. (2006:1373-1385) argue that local communities may not have the investment capital, know-how or infrastructure necessary to take initiative in developing tourism. Tosun (2006:493-503) also
argues that local communities may have cultural limitations to involvement in the planning and management of tourism. In societies with heavily centralised political structures, members of the host community may feel that it is the government’s duty to plan economic development opportunities for their region and that it would not be appropriate for them to take initiatives. Mason (cited in Slabbert, 2004:131) notes that it is not easy to involve the community in tourism management for the following reasons:

- It is difficult for the community to fully understand complex and technical planning and management issues.
- It is not easy for the community to comprehend how the planning and management process operates or how decisions are made.
- There is a problem of attaining and maintaining representation of all views in the decision-making process.
- The decision process take a much longer time as a result of community participation and the overall efficiency (particularly in terms of time/money and smooth running) of the decision-making process is adversely affected.
- There is increased cost in relation to staff time and money.

However, regardless of these obstacles, the community should be encouraged to fully participate in tourism management as the advantages of community participation outweigh the disadvantages.

Assuming that the community may be involved in tourism planning and management, Mason (2008:177-191) suggests that the successful involvement of a community in tourism planning and management depends on:

- The degree of political literacy of the local population.
- The nature of the particular tourism issue.
- The awareness of the tourism issue in the community.
- The nature of the political system at national and local level and
- The attitudes and behaviour of sections of the media

These limitations and problems have to be considered as they are associated with empowerment, sustainability and direct and indirect impacts of tourism. The stakeholders in tourism planning and management have to address these problems in order to achieve community participation which may result in sustainable tourism.

Chapter 3: Relationship between communities and sustainable destination management
3.11.2 Local community empowerment

'Empowerment' is not an easily defined concept, yet it is a term that has been enthusiastically adopted by agencies with diverse social and political aims because it is both attractive and seen as politically correct (Petric, 2007:431-443). It has entered literature as a generic term meaning a capacity of individuals or a group to determine their own affairs. Recently it has been used across a wide range of disciplines, tourism included. Community empowerment is about people, the private sector and government, working together to make life better. It involves more people being able to influence decisions about their communities, and more people taking responsibility for tackling local problems, rather than expecting others to do so. Blunket (2004:3-12) attested that community empowerment has three key ingredients: namely,

- Active citizens: people with the motivation, skills and confidence to speak up for their communities and say what improvements are needed.
- Strengthened communities: community groups with the capacity and resources to bring people together to work out shared solutions.
- Partnership with public bodies: public bodies willing and able to work as partners with local people.

In the context of tourism management, Sofield (2003:112) proposed that community empowerment be regarded as a multi-dimensional process that provides communities with a consultative process often characterised by the input of outside expertise, the opportunity to learn and to choose, the ability to make decisions, the capacity to implement those decisions, acceptance of responsibility for those decisions and actions and their consequences, and outcomes directly benefiting the community and its members, or diverted or channelled into other communities and/or their members. When applied within the discourse of community development, it is connected to concepts of self-help, equity, cooperation, participation and networking. These concepts, particularly participation in the process of decision making, are vital parts of empowerment since they make people more confident, strengthen their self-esteem, widen their knowledge and enable them to develop new skills (Petric, 2007:431-443).

Empowering the local community in tourism activity is as important as local community participation (Li, 2006:132-143). Participation should lead to the empowerment of those affected by the decisions they are participating in (Garrod, 2003:33-53). As a result the local community needs to be empowered to decide what forms of tourism they want to develop in their respective communities, and how the tourism costs and benefits are to be shared among different stakeholders (Singh et al., 2004:644-646; Scheyvens, 2002:51-62). Scheyvens (2002:51-62) suggests a framework model that specifies four dimensions of empowerment: namely,
economic, psychological, social and political (see Table 3.7). The model demonstrates multiple ways in which communities need to be empowered if they are to have at least some management control over tourism and secure maximum benefits from engaging in tourism development initiatives.

Tourism development may be important in building individuals' and communities' confidence and in strengthening community self-belief, with these being necessary for them to be active in decision making forums. These are at once signs of empowerment and part of the process by which a community can challenge outside and elitist interests in tourist destinations. Building confidence amongst the community may result in positive community attitudes towards tourism, which might contribute to sustainable tourism.

### Table 3.7: Types of community empowerment

<table>
<thead>
<tr>
<th>TYPE</th>
<th>SINGS OF EMPOWERMENT</th>
<th>SIGNS OF DEEMPOWERMENT</th>
</tr>
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<tbody>
<tr>
<td><strong>ECONOMIC EMPOWERMENT</strong></td>
<td>Tourism brings long-term financial benefits to a destination community. Money is spread throughout the community. There are notable improvements in local services and infrastructure.</td>
<td>Tourism merely results in small, spasmodic cash gains for a local community. Most profits go to local elites, outside operators, government and agencies. Only a few individuals or families gain direct financial benefits from tourism, while others cannot find a way to share in these economic benefits because they lack capital, experience and appropriate skills.</td>
</tr>
<tr>
<td><strong>PSYCHOLOGICAL EMPOWERMENT</strong></td>
<td>Self-esteem is enhanced because of outside recognition of the uniqueness and value of their culture, natural resources, and traditional knowledge. Increasing confidence in the community leads members to seek out further education and training opportunities. Access to jobs and cash leads to an increase in status for usually low-status residents, such as women and youth.</td>
<td>Those who interact with tourists are left feeling that their culture and way of life are inferior. Many people do not share in the benefits of tourism and are thus confused, frustrated and uninterested.</td>
</tr>
</tbody>
</table>

Source: Scheyvens (2002:61)
3.11.2.1 Economic empowerment

Friedmann (cited in Sharpely and Telfer 2002:152) asserts that economic empowerment is important because it allows residents and entire communities to benefit financially from tourism, while Sofield (2003:112) points out that economic gains from involvement in both formal and informal sector activities can lead to empowerment for host communities, but what is more important than the total amount of these economic benefits is the spread of the benefits. For a community to be economically empowered it will need secure access to productive resources in a tourism area, particularly in the case of common property resources and in situations where protected areas have been established (Ramchander, 2004:98).

In Lesotho, the communities around tourism project areas form various groups that produce and sell traditional hand made handicrafts as souvenirs that show that one has been in the Kingdom of Lesotho. For instance, on the way to Katse handicrafts are found at the following places along the road: Pitseng, Ha Botso, Ha Lejone (Phahamang Basal!) and Ha Seshote. The Katse Botanical Garden also hosts a program to empower the local community to take part in conservation of botanical diversity (Lesotho Government, 2009:1-39).

3.11.2.2 Psychological empowerment

Psychological empowerment is critical in developing self-esteem and pride in local cultures, traditional knowledge, and natural resources (Sharpely & Telfer, 2002:152). It involves capacity-building and reinforcement of the self-worth of community members so that they can play an
active role in decision-making or power-sharing processes with external stakeholders (Singh et al., 2004:644-646).

Scheyvens (2002:55-58) suggests that a community that is relatively self-reliant and demonstrates pride in its traditions and culture can be said to be psychologically powerful. Therefore preservation of tradition is extremely important in terms of maintaining a group’s sense of self-esteem and well-being (Singh et al., 2004:644-646). On the other hand, psychological disempowerment may occur if tourism development makes local people feel that they are somehow inadequate or inferior, as in situations where they service the needs of tourists for a minimal wage and when they feel they do not have control over the pace and direction of development in their areas (Scheyvens, 2002:61-62).

3.11.2.3 Social empowerment

Social empowerment refers to a situation in which a community’s sense of cohesion and integrity has been confirmed or strengthened through involvement in tourism (Scheyvens, 2002:61). Sharpley and Telfer (2002:152) argues that social empowerment helps to maintain a community’s social equilibrium and has the power to lead to cooperation and enhanced initiatives such as health and education. Social empowerment results from tourism when profits are used to fund social development projects identified by the community, such as water supply systems or clinics in the local area (Singh et al., 2004:644-646). Scheyvens (2002:61) attests that an empowered community may be observed by strong community groups, including youth groups, savings groups, church groups and women’s groups. On the other hand, disempowerment may occur if tourist activities result in begging, crime, cultural decay or prostitution.

3.11.2.4 Political empowerment

Scheyvens (2002:63) asserts that it is at this level of empowerment that the issue of community management of tourism most clearly comes to the fore. Signs of political empowerment include representational democracy, wherein residents can voice opinions and raise concerns about tourism development initiatives (Sharpley & Telfer, 2002:152). Once community members are politically empowered by involvement in tourism, their voices and concerns guide the development of any tourism initiative from the feasibility stage through to its implementation (Scheyvens cited in Catternich, 2001:1-82). The community should be involved in monitoring and evaluating tourism projects over time, and diverse interest groups within a community, including women and youths, need to have representation on community and broader decision-making bodies. In order for tourism to develop, local participation and empowerment should be encouraged by all the stakeholders in tourism management.

A conclusion can be made that for tourism to develop local participation and empowerment must be considered in decision-making as well as in distribution of the benefits of tourism. Local
government should be organised to defend, protect and reflect concerns and interests of local people in their administration areas, implying the need for financial resources, as well as for special education and training (Tosun, 2000:613-633). Lastly, education and awareness programmes should include local people aiming to help them become more involved in the tourism development process as both entrepreneurs and employees, but also as those who have the right to live in a high quality and safe environment (Petric, 2007:431-443).

### 3.12 Community awareness

The underlying principle of sustainability must be the keynote of any awareness and education programme for communities. Sirakaya et al. (2002:57-67) argue that community managers and planners need to provide educational information and programs to residents, visitors and other stakeholders in order to raise public awareness and education of management and planning of community tourism resources. Stakeholders should develop systems that can monitor and adjust planning and destination management. Tourism planners and managers have a role in educating or at least informing the community about positive impacts of tourism.

Harrill (2004:25) argues that it is not sufficient to organise once-off activities that do not have follow-up actions or that are not part of a broader programme. In order to raise community awareness and education the following activities and materials are important: exhibitions or displays, road shows, workshops for the community, seminars, one-on-one education for more focused information sharing and drama to raise community issues that can be discussed, media for publicising critical tourism issues, competitions and cleanup campaigns to educate and involve the community in tourism activities (South Africa – DEAT, 1996:18-42). On the other hand, awareness and education may be raised by organising training related to tourism for developmental councillors, development forums, community workers, tourism working groups, community based organisations and any other interested people (Lesotho Government, 2007: 5-32).

In many developing countries foreign tourists enjoy a standard of amenities and services which are not enjoyed by the majority of local people. This can lead to antagonism towards tourists and a feeling of discrimination amongst the locals. Community awareness and education programmes that inform the communities about the potential benefits that can be achieved and opportunities for participating in the sector are needed (Milner & Ewing, 2004:205-217).

If the community members understand and support tourism, they would not feel discriminated against if tourists are treated differently from them, because they would have knowledge as to why tourists are treated in that manner. Information dissemination should be regarded as a continuing process and should be a responsibility of all the stakeholders engaged with tourism planning and management.
3.13 Partnerships and collaboration in tourism management

The partnership and collaboration process for tourism planning and management has been advocated by many tourism scholars (Murphy, 2001:81-111). Sustainable tourism may be achieved through partnerships and collaboration of different stakeholders in tourism management (Li & Tian, 2005:16-20). Partnerships and collaborative planning and management are usually considered to involve direct dialogue among the participating stakeholders, including the public sector planners, managers, developers and thus has the potential to lead to negotiation, shared decision making and consensus building about planning goals and actions (Bramwell & Bernard, 2000:230-232). A partnership and collaboration in the tourism literature is described as an on-going arrangement between two or more parties, based upon satisfying mutually identified needs. These partnerships are characterised by durability over time, inclusiveness, cooperation and flexibility (Mason, 2008:191-207).

Partnerships and collaboration occur when a group of independent stakeholders of a problem domain engage in an interactive process, using shared rules, norms and structures, in order to act or decide on issues related to that domain. Collaboration in tourism management is vital because all the stakeholders might learn from each other, learn from the process itself, develop innovative policies, and respond dynamically to a changing environment. Bramwell and Bernard (2000:12-20) argue that there might be synergistic gains from sharing resources, risks, and rewards and from the “prioritisation of collaborative advantage” rather than individual “competitive advantage”.

Partnerships and collaboration in tourism have been advocated because of the perceived benefits they can bring. Every undertaking carries with it a certain element of risk and it is highly likely that to effectively develop a community tourism project a number of individual projects will have to be undertaken. The development and fostering of partnerships and collaboration for each of these individual projects would undoubtedly help to spread the risk and stimulate a more willing desire for growth (Bramwell & Bernard, 2000:232-238).

Partnerships and collaboration may provide an effective mechanism for community involvement in tourism management, through selection of key stakeholders to represent the various public interests (Bennett, et al., 2005:334). In light of the increasing pace of change and intensifying competition resulting from globalisation of trade, the need to find new ways for destination communities to be competitive and yet retain a sense of place is critical. Sustainable tourism development at a local level will therefore require much greater collaboration and partnerships than practiced to date.

The more people or organisations are involved in a particular project, the more likely it is that the developers will be able to carry the burden of the risk should the project fail. Table 3.8
depicts the potential benefits of partnership and collaboration in tourism management while Table 3.9 depicts the disadvantages of collaboration and partnership in tourism management.

**Table 3.8: Potential benefits of collaboration and partnerships**

*Source: Bromwell and Bernard (2000:1-19)*

<table>
<thead>
<tr>
<th>POTENTIAL BENEFITS OF COLLABORATION AND PARTNERSHIPS IN TOURISM PLANNING</th>
</tr>
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<tbody>
<tr>
<td>• The involvement of several stakeholders may increase the social acceptance of policies, so that implementation and enforcement may be easier</td>
</tr>
<tr>
<td>• More constructive and less adversarial attitudes might result as a consequence of working together</td>
</tr>
<tr>
<td>• The parties who are directly affected by the issues may bring their knowledge, attitudes and other capacities to the policy-making process</td>
</tr>
<tr>
<td>• A creative synergy may result from working together, perhaps leading to greater innovation and effectiveness</td>
</tr>
<tr>
<td>• Partnerships can promote learning about the work, skills and potential of the other partners, and also develop the group interaction and negotiating skills that help to make partnerships successful</td>
</tr>
<tr>
<td>• Parties who are directly involved in policy-making may have a greater commitment to putting the resulting policies into practice</td>
</tr>
<tr>
<td>• There may be greater consideration of the diverse economic, environmental and social issues that affect the sustainable development of resources</td>
</tr>
<tr>
<td>• Non-tourism activities may be encouraged, leading to a broadening of the economic, employment and societal base of a given community or region</td>
</tr>
<tr>
<td>• Decision-making power and control may diffuse to the multiple stakeholders that are affected by the issues, which is favourable for democracy</td>
</tr>
</tbody>
</table>
Table 3.9: Potential problems of collaboration and partnerships

Source: Bramwell and Bernard (2000:9-19)

<table>
<thead>
<tr>
<th>POTENTIAL PROBLEMS OF COLLABORATION AND PARTNERSHIPS IN TOURISM PLANNING</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Those stakeholders with less power may be excluded from the process of collaborative working or may have less influence on the process</td>
</tr>
<tr>
<td>• Power within collaborative arrangements could pass to groups or individuals with more effective political skills</td>
</tr>
<tr>
<td>• Some key parties may be uninterested or inactive in working with others, sometimes because they decide to rely on others to produce the benefits resulting from a partnership</td>
</tr>
<tr>
<td>• The involvement of democratically elected government in collaborative working and consensus building may compromise its ability to protect the public interest</td>
</tr>
<tr>
<td>• Collaboration may increase uncertainty about the future because the policies developed by multiple stakeholders are more difficult to predict than those developed by a central authority</td>
</tr>
<tr>
<td>• The vested interests and established practices of the multiple stakeholders involved in collaborative working may block innovation</td>
</tr>
<tr>
<td>• The need to develop consensus, and the need to disclose new ideas in advance of their introduction, might discourage entrepreneurial development</td>
</tr>
</tbody>
</table>

Although there are some disadvantages of partnerships and collaboration, they bring together different players in tourism. They may take a number of different forms, from formal, informal, ad hoc arrangements, to structured and time-tabled groupings. They also have the potential to lead to dialogue and consensus building between potentially adversarial participants, around mutually accepted proposals about how tourism should be developed (Mason, 2005:139).

Involvement and participation of the local community, empowerment of the local community in all tourism related activities, development of community tourism awareness and education, and partnerships and collaboration in tourism management must be key components of a sustainable tourism development process, with planners and managers reinforcing perceptions of positive economic benefits and effectively addressing what is being done or can be done to mitigate adverse social impacts.

It can be concluded that perceived positive and negative social impacts require a management strategy that will optimise the benefits from tourism and limit the negative effects. Such actions will require a coordinated approach including the host community, the tourists, the government,
the private sector, NGO's and many national and international organisations in the tourism industry.

3.14 Conclusions

This chapter has provided a theoretical discussion of tourist/host relationships. The relationships that occur between tourist and host communities result in positive or negative social impacts of tourism. Research on social impacts of tourism has produced contradictory results. Social impacts of tourism have both positive and negative impacts on host communities but these impacts may differ, depending on development experiences, development level, and carrying capacity, socio-cultural, political, and economic factors. The importance of research on factors influencing community perceptions cannot be overemphasised. It is found that the factors influencing community perceptions emanate from macro environmental factors and from the characteristics of the community / destination and the characteristics of the visitors/tourists.

It is observed that in order to achieve sustainable tourism and effective management of social impacts of tourism, participation of all stakeholders in tourism management is necessary. These stakeholders include the government, tourists, NGOs, the private sector and the community. The social impacts of tourism may be managed through application of tourism management techniques: the participation of the local community in decision making, empowerment of the local community in all tourism related activities, development of community tourism awareness campaigns and education and partnership and collaboration of all the stakeholders in the management of tourism.

The six community components revealed by the literature (positive and negative social impacts, community awareness, community involvement, the role of government, and the role of the private sector) are identified and discussed in this chapter. The six community components will therefore form the basis for the Community Relations Model (CRM) that will show direct and indirect causal effects and how these components are related in managing the tourism industry. The strategies and approaches that may be implemented in managing the social impacts of tourism and the techniques to achieve sustainable tourism development are reviewed in this chapter. Chapter four will mainly focus on the results of the empirical study.
CHAPTER 4
PRESENTATION AND DISCUSSION OF RESULTS

4.1 Introduction

This chapter presents the results of the empirical research. These results will provide the basis for the formulation of the proposed Community Relations Model (CRM) that may be used by policy planners, developers and managers in managing tourism destinations. The empirical research focused on the relationship between the government, the private sector and the community in managing tourism, particularly the roles played by each stakeholder in managing the positive and negative impacts of tourism.

The chapter is divided into two sections. Section A covers the results of the qualitative analysis and section B the results of the quantitative analysis, as presented in Figure 4.1. Both qualitative (interviews) and quantitative (surveys) methods were used to analyse the six community relations components: namely, positive impacts, negative impacts, community involvement, community awareness, the role of government and the role of the private sector in the management of tourism, as identified in the literature.

Figure 4.1: Chapter layout
4.2 Section A: The results of the qualitative research

Interviews were conducted by means of a structured questionnaire with fifteen tourism managers from MTEC, LTDC, HNRRIEP and the private sector. Questions were derived from the literature study and focused on six community relations components: positive impacts, negative impacts, community awareness, community involvement, the role of government and the role of the private sector in tourism management (see Appendix 2). A documentation sheet was filled out during the interviews for each of the respondents (see Appendix 3).

The purpose of the qualitative interviews was to gather information concerning the role played by the stakeholders in the management of tourism, with the view to construct a questionnaire for Katse community (see Appendix 9). This means that the opinions of the MTEC officials, LTDC officials, and HNRRIEP and private sector managers were compared with the opinions of the Katse community. Notes were taken during the in-depth personal interviews or, where permission was given for recording to be made, the interview were recorded and subsequently transcribed (cf. 1.5.2.1).

The interview results for each of the respondents are presented as follows: firstly, the interviews with the senior officials from MTEC, secondly, the interviews with senior officials from LTDC, thirdly, the interview with a senior official from HNRRIEP and lastly, the interviews with private sector managers. Each answer was written below its question for ease of analysis. The following shows each interviewee’s responses.

4.2.1 The results from semi-structured in-depth personal interviews with Government officials from MTEC

INTERVIEW 1

The interview was held with the Deputy Principal Secretary (DPS) at MTEC. She has served MTEC for more than 10 years.

The main tourist attractions in Lesotho

According to the DPS the main tourist attractions in Lesotho are:

- The unique natural environment, including mountain scenery and scenic routes, topography, vegetation and fauna
- The beauty of the country that includes the snow in winter, and the waterfalls, such as Maletsunyane and Tsoeikhe Falls
- Man-made attractions, such as the Katse Dam and Mohale Dam
• The rich Basotho culture that distinguishes Basotho from other nations, for instance, the beautiful Thaba-Bosiu and the Basotho cultural village in Thaba-Bosiu that will commence its operation in March 2009

• The history of the Basotho that includes the history of Thaba-Bosiu, the mountain fortress of Basotho

The positive impacts of tourism in the community

The DPS indicated that tourism in Lesotho creates employment; she supported her view by giving an example of income generation opportunities that are available in areas that have the potential to attract tourists, such as the botanical garden and the national parks at Katse. She further noted that income generating opportunities not only assist in employment generation but also stimulate the economy. Locals and youth become more interested in local art and traditions; therefore, tourism improves cultural traditions and practices, songs, dance, music, food and crafts.

The negative impacts of tourism in the community

According to the DPS, tourism has caused displacement of Katse communities because some residents in the Katse area were moved from their original area to other areas where they were going to begin a new life altogether. She indicated that as a result of tourism there is a high rate of prostitution, especially in the rural areas that are strongly affected by tourism. This prostitution results in the spread of HIV/AIDS.

She also observed that tourism has changed the community way of living. For instance, the Basotho people in the rural areas traditionally depend much on agriculture but tourism, especially at Katse, has changed that behaviour. People are now in paid employment and some have moved to the urban area where there is no land to plough. Tourism increases the rate of crime in the country. This is because the tourists carry large sums of money with them and they also dress in very expensive attire. All these become centre of attractions to the locals. It also increases begging amongst the hardboys. The number of street children increases due to tourism.

The role players in tourism management

The interviewee indicated that the main role players in the management of tourism in Lesotho are the Lesotho Government through MTEC, the LTDC, representing the private sector, and the community. The Government’s major role is to formulate tourism policies, strategy, legislation and a funding regime for the destination. The Government is responsible for creating an
enabling environment for tourism to flourish. The government also regulates priority tourism-related public sector development projects, for instance, infrastructure and public tourism attractions.

According to the DPS, LTDC is a parastatal organisation that co-ordinates public and private sector marketing resources and partnerships. It also co-ordinates and manages tourism market research, internal marketing and tourism awareness and customer care. She further noted that the community is the custodian of tourism attractions; they know more about the attractions because they are available in their villages.

Community involvement in the management of tourism

She further argued that the community should be involved in tourism management so that it would feel that the tourism project belongs to them and not necessarily the government. The community is also encouraged to form different associations, such as handicraft associations, that will represent them in the National Community Council (NCC). She further argued that the tourism planning process should emanate from the community. This means that before the construction of tourism facilities commences, the government should always hold public gatherings to inform the community about the tourism developments. This should be done in order to gain community acceptance and support for tourism development and to explain the objectives of the project.

She also observed that leadership is an important element in the successful management of the process of community-based tourism development. The community must be allowed to identify its own leaders. She noted that many tourism projects have failed in the country because the community were not given opportunities to elect their own tourism leaders. The objective in choosing their own leaders is to build broad-based equity and trust within the community.

Awareness and education are major factors that have to be taken into consideration in order to involve the community in the management of tourism. The community should be made aware of the importance of tourism, including their own tourism product, and should be given training and education on tourism related activities. This may be done by public gatherings and workshops for the community. The community should be encouraged to form different tourist associations that will represent them in the National Tourism Council (NTC).

Community benefits from tourism

The communities in which there are tourism projects are the ones benefiting from tourism developments. For instance, tourism activities, such as pony trekking, provide sustainable income for the communities. She cited Malealea community as one community that is presently benefiting from ponytrekking. Most of the overnight stops are in villages, where tourists have
the opportunity of engaging in the culture and life-style of Lesotho in a truly authentic way. Accommodation and in some cases meals are provided in rural villages and the tourists are expected to pay for all these services and as a result the community is benefiting.

**Community awareness of tourism benefits**

The community is always informed about tourism benefits through public gatherings, workshops, and local media. Whenever there is a tourism project in a certain area, the Minister himself will hold an initial public gathering (Pitso) informing the community about the projects; thereafter public gatherings with MTEC officials will follow, until the stage where the committees that will work with the government officials are formed.

**The future of Lesotho tourism**

Lesotho has great tourism potential. What is needed is to regulate it properly and to invest more in tourism awareness and promotion campaigns in order to make the community aware of the importance of tourism attractions available in their villages.

**INTERVIEW 2**

The interview was held with the Director of Environment at MTEC, who has served MTEC for more than 8 years.

**The main tourist attractions in Lesotho**

According to the Director of Environment the main tourist attractions in Lesotho are:

- Katse Dam and Mohale Dam
- Sehlaba-thebe National Park
- Mahlaseli Ski resort
- Maletsunyane Falls
- Sani Top

**The positive impacts of tourism in the community**

The Director of Environment indicated that tourism creates employment in the country. She gave an example of the many people who were able to get jobs at Katse and Mohale Dams.
The negative impacts of tourism in the community

Her view was that littering is a major negative impact, especially with tourists from neighbouring countries. The tourists from neighbouring countries, particularly tourists from South Africa, would come with many full buses, with their own lunch packs, and would stop on their way to Katse Dam, eat lunch and leave the rubbish thereof.

The role players in the management of tourism in Lesotho

The role players in the management of tourism are the government, the private sector, the community and the tourists. She further indicated that the government formulates tourism policies while the private and public sectors implement the policies formulated by the government. The communities are the owners of tourist attractions because these attractions are available in their villages. The tourists assist in income generation because they pay for the tourism services they get from the communities.

Community involvement in the management of tourism

She indicated that the community should be involved through their chiefs and elected committees in tourism management.

Community benefits from tourism

The community is benefiting from tourism activities through their homestays, art and craft activities and pony-trekking that generate income for them. Malealea Lodge was cited as an example where the community is really benefiting from tourism. She further indicated that at Malealea Lodge there is a pony-trekking association that is run by the community and the community is benefiting from it.

Community awareness of tourism benefits

The communities are made aware of tourism benefits through workshops, different media in the country, newspapers and the internet. MTEC has just introduced a tourism programme at 6.30 every week on Lesotho Television (LTV) for the community to be aware of tourism benefits in the country.

The future of Lesotho tourism

She indicated that Lesotho has tourism potential; however, there are a number of critical constraints, such as limited integration of local communities in tourism management and lack of physical infrastructure, particularly in the rural areas.
INTERVIEW 3

The interview was held with Director of Culture at MTEC. The Director of culture has served MTEC for more than nine years. She refused the recording of the interview therefore the interviewer used a self-administered interview during which she wrote the interviewee’s answers in note form.

The main tourist attractions in Lesotho

According to her, the main tourist attractions in Lesotho are the following:

- Man-made attractions such as Katse Dam and Mohale Dam
- The beauty of the mountains
- Pony-trekking

The positive impacts of tourism in the community

She indicated that there are no positive impacts that tourism brings to Lesotho. She argued that Lesotho does not have an anchor product to attract tourists; therefore tourism will never be an economic activity in Lesotho. She further indicated that Lesotho does not have a quality tourist product.

The negative impacts of tourism in the community

She indicated that littering is a major negative impact of tourism in Lesotho.

The role players in tourism management

According to her, the government regulates tourism. The government also collates tourism information, manages tourism and removes obstacles to tourism growth in the country. On the other hand, public/private sector partnerships through LTDC, co-ordinate, manage tourism market research and promote tourism investment, while the community owns tourism attractions.

Community involvement in the management of tourism

The community should be involved in the management of tourism. This may be achieved through establishment of community forums where the communities will air their views. The community should also be encouraged to form partnerships and build Bed and Breakfast (B&B) establishments and guesthouses. The community should be encouraged and assisted to offer and convert their houses for homestays especially in the rural areas.
Community benefits from tourism

The community is not benefiting from tourism because there is no tourism in the country.

The future of Lesotho tourism

Lesotho has eco-tourism potential, but presently it does not have a tourism product with which it can compete. She further indicated that attention should be given to community awareness and education about tourism.

INTERVIEW 4

The Principal Officer (Tourism) at MTEC refused to be interviewed but instead completed the questionnaire. She has served the government for 9 years.

The main tourist attractions in Lesotho

According to the Principal Officer the main tourist attractions in Lesotho are:

- Sehlabathebe National Park
- Sani-top
- Lesotho mountains
- Tsehlanyane National Park
- Lipholung Nature Reserve in the Katse area
- Ha-Baroane rock paintings
- Koma caves in Teya-tyaneng district

The positive impacts of tourism in the community

The major positive impact of tourism is employment creation in areas where there are tourism projects, although these jobs are temporary. She also indicated that community skills are enhanced because the community is trained by MTEC in handicrafts, where they use locally available raw materials to make products, such as the Basotho hat (Mokorotlo). Lastly, she argued that tourism boosts the economy of the country because the tourists bring income to the country.

The negative impacts of tourism in the community

According to the Principal Officer, the major negative impact is the dilution of Basotho culture, especially amongst the youth, because the youth want to imitate the culture of the tourists. She
further indicated that tourism causes soil erosion. She made an example of the Roof of Africa rally that causes soil erosion because the rally cars and motorbikes do not use the tarred road; as a result they destroy the environment and cause soil erosion.

**The role players in tourism management**

The role players in the management of tourism in Lesotho are: the Lesotho Government, the private sector and the community. The Lesotho Government provides the enabling environment for tourism and formulates tourism policies. The private sector implements the government policies while the community are the owners of tourism resources.

**Community involvement in the management of tourism**

The community should be involved in the management of tourism through their different committees and interest groups.

**Community benefits from tourism**

She indicated that the community that is benefiting from tourism is the community within which there are tourism projects, for instance, Katse community, Mohale community and Malealea community. She further indicated that at Malealea the members of the community learn basic computer skills from a locally trained teacher. School children also use computers after school and during school holidays. The community computer centre was built with assistance from the Development Trust established at Malealea Lodge.

**Community awareness of tourism benefits**

The community is made aware of tourism benefits through public gatherings, although the government does not have enough funds to cover the whole country.

**The future of Lesotho tourism**

She made an observation that eco-tourism has great potential which the country can take advantage of. She further indicated that there is a large flow of tourists into Lesotho, thereby creating job opportunities. However, private investment is conspicuously low in the sector. She recommended that the Basotho people need to be made aware of tourism in the country; therefore awareness, education and promotion are crucial for the sustainability of Lesotho tourism.
Interviews with Senior Officials from Lesotho Tourism Development Corporation (LTDC)

LTDC is the executive arm of MTEC. Its operational structures are research and development, investment promotion and strategic marketing. Each division manager was interviewed with the exception of the Finance and Administration Managers. The Public Relations Information Officer was also interviewed.

INTERVIEW 5

The interview was held with the Investment and Promotion Manager at LTDC. She has served LTDC for four years but before she joined LTDC she served Highlands Natural Resources and Rural Income Enhancement Project (HNRRIEP) for five years as an Investment Officer working with the communities.

The main tourist attractions in Lesotho

She indicated that the main tourist attractions in Lesotho are:

- Scenic attractions, such as the Sehlabathebe National Park, the Maloti-Drakensburg Transfrontier Park, Sani Pass, Bokong Nature Reserve, Katse Dam and Mohale Dam
- Ecotourism
- Culture and heritage, for instance the Mokhotlong museum and archives. Routes and tours, such as, Maseru to Thaba-Bosiu which incorporates the mountain fortress of Moshesho 1 (the founder of the Basotho nation) with a climb to the plateau from where the ruins of villages and the cemetery of the nation's hero can be seen
- Festival and annual events, for instance, Mokhotlong Arts and Cultural festival
- Outdoor activities, for instance, climbing, bird watching, abseiling, fishing, skiing in winter and pony trekking

The positive impacts of tourism in the community

She observed that tourism creates employment in Lesotho. She further observed that the communities, especially where there are tourism projects, for instance, Katse, Malealea, Sani-pass and Thaba-bosiu, benefit from such projects because the project contractors are encouraged to employ the community within the vicinity of the projects. Malealea was cited as a good example of a private business in tourism that employs mostly locals.

She further noted that tourism improves the social well-being of the community because the community gets money from the tourists through their homestays (Mamohasi homestay in
Bothe-Buthe district was cited as an example, the community perform cultural activities and some residents also act as guides for the tourists. All these services are paid for and thus improve the social wellbeing of the community. She also argued that tourism stimulates the economy because it affects almost every sector in the country, e.g. agriculture, because the local community are encouraged to use local produce for tourists, for instance, vegetables.

**The negative impacts of tourism in the community**

Begging and stone throwing by herdboys if they are not given sweets by tourists were considered as the main negative impact of tourism in Lesotho. She further indicted that tourism dilutes the Basotho culture because the Basotho youth imitate the culture of the tourists. Tourism has brought a high rate of crime to the country. This is due to the fact that the tourists carry large sums of money, and they dress very expensive attire. Tourism does not benefit the whole country, it only benefit residents where there are attractions, for instance, Katse, Mohale, Thaba-bosiu and Malealea communities.

**The role players in tourism management**

She indicated that the role players in tourism management are the Lesotho Government, the private sector, the public/private sector and the community.

**Community involvement in the management of tourism**

The community should be included in tourism management. They should be encouraged to form interest groups, for instance, traditional dance groups, handicraft groups, pony-trekking, homestays and community development trusts.

**Community benefits from tourism**

The community in which the tourism projects are implemented are the ones benefiting from tourism. Katse community and Malealea community were cited as good examples of the communities that benefit from pony-trekking.

**Community awareness of tourism benefits**

The communities are made aware of tourism benefits through public gatherings (lipitso), workshops, newspapers, Lesotho TV (LTV), pamphlets and posters. She recommended that the curriculum of all schools, including the higher institutions, police training and nurses training colleges, should include some basic elements of tourism.
The future of Lesotho tourism

According to this officer Lesotho has great tourism potential although there are major challenges:

Challenges

- In the rural communities there are only old people left; the young people are in urban areas looking for jobs and it is difficult to train older people in tourism related activities
- According to the Basotho culture, a visitor should be treated with respect and given food and accommodation free. It becomes very difficult to remove that belief from them. A Mosotho family will not accept payment for giving a visitor accommodation in their house. Their argument is that their houses are not hotels
- It is also difficult for them to realise that locals can also be tourists: to them a tourist is a white man
- Pricing and promotion of tourism products should be revisited because some tourism products are offered free of charge while some are under-priced
- Overall regulations should be revisited because the present regulations are not up to standard.

INTERVIEW 6

The interview was held with the strategic manager at LTDC. He has served LTDC for 8 years. The interviewer did not finish the interview with him as he had to attend another meeting. Included here are only the questions that he answered.

The main tourist attractions in Lesotho

The Strategic Manager at LTDC indicated that the main tourist attractions in Lesotho are the following:

- Scenery – beautiful mountains
- Waterfalls (Maletsunyane and Tsoelike Falls) Sani pass
- Thaba-Bosiu mountain
- Kome in Teyatayaneng
The role players in tourism management

There are three main role players in tourism management, the government, the private sector and the communities. Government’s major role is to formulate tourism policies, strategy, legislation and funding regime for the destination. It co-ordinates, advises and guides tourism support programmes and projects that require other departments in the government administration to adopt tourism in their plans and programmes. Lastly, it regulates tourism in the country.

The private sector is represented by the LCT whose mission it is to represent the entire private sector in Lesotho in all national, regional and international tourism bodies and be a strong and effective mouthpiece of the industry, and maintain a positive dialogue with the government, NGO’s, local communities and civil society in an effort to develop tourism in Lesotho in a sustainable manner. For instance, the private sector comprises tour operators, Lesotho Hotels and Hospitality Association (LHHA), Chamber of Commerce, district tourism associations, transport associations, Association of Accommodation Services. The private sector is also supposed to implement the policy formulated by the government but it is presently not very active.

On the other hand, the community’s main role is to host the tourists. Although the communities are the custodians of the tourist attractions, they are not as active as expected. He further indicated that the community is a tourism partner that is not aware of its partnership status. The community does not know much about tourism and as a result it does not have interest. This is because the Lesotho community has been subjected to bribery through donations for a long time. This has spoiled the community because it is now expecting to get donations all the time. For instance, when there is a public gathering related to tourism, the first gathering will be large enough, the second one will be half of the first gathering and at the other gatherings the community will not attend.

Community involvement in the management of tourism

The community should be involved in the management of tourism, although it is very difficult to involve someone in the management of something which he does not understand. The government should introduce awareness and education programmes mixed with incentives for the community to participate in the management of tourism.
Community awareness of tourism benefits

The communities are always informed through public gatherings and workshops about tourism benefits. He further indicated that if the public gatherings are not donation-related the community do not attend them.

The future of tourism in Lesotho

He observed that tourism has potential although it is not regulated properly. He further argued that pricing and promotion of tourism products is a major challenge and he recommended that the government should invest more on tourism awareness and education programmes.

INTerview 7

The interviewee is the Research and Development Senior Manager at LTDC. She has served the organisation for more than 10 years.

The main tourist attractions in Lesotho

According to her the main tourist attractions in Lesotho are the following:

- Thabana Ntlenyane – the highest peak in the whole of Southern Africa
- Katse Dam
- Mohale Dam
- Historical attractions, Thaba - Bosiu, Morija museum
- Morija annual festival
- Rock paintings at Ha Baroana on the way to Molimo Nhuse
- Beautiful scenery of Lesotho
- Maletsunyane waterfall which is the highest single drop waterfall in Southern Africa
- Pony-trekking, which can be done on hourly or day basis

Positive tourism impacts in the community

She argued that tourism creates employment especially for the community in which the tourism attractions are available, e.g. through homestays. Tourism boosts the economy, encourages exchange of culture. It encourages development of more attractions; therefore competition will be high in order to attract more tourists. It also provides improvements to transport infrastructure and creates recreational facilities and services. Katse was cited as one area where the transport infrastructure has improved due to tourism developments taking place. Locals are able to meet
and establish friendship with people from different countries. This is very important as it also creates peace between countries.

**Negative impacts of tourism in the community**

She argued that tourism promotes prostitution. She cited Katse camp as an example where prostitution is regarded as high, and this has increased the rate of HIV/AIDS in the country. She further noted that tourism disturbs nature, especially mass tourism through development of routes and lastly, it encourages begging and stone throwing at tourists. Tourism also causes soil erosion: she made an example of rally motorbikes and cars that damage the roads and speed up soil erosion of the sensitive mountain sides.

**The role players in the management of tourism**

The main role players in tourism management are the LTDC, followed by the community and lastly, the government. The government formulates the national tourism policy, LTDC executes the national policy working with the government and the community are the owners of tourism attractions because the attractions are found in their villages and the communities have the history about the attractions available in their villages.

**Community involvement in tourism management**

According to the Information Officer at LTDC, the community should be included in tourism management. It should be included through creation of awareness and educational training: for instance, the local community should be made aware of the importance of tourism events. They should also be included through their different associations in different districts.

**Community benefits from tourism**

The community is benefiting from tourism because it gets money through homestays, traditional dances, pony-trekking, tour-guiding, and cultural dances.

**Community awareness of tourism**

She further argued that the community is made aware of tourism benefits through training workshops, local newspapers and Radio Lesotho.

**The future of tourism**

She indicated that Lesotho has great tourism potential. It only needs to improve its tourism product, train the community in customer service, respect the tourist and clean the country. The
industry should be properly regulated, especially the pricing of the tourism product. This is an area that needs serious attention.

4.2.2 Interview with Senior Official from HNRRIEP

**INTERVIEW 8**

The interview was held with the senior official at the Highlands Natural Resources and Rural Income Enhancement Project (HNRRIEP). He has been with the project since 2001. He works with tourism associations in the Leribe district from Katse to Botha-Buthe District.

**The main tourist attractions in Lesotho**

He noted that the main tourist attractions in Lesotho are:

- Muela-hydropower station
- Cultural activities, such as Mokhibo, Ntlamo and lilolobonya (Basotho traditional dance)
- Botanical garden
- Katse and Mohale Dams
- Lesotho mountains
- San pictures and dinosaur foot prints
- Rivers
- Friendly people

**Positive tourism impacts in community**

The Senior Official at HNRRIEP, like the previous seven interviewees, indicated that tourism is very crucial for a growing economy like Lesotho. It generates income, and therefore a better life for residents. It creates employment opportunities for the community. It also improves infrastructure in the country. For instance, the Maloti Drakensberg Transfrontier Project (MDTP) upgraded the road from Himeville to Sani Pass and the accompanying relocation of the South African border post, and funded the construction of tourism and management facilities at Sehlabathebe National Park. Tourism also enhances the entrepreneurial skills amongst the locals. Homestays and B&B's are developed. Communities are given training on art and craft products so that they sell them to tourists.

**The future of tourism**

He indicated that tourism in Lesotho has potential to increase the GDP of the country. However, he observed that awareness and education programmes are very crucial for the development of
tourism in Lesotho. If the country can invest in awareness and education campaigns the country can benefit from tourism. He made the following recommendations:

- **MTEC** should make it easy for locals to get licenses, such as B&B and lodges licenses
- Tour-guides in rural areas should be trained, especially because most of the tourists speak English, which might be a problem to most of Basotho in rural areas
- **MTEC** should revisit the tourism regulations as some of them are outdated
- Most of the Lesotho attractions are free; LTDC together with MTEC should visit all these tourism attractions and make sure that they are priced appropriately

4.2.3 Results from semi-structured in-depth personal interviews with managers from the private sector

**INTERVIEW 9: TOUR OPERATOR MANAGER**

The tour operator manager indicated that his business organises and packages together different elements of the tourism experience, such as transport, accommodation and other tourist services. He has been in the tour operation business for the past four years. He started as a freelance individual carrying out all the tour business activities alone. The business is presently operating with four employees.

**The main tourist attractions in Lesotho**

He noted that the main tourist attractions in Lesotho are:

- **Historical and palaeontological features** – caves with San paintings in the region, dinosaur prints and San rock paintings
- Cultural activities, such as pony trekking
- Cultural identity of the Basotho, such as shepherds' huts, arts and crafts
- Scenery and beauty of the country, for instance, Maletsunyane and Tsoelike Falls
- Man-made attractions, for instance, Katse and Mohale Dams
- Cross-country skiing in winter
- Water sports on dams

**Positive impacts of tourism in the community**

The interviewee noted that tourism creates employment. It also encourages entrepreneurship, because people who have studied tourism have very few places where they can work; as a result most of them become entrepreneurs although by default. They become self-employed as
tour-guides. He also indicated that tourism boosts the economy because it brings income to the country.

**Negative impacts of tourism**

He indicated that tourism dilutes the Basotho culture because the youth in communities imitate the clothing of the tourists. It causes displacement of the community, for instance, Katse was cited as an example where the community was displaced due to the developments that took place in the area. He further noted that tourism increases the spread of HIV/AIDS due to prostitution in areas where tourism developments take place. Crime has increased due to tourism, especially in the rural areas. This is due to the fact that tourists carry expensive cameras and large sums of money with them. This also increases begging that results in many street children in the country.

**The role players in the management of tourism**

He noted that there are three main role players in the management of tourism: namely, the government, the private sector and the community. The government’s main role is to formulate tourism policies in collaboration with all relevant stakeholders, and to develop integrated national tourism plans in collaboration with all other stakeholders. The government also ensures the sustainable and responsible development of the tourism industry.

The private sector implements policies formulated by the MTEC, they invest in the development of the tourism industry, and also actively seek to involve the local communities in the tourism industry through out-sourcing, purchase of goods and services from the communities (for instance, vegetables, entertainment, and poultry).

The community’s role is to identify local tourism resources and attractions for development and also to protect resources and attractions. It is also to sensitize the private sector at large, as well as tourism parastatals, environmental agencies and NGOs, to the importance of getting involved in tourism development. The community should also participate in decision-making with respect to major tourism development planned or proposed for the communities.

**Community involvement in tourism**

The community should be involved in tourism management through their chiefs as their representatives in tourism committees and through their different groups that represent the community in the management of tourism. They should be given the opportunity to choose their own leaders. They should be made aware of tourism and its benefits in the country because they cannot be involved in something that they do not know about. The community should be
enabled to own the tourism attractions in their villages. The importance of community awareness of tourism as a possible source of income for the community has been emphasized.

Community benefits from tourism

According to the tour operator the communities where tourism projects are available are the ones that benefit from tourism. He further noted that it is not everybody that benefits from tourism. He gave an example of the community of Malealea. At Malealea there is a Development Trust organised in such a way that the community is benefitting from it. The trust has set up a secondary school called Malealea Secondary School and community library and it also offers secondary school scholarships for the Malealea community.

Community awareness

The community is informed about tourism benefits through workshops, although it is very difficult to convince them of the importance of tourism because they are used to donations.

The relationship between the government and the private sector

He noted that since 2008 the relationship between the private sector and the Lesotho Government has improved tremendously. The Government supported the formation of Lesotho Council of Tourism (LCT) which was launched in January, 2009. The aim of LCT is to ensure that the private business sector is represented at all government levels throughout the country and also to develop partnerships with the Government, private sector and the communities for the benefit of all.

He made an observation that the Government has begun to realize the importance of the involvement of the private sector and the community in tourism development in Lesotho. He further noted that although there is an improvement in the relationship between the government and the private sector, within the private sector there are some individual managers who do not understand the work of the tour operators and as such the relationship is not positive.

The relationship between the private sector and the community

He noted that the relationship between the private sector and the community is fairly good; however, the community do not understand their role in tourism management.

The future of Lesotho tourism

He indicated that Lesotho has great potential especially with eco-tourism but the major problem is awareness and education about tourism. Basotho people do not know about tourism and this
is made worse by the influence of their culture. According to Basotho culture, one cannot ask a
visitor to pay for food and even accommodation. He further noted that:

- The laws and regulations governing the tourism industry are outdated and need to be
  revisited
- The community, including the police, immigration staff and hotel and B&B staff need to be
  trained in customer service
- Tourism should form part of the Lesotho curriculum from class one up to university level
  and the government should invest more in awareness and education programmes

INTERVIEW 10: MALEALEA LODGE MANAGER

The Malealea Lodge was established in 1986. The main objective for establishing the lodge was
to provide a specific tourism product, pony-trekking. The lodge consists of an assortment of
buildings from old farmhouse buildings to 21 new en-suite bedrooms and rondavels. It currently
employs 30 employees.

The main tourist attractions in Lesotho

The Malealea lodge manager noted that the main tourist attractions in Lesotho are:

- Basotho Pony- Rides (pony- trekking)
- Waterfalls, for instance, Tsoelike and Maletsunyane Falls
- Rich Basotho culture
- Friendliness of the local people
- Scenery, for instance mountains, dinosaurs trails, rock art and the beauty of the country
- Katse and Mohale Dams
- Skiing in winter
- Fishing and bird watching

Positive impacts of tourism in the community

According to the manager the following are some of the tourism benefits at Malealea village:

- Creation of employment for the community through pony-trekking. Presently, the lodge
  has 30 employees including the security guards. Part-time employees are employed
depending on how busy the lodge is. There are also 35 full time pony-trekking guides. All
these employees are from the villages surrounding the lodge. There are 80 horses
presently and the cost of hiring horses is M225.00 per day. As a result the community is benefiting from tourism at Malealea

- Training – teachers from five pre-schools in Malealea have received training on how to set up their classroom and create play stations

- School building and infrastructure – primary school buildings have been painted and provided with fences and fruit trees have been planted. Malealea Secondary School was wired for electricity and runs on a dual solar and wind power station

- Secondary school scholarships – in Lesotho, primary education is provided free by the Government; however, students must pay school fees, book fees, and examination fees to attend secondary school. The Malealea Development Trust provides scholarships for students who would otherwise be unable to continue their education

- School and community library – libraries have been set up at 4 primary schools and a community library was established at Malealea Secondary School. All books were donated from organisations and individuals from South Africa, America and England

- Foreign tourists sometimes make large donations to the community, in terms of clothing and food.

**Negative impacts of tourism**

Begging sweets and stone throwing by young herdboys when tourists are travelling to the lodge, and also when they are viewing the beauty of the country, are the major negative impacts of tourism at Malealea. The chief together with the community is working very hard to control that behaviour through public gatherings and meetings with the community. Photo taking by tourists is also a major concern because the tourists take some herdboys photos without their permission and they do not even pay them for posing for the photos.

**The role players in the management of tourism**

The main role players in the management of tourism are the government, the private sector and also the community. The manager emphasised the importance of including the community in the management of tourism by empowering them and giving them management responsibilities. She gave an example of one community member who is now a manager of a pony-trekking association. She further noted that the community actively works toward enhancing the positive benefits from tourism and minimizing the negative impacts. The community should also encourage the press, particularly the radio and the print media, to proactively provide tourism information and awareness to communities. Lastly, it should work closely with NGOs to educate and engender community awareness of tourism.
Community involvement in tourism

Malealea Lodge is a good example of how the community can benefit from tourism because the community is fully involved in tourism activities. The lodge has a Development Trust Fund that is supported by donations from tourists in different countries such as Germany, Holland, England and a few from South Africa. These are tourists who have visited Malealea Lodge before. The Development Trust Fund has a council that operates independently from the lodge, and also controls how the money and some donations will be spent for the development of the community.

The council in consultation with the community determines the projects to be undertaken for the community. The development projects that are currently taking place in the village are building schools, prevention of soil erosion, planting of trees, training of the community in how to run and establish their own businesses, keeping the environment tidy and maintaining the routes used by both the community and the tourists. The lodge also gets tourist volunteers from England who may stay for 5 to 10 days and assist in development projects in the community.

The relationship between the private sector and the community

The manager noted that the relationship between the private sector and the community is positive. They are working very well with the community. This might be the result of meetings and public gatherings that they regularly held with the community. A local cultural choir plays music for the tourists every evening at 6.00pm. The choir gets money from the tourists.

The relationship between the private sector and the government

The relationship between the private sector and the government is also positive because the Lesotho Government is giving the lodge good support in terms of security for the tourists. They also refer a large number of tourists to Malealea Lodge. She further noted that the relationship within the private sector is also very good. Tourists spend 1 to 2 days at Malealea because it is the destination lodge and Malealea makes arrangements for them to go to other nearby lodges and to places of interest, for instance, Orion lodge at Katse, and the Aloe Lodge on the way to Katse.

The future of Lesotho tourism

Tourism in Lesotho is very promising and has a great potential. It is very unique to have an African kingdom in the middle of South Africa. It is a wonderful experience for many tourists to visit Lesotho.
INTERVIEW 11: ORION KATSE LODGE

Orion Katse Lodge is one of the oldest Lodges at Katse. The lodge was established 20 years ago by FedEx Company. It was taken over by Orion in 2007. The manager at this lodge has 23 years experience in this business. Before joining Orion he was employed by the Lesotho Sun Hotel in Maseru, Lesotho. The lodge is presently operating with 38 employees.

The main tourist attractions in Lesotho

The manager at Orion Katse Lodge indicated that the main tourist attractions are:

- The beauty of the country, including the mountain scenery and scenic routes, topography, vegetation and fauna
- Spectacular dams and engineering features related to the Lesotho Highlands Water Scheme, such as Katse Dam, Mohale Dam and the Muela hydroelectric scheme
- A rich heritage including the Royal Kingdom “story”, Thaba Bosiu, Lipholung Caves, San rock art, dinosaur footprints
- Some wild animals that are found at Katse Botanical Garden

Positive impacts of tourism in the community

It offers significant employment and enterprise development. The community is encouraged to participate in small businesses, such as growing vegetables and selling them to the lodge. Tourism creates employment for the locals, for instance, locals are encouraged to open small businesses such as car wash for the market coming to Katse. There are also lots of opportunities in handicraft products. Locals are also encouraged to make products and sell them to the tourists either on the way or at the lodge. They can also provide cultural activities for the tourists.

Negative impacts of tourism

Tourists give the Basotho children sweets on the way and this encourages begging. If these children are not given sweets by some tourists they may think that it is bad and start throwing stones at them. Tourists also must be made aware not to give children sweets. Whatever they want to give must be through the chiefs. They can give money, for instance, if they have taken some photos of herdboys or if the herd boys have done something for them, for instance, showing the tourists the right direction.

Chapter 4: Presentation and discussion of results
The role players in the management of tourism

There are three main role players in tourism management: the Lesotho Government, whose role includes regulating tourism, initiating and implementing priority tourism-related public sector development, projects for infrastructure and tourism attractions. The private sector, whose role is to formulate and implement the tourism marketing strategy for Lesotho. It also promotes tourism investment in the country. The community is the custodian of the resources. It protects and takes care of the tourism resources available in their villages.

Community involvement in tourism

Community involvement is necessary. Communities should be made aware of tourism activities and tourism products available in their respective areas. The manager also indicated that they have some trained farmers who grow vegetables and sell them to the lodge on certain occasions. He further referred the researcher to Malealea Lodge where he indicated that the community is fully involved and benefiting from tourism.

Community benefits from tourism

The community benefits from tourism because the majority of staff is from the local community. The lodge has 38 employees, 33 of the employees are from the local community while five are managers from other places.

The relationship between the Government and the private sector

The relationship is positive but the government is not doing enough to promote Lesotho as a tourist destination. It is not doing enough to support the private sector to develop tourism.

The relationship between the private sector and the community

The relationship between the private sector and the community is positive.

The future of Lesotho tourism

Most of the tourists visiting the lodge come with their own tour guides and tour-operators from neighbouring countries. This is because tour-guides and operators in Lesotho are not known. The government and the private sector are not doing enough to promote and market the country Lesotho. The tourists do not know about Lesotho, they do not know that there are some lodges where they can get accommodation. The Lesotho tourism industry should have a web-site and awareness campaigns promoting Lesotho.
INTERVIEWEE 12: ALOE GUEST HOUSE

Aloe Guest House was established in 2004. It is situated in Pitseng on the way to Katse from Leribe, approximately 100km from Katse Dam. The lodge is currently operating with 34 employees.

The main tourist attractions in Lesotho

According to the Aloe Guest House manager the tourist attractions in Lesotho are:

- The beauty of the country Lesotho
- Man-made attractions, Katse and Mohale Dams
- Natural history – endemic fauna not found elsewhere, including the Maloti Minnow, the spiral aloe and many more endemic afro-alpine plants
- Wilderness – sense of remoteness and tranquillity
- Cultural identity of the Basotho nation

The positive impacts of tourism in the community

It creates employment especially for the community because the majority are from nearby villages. She also noted that tourism stimulates the economy because it affects almost every sector in the country, for example, agriculture, because the local community are encouraged to produce products and sell them to lodges. They are also encouraged to form traditional choirs to sing traditional songs for the tourists.

The negative impacts of tourism in the community

It promotes prostitution because the locals use the lodges and B&B for other reasons such as day-rests. It also promotes begging because the tourists take the herdboys’ photos without any payment. Littering is also a major problem with tourism. She gave an example of the route to Katse where there are papers scattered near the route.

The role players in tourism management

According to the Aloe Guest House manager the role players are the Government, the private sector and the community. The Government lays foundations and creates an enabling environment for tourism development. It also provides appropriate education, training and awareness programmes for tourism as well as capacity building for rural communities. It ensures that tourism activities are conducted in harmony with the attributes of the host nation and in respect
for their laws, practices and customs. It develops integrated national tourism plans in collaboration with all other stakeholders.

The private sector invests in tourism and provides tourism products for the tourists. It ensures that the tourists are satisfied with the tourism products. It collaborates with the government and other private sector members to ensure safety and security for tourists. It also collaborates with other stakeholders in marketing and promoting the destination as well as planning and policy-making for tourism.

The community identifies local resources and attractions for tourism development and also takes care of such resources because they are mostly available in their villages. The community should also discourage developments that are harmful to the local environment and culture of the communities. Lastly, they should actively participate in all aspects of the tourism business even as tourists themselves.

**Community involvement in the management of tourism**

The manager noted that the community should participate in decision-making with respect to major tourism development planned or proposed for the communities. They should be involved from the initial stage of the proposed projects. This will make them feel that the project belongs to them and as such they will support it. The community should be encouraged to organise themselves for the purpose of sharing information and experiences of tourism activities.

**Community awareness of tourism benefits**

Tourism awareness campaigns are used to inform the communities about the benefits of tourism. There are also consultants on tourism business opportunities provided to communities.

**The relationship between the Government and the private sector**

The relationship is positive but the government is not doing enough to promote Lesotho as a tourist destination. It is not doing enough to support the private sector to develop tourism. For instance, some of the lodge's customers are civil servants who buy their products on credit. The Government takes a long time to pay and this has a negative impact on their business. Again it takes a long time for one to get assistance from the Government, for instance, obtaining licences to expand businesses into hotels.

**The relationship between the private sector and the community**

The relationship between the private sector and the community is positive. The manager indicated that the local community is benefiting from tourism because the majority of her employees
come from nearby villages, and as such they also support her tremendously. They also make sure that the tourists are secure in the area. She also noted that they are studying what Malealea is doing in the community. In the near future they also want to introduce a Development Trust Fund for the community.

**The future of Lesotho tourism**

The future of tourism in Lesotho is very bright. The Government should provide more training and tourism awareness campaigns in all Government ministries. This is very important because there are many complaints from the tourists that they are not treated well at the border, or that they are not treated well by policemen. The Government should also improve the services and speed up the payment of their bills.

**INTERVIEWEE 13: UMBRELLA GUEST HOUSE**

Umbrella Guest House is situated at Ha-Lejone, on the way to Katse, approximately 30km from Katse. It was established in 2005. The owner of the Lodge indicated that the Lodge currently employs 12 employees and has 15 rooms for visitors.

**The main tourist attractions in Lesotho**

- Cultural identity of the Basotho nation
- The unique natural environment, including mountain scenery and scenic routes, topography, vegetation and fauna
- The beauty of the country that includes the snow in winter, the waterfalls such as Maletsunyane Falls at Semonkong
- Man-made attractions like Katse Dam and Mohale Dam

**The positive impacts of tourism in the community**

Tourism creates employment and brings money for the community. Tourism has renewed cultural traditions and practices, songs, dance, music food and handicrafts. It has also led to the upkeep and development of infrastructure, new facilities and amenities (Lesotho cultural village at Thaba-bosiu) for both locals and tourists.

**The negative impacts of tourism in the community**

She indicated that she is not aware of any negative impacts of tourism.
The role players in tourism management

There are three major role players: namely, the Government, private sector and the community. The government is not involving the private sector and the community in the management of tourism.

Community involvement in the management of tourism

The community should be involved in the management of tourism because the community together with the private sector should take care of the tourists. Education and training on tourism related activities should be emphasised. Presently, the community is not involved and as a result it is not aware of tourism.

The relationship between the Government and the private sector

The relationship between the Lesotho Government and the private sector is fairly positive, however, the Lesotho Government is not doing enough to help the private sector in promoting Lesotho as a tourist destination. It is not doing enough to support the private sector to develop tourism. For instance, some of the customers are sent by Government on credit to guest houses. The Government takes a long time to pay (approximately 6-12 months) and this has a negative impact on the businesses. Again it takes a long time for one to obtain a license from the Government.

The relationship between the private sector and the community

The relationship between the private sector and the community is positive, however, the community is not aware of tourism; as a result, it is not able to assist the private sector in tourism related activities.

The future of Lesotho tourism

The future of tourism in Lesotho is very bright. The Government should provide training and tourism awareness campaigns amongst the private sector and the community. The community at Ha-Lejone does not understand the importance of tourism.

INTERVIEW 14: SITE TOUR GUIDE AT BOKONG KATSE

A site tour guide at Bokong Katse refused to be interviewed but completed the questionnaire. He has been in the business for four years. The tour guides are available to take the tourists on pony-trekking tours in the mountains or cultural tours to enjoy the many rock art and geological sites.
The main tourist attractions in Lesotho

According to the site tour guide at Bokong the main tourist attractions in Lesotho are the following:

- Historical and cultural heritage
- Spectacular mountainous scenery
- Snow in winter
- Katse and Mohale Dams

The positive impacts of tourism in the community

The main positive impact of tourism is the creation of employment for locals. He further noted that tourism generates income for the country and conserves the country's culture and environment. Tourism has encouraged the entrepreneurial skills amongst the community, for instance, B&B’s have been developed by some locals. Hawkers are selling their art and craft products to tourists.

The negative impacts of tourism in the community

Tourism erodes culture and heritage, and also degrades the environment. Littering by tourists was also a major concern observed by the site tour guide. Photo taking without herdboys’ permission by tourists on the way to Katse was noted as a major concern. Tour guides and tour operators from nearby countries do not ask permission to bring tourists into Lesotho, they seem to control where the tourists go and spend in Lesotho the way they like.

The role players in tourism management

According to the site tour guide the role players in tourism management are the government, the private sector and the community. The government lays foundations and creates an enabling environment for tourism development. The private sector invests in tourism and provides training while the community hosts the tourist as owners of tourism attractions.

Community involvement in the management of tourism

The community should be involved in tourism management. They should be involved from the initial stage of tourism projects until the last stage.
Community benefits from tourism

The community is benefiting from tourism by selling of handicraft products, however, more has to be done to spread and sustain the benefits with community based projects.

Community awareness of tourism benefits

The tourism awareness campaigns are used to inform the communities about the benefits of tourism. There are also consultants on tourism business opportunities provided to communities.

The future of Lesotho tourism

He indicated that Lesotho has great potential for tourism development which needs to be unlocked. He argued that the government has prioritised the tourism sector as an economic growth sector but it has not allocated it enough funds. He recommended that the quality of the tourism product in Lesotho should be improved so that the Lesotho tourism product can compete internationally.

INTERVIEW 15: TOUR OPERATOR

The tour operator has been in the tour business for the past four years. The owner of the company indicated that his business is currently operating with 5 employees.

The main tourist attractions in Lesotho

- Maletsunyane Falls, including some cultural activities that are found in the area, for instance, horse-racing and Basotho traditional dances
- Sehlabathebe National Park, where wild animals are present and Maluti minnow fish which is unique to Lesotho
- Tsoelike Falls in Qacha’s Nek
- Man-made attractions, such as Katse and Mohale Dams
- Ha Kome caves

The positive impacts of tourism in communities

He argued that tourism improves the social well-being of the communities because members of the communities are employed in tourism as tour-guides. The community is also benefiting through the use of their houses as homestays for tourists. Tourism creates employment, stimulates the economy, provides improvements to transport infrastructure and creates recreational facilities and services.
The negative impacts of tourism in communities

The main negative impacts of tourism in Lesotho are that it encourages begging and stone throwing at tourists. This is done especially by herdboys in the rural areas. The tourists often take photographs of the herdboys on their way to tourist attraction places without the herdboys’ permission. This is considered as a negative impact mainly because these tourists do not even offer any payment for the photos. Tour companies from nearby countries bring tourists into Lesotho without consulting tour companies in the country. Tour companies in Lesotho become aggressive towards tour companies from other countries. This creates hostility between tour operators in Lesotho and tour operators coming from other countries.

The role players in the management of tourism

He indicated that there are three main role players in the management of tourism: the Government of Lesotho, whose role it is to formulate the national tourism policy, LTDC, whose role it is to execute the national policy formulated by the Government and lastly, the community, whose role it is to take care of the tourist attractions available in the communities.

Community involvement in tourism management

He argued that the community should be involved in tourism management through their different associations and interest groups in their villages, for instance, pony-trekking associations. The community should be made aware of tourism in their respective areas; they should be empowered and be given responsibilities.

Community benefits from tourism

The communities in which the tourism attractions are available in their villages are benefiting from tourism. He referred the researcher to Malealea Lodge where he indicated that the community is fully participating and benefiting from tourism.

Community awareness of tourism benefits

The communities are made aware of tourism benefits through workshops, public gatherings and also through the training that they get from their associations in the villages.

The future of tourism in Lesotho

He indicated that Lesotho can only achieve sustainable tourism if there is commitment and partnership amongst the three major role players: the government, the community and the
private sector. He further recommended that the Government should revisit tourism regulations as some of them are no longer applicable.

4.3 Interpretation of reported findings

The findings of the qualitative study are discussed under the following headings: tourist attractions, positive perceptions, negative perceptions, community involvement perceptions, community participation perceptions, the role players in tourism management and the relationship between the government, the private sector and the community.

4.3.1 Tourist attractions

From the preceding interviews it can be concluded that there are various tourist attractions available in Lesotho. The recurring tourist attractions in Lesotho are:

- The unique natural environment such as mountain scenery and scenic routes, topology, vegetation and fauna. Linked to this, a wide range of mountain-based activities such as pony-trekking, fishing, hiking and birding are available as well as a wealth of adventure activities such as rock climbing and 4x4 adventures.

- This is followed by the man-made attractions that have emerged as a response to the developing tourism market in a locality, and often build upon the natural attractions. These man-made attractions are the dams and engineering features related to the Lesotho Highlands Water Scheme such as Katse Dam, Mohale Dam and the Muela hydroelectric scheme.

- Lastly, the history and culture of the Basotho people, that is intertwined with the physical environment and altitude, ponies as transport, blanket as proactive wear, migratory grazing and herdboy culture, Basotho music and rich cultural traditions was also found as one of the main tourist attractions in Lesotho.

4.3.2 Positive perceptions

Recurring positive impacts were noted as follows:

- Tourism is crucial as it creates employment and as a result it enhances community social wellbeing. Some of the respondents pointed out that the nature reserves offer various tourist attractions and serve as rural income enhancement activities providing employment as well as tourist market opportunities for local communities' handicrafts and other products. This has improved the quality of life for Katse residents. All the respondents emphasised the belief that the creation of employment through tourism would gradually improve the standard of living for the local people. Similarly, Saveriades (2000:147-156) and Andriotis (2002a:53-68) found that the community of any host area may perceive
tourism in a positive way because of its potential for increasing the number of attractions and services that may improve the social wellbeing of the community.

- Tourism provides improvements to transport infrastructure and creates recreational facilities and services. Some respondents pointed out that the pre-dam livelihood conditions lacked roads and the isolated rural settlements were accessible only by rough dirt roads and footpaths, but with dams came tarred roads. For instance, during the quantitative data collection one of the respondents from Ha Mikia had this to say about the new roads: "We are now able to go to Hlotse for shopping and come back the same day because roads are now improved". Hlotse is approximately 100 km from Ha-Mikia. This view is supported by Thermil and Shaefier (2004:32-40), who found that with the increase of the tourists in Saut d'Eau in Haiti, major road maintenance projects, transport infrastructure, water and electricity projects were executed.

- Tourism enhances participation in cultural activities and provides opportunities to meet people from different places. Some respondents indicated that in their lodges there are cultural groups that perform cultural music for the tourists. These cultural groups are mainly made up of youths who expose their culture to other nations. This view is supported by Ratz (2003:43-47), who observed that tourism not only creates jobs and business opportunities but also facilitates cultural exchange between hosts and visitors and brings about an improved image of the host community and provides recreational facilities.

4.3.3 Negative perceptions

Despite the positive impacts observed by the respondents, they also acknowledged some negative impacts occurring as a consequence of the development of tourism. The most negative comments were those regarding the inequitable distribution of economic and employment benefits amongst local residents: for example the owners of tour companies and the site tour guides pointed out that they are unhappy about the tour guides and operators from nearby countries coming to Lesotho without the Lesotho tour operators permission. They argued that the government should assist them and enforce laws against such tour operators. They further argue that the local tour guides who know the area better should be given preference when it comes to conducting tours in Lesotho.

Another negative impact observed by the respondents was the impolite and intrusive behaviour of tourists. The respondents argue that the tourists often take photographs of the herdboys on their way to tourist attraction places without the herdboys' permission. This was regarded as a great concern because the respondents believe that the locals should be compensated if asked to pose for photographs and have the right to know the purpose for which photos are taken. Respondents noted that locals find tourists who fail to seek permission to take photos very
intrusive, and stated that tourists should be briefed on how to behave. Another negative impact observed is the demonstration effect, which means that some residents, especially the youth, tend to copy and adopt tourist lifestyle, attitude, behaviour and dress. Keyser (2002:348) argues that it is common that some residents and some youth may become dissatisfied with their own standards of living or way of life and imitate the way of life of the tourists.

Other social problems attributed to tourism by the respondents include, among others, prostitution, displacement, and high crime rate, increasing numbers of street children, begging and stone throwing by herdboys at tourists. These findings are similar to the findings of the study carried by Green (2006:37-56), who investigated the community perceptions of social change and tourism development on the island of Koh Samui, Thailand. The result of the study indicated that tourism has led to increased prostitution and displacement of the communities on the island of Koh Samui.

4.3.4 Community involvement perceptions

All the respondents argued that it is of great importance to include the community in tourism management through their representatives such as their chiefs, the committee representatives and interest group representatives. The communities in which tourism projects are available should be given priority so that they can take part in tourism management in their communities. These views are supported by Curry (2000:17-35), who argues that the communities are the owners of tourism attractions, therefore, they must be involved in decisions regarding their resources. This may encourage greater participation and involvement and create more active and concerned residents (Wilson, 2003:1465-1470).

The communities should also be encouraged to form tourism related associations that will represent them in the National Community Council (NCC) for effective management of tourism in Lesotho. The interviewees also observed that the communities do not have enough information about the benefits of tourism in Lesotho. They should be made aware of tourism benefits in their respective villages through public gatherings, workshops and meetings.

4.3.5 Community participation perceptions

The respondents noted that community participation is very crucial for tourism development; therefore, the local community should be encouraged to fully take part in tourism activities, including tourism management and planning. Participation in planning and management is likely to result in more appropriate decisions and greater motivation on the part of the local people. Additionally, the protection of the environment, which is a basic resource for tourism, will be supported. They all emphasised the importance of including the local community in decision making and tourism related projects from the initial stage of the projects until the implementation stage. These views are supported by Andriotis (2001:53-63), Tosun (2000:613-633) Walpole &
Goodwin (2000:559-576) and Garrod (2003:33-53), who proposed that for the sustainability of tourism development, the management should consider the inclusion of local people in all tourism related decision-making processes.

However, Li (2006:132-143) found that tourism in the Jiuzhaigou Biosphere Reserve in China was successful despite apparently weak local participation in the decision-making process. This is contrary to the interviewees’ opinions and also to current academic understanding of community participation, which has suggested that if local residents are to benefit from tourism they must be integrated into decision-making process.

4.3.6 The role players in tourism management

Respondents pointed out that the key players in tourism planning and management are the government, the private sector and the community. These views correspond with the views of Mason (2005:82) who argues that effective tourism management requires a synergistic approach which calls for the involvement of the government, the private sector and the community. However, some respondents indicated that the communities in Lesotho are not very active in tourism management. The reason might be that they are not given enough training and education in tourism related activities. They also attested that the private sector is also not playing an active role in the management of tourism in Lesotho.

There are very few tourism entrepreneurs: for instance, there are only about 4 Guest houses from Pitseng to Katse and those guest houses are very far apart from one another. There are also no hotels on the way to Katse and it is very difficult to get some services such as petrol stations and toilets on the way to Katse. Some interviewees argued that may be through the launch of the Lesotho Tourism Council (LTC) on the 14th January, 2009, the private sector might be seen to take a more active role in the planning and management of tourism in Lesotho as LTC is an umbrella body representing the tourism private sector in Lesotho.

4.3.7 The relationship between the government, the private sector and the community

Although the relationships seem to be fairly positive between the government and the private sector, the two role players blame one another for not performing their respective roles and duties. The private sector blames the government for not maintaining and upgrading current road infrastructure and where necessary developing new road access to key attractions. The government does not take an active role in rectifying the regulatory imbalances that exist regarding tour guiding and tour operations in Lesotho. The government does not re-visit tourism policies regularly and so the present regulations are outdated. The government is also blamed for not taking a more active role in promoting Lesotho as a tourist destination.
The government also blames the private sector for being passive, not taking an active role in the management of tourism. It is blamed for not identifying opportunities for the development of complementary attractions that can be linked to key attractions so as to enhance and spread the benefits of tourism in Lesotho. It does not take an active role in promoting and making the community aware of tourism benefits and this has resulted in conflict amongst the stakeholders. Murphy and Murphy (2004:342-344) argue that conflict may create negative outcomes for destinations, for instance, some stakeholders may focus on furthering their own best interest rather than pursuing the community's interest. Conflict may also create distance and hostility amongst the stakeholders. In order to avoid such negative outcomes Page (2007:337-339) recommends that the government, private sector and the community should work together and create a positive relationship amongst themselves in order to manage the social impacts of tourism successfully.

From the qualitative analysis of the interviews with tourism management personnel, it is clear that Lesotho has a major comparative advantage in tourism due to the developments of Katse and Mohale Dams, followed by its mountainous topography and altitude. The country has a range of factors that are of potential advantage in growing tourism as a major sector of the economy, but the role players in tourism management are not doing enough to support the tourism industry.

The views of the respondents concerning community awareness (cf. 3.12), community involvement (cf. 3.11.1), the role of the government (cf. 3.6.4), and the role of the private sector (cf. 3.6.4), the positive impacts (cf. 3.5.1) and negative impacts (cf.3.5.2) of tourism are all similar to those revealed by the literature in chapter 3. The six community relations components discussed above will form the basis for the proposed hypothetical model for the tourism industry.

4.4 Results of participant observation – field notes

The researcher made notes on observations during the in-depth interviews with the MTEC, LTDC and HNRRIEP officials, and the private sector managers and during the self-administered interviews with the Katse community.

- Observation during interviews with MTEC, LTDC, HNRRIEP and private sector managers

Some MTEC officials' comments were very negative and some were not willing to participate in the study, arguing that they are not paid to answer the researcher's questions; in addition, they are tired of answering researchers' questions, because they are not informed about the results. This might be the reason why some refused to be
interviewed and instead filled in the questionnaire. Most of the MTEC officials have tertiary qualifications but not in tourism: this is an indication that these officials might be practising what they did not do at school. Probably this might be the reason why some of them were negative. On the other hand, the LTDC, LCN, HNRIEP and private sector managers were very receptive and willing to assist with all the required documents. They were also excited about the launch of LTC, hoping that it will improve the management of tourism in Lesotho. Lastly, all the respondents were aware of the positive and negative impacts of tourism in Lesotho.

- **Observation during the self-administered interviews with Katse community**

During the interviews with the community at the Katse area the researcher observed that there were many people available at home during the day. These people were unemployed (see Table 4.1), so they were in contact with the tourists on daily basis, when the tourists are travelling to the Katse Dam. This made it easy for the researcher and research assistants to find the residents in their homes during the day. It may be concluded that the community in Katse is very much aware of tourism development in Katse and may also want to participate in tourism developments; however, it does not have enough training and education on tourism developments.

The researcher also observed that the residents were willing to participate in answering the questions and some were offered to assist in collecting data while others were willing to take the research assistants to different attractive areas in their villages. They also showed an interest in tourism, but they complained about lack of training and orientation in tourism. The residents' hospitality was overwhelming. They were very welcoming, patient and anxious to answer the questions. This is supported by what was indicated by some tourism managers that one of the tourist attractions in Lesotho is the friendliness in the culture of the Basotho nation. They were also willing to help in the development of tourism in Lesotho.

However, there were some respondents who could not draw a distinction between the role played by private sector, the government, the tourists and the community in tourism management. They regarded the government and the private sector as one and the same thing. As a result, the researcher together with the research assistants spent considerable time explaining the difference between the role of government and the private sector in managing the tourism industry.

The researcher noted that both the community and the Government officials were not aware of the difference between developments as a result of tourism and developments as a result of
Lesotho Highlands Water Projects (LHWP). Any development made at Katse area is considered to be development as a result of tourism. The construction of the northern access road (Mandela Road) from Hlotse to Katse Dam, the upgrading of the southern access road from Maseru Border Post to Mohale Dam and from Thaba-Tseka to Katse Dam and the upgrading of the road from Fouriesburg station to Caledonspoort border post were all developments as a result of LHWP.

From the researcher’s field notes and observations it can thus be concluded that the Katse community is unquestionably affected, whether positively or negatively, by tourism developments in the area. For tourism to be sustainable, community participation, awareness and involvement are crucial especially in the rural areas (Katse) where attractions are available. The government, the private sector and the community should strive to work together in order to achieve sustainable tourism, as indicated by many researchers.

4.5 Section B: Results of quantitative research

For the purpose of constructing and testing the CRM, quantitative data was analysed in three stages. In the first stage, the demographic profile of respondents was analysed. In the second stage, the underlying patterns of the proposed six community relations components were explored by means of factor analyses. In the third stage, Structural Equation Model (SEM) was performed to construct and test the CRM for tourism planners and managers.

4.5.1 Demographic profile of respondents

The research sample for the quantitative component of this study comprised 500 households, identified through a combination of stratified and convenience approaches (cf.1.5.2.2). Respondents were interviewed and in general the data is representative of gender and various age groups as depicted in Table 4.1. Demographic information concerning respondents’ gender, age, length of residence, employment status, and work in tourism related jobs and type of attractions are presented in Table 4.1. The purpose of presenting the demographic profile of respondents was to obtain a picture of the type of respondents that were part of the survey.
### Table 4.1: Respondent demographic information

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<td></td>
<td>Missing data</td>
<td>3</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 4.1 illustrates an equal distribution in terms of gender, where 52% males and 48% females participated in the study. It is also clear that 49% of the respondents have visited Katse for recreational purposes while 48% have not. This is an indication that some residents are aware of tourism while some are not. The mostly popular tourist attractions in Lesotho, as reflected in the above Table 4.1, are the natural attractions (62%), followed by man-made...
attractions (25%) and lastly, the history and culture of the Basotho people (12%). These results correspond with the results of the structured interviews with the government officials and the private sector managers (cf. 4.3).

The majority of the respondents (91%) indicated that they do not work in any tourism related jobs nor do their family members and relatives (90%). Respondents working in tourism related jobs are 9%. This is consistent with the views of some Government officials and tourism private sector managers who indicated that, although Lesotho has tourism potential, it has not been optimally developed. Its contribution to Lesotho’s Gross Domestic Product (GDP) is only 2.1% and it generated only 21000 jobs in 2008 (Lesotho Government, 2009:39-41).

Forty-two percent of the respondents were unemployed while 19% were employed. This reflects the current status concerning unemployment in Lesotho. Ezikakwa-Onchie (2008:1-5) reports that unemployment in Lesotho is between 45 and 52%. This might be the reason why unemployed respondents account for a higher percentage. On the other hand, people staying at home will have more contact with tourists as these tourists visit their communities. Apart from the unemployed, 12% and 6% were students and pensioners respectively.

A large percentage of respondents (34%) were between the ages of 20 and 30, followed by respondents between the ages of 40 and 50 (22%). Only 6% of the respondents were between 50 and 60 while 10% were above 60. It is interesting to realise that this age group between the ages of 20 and 30 should be driving the economy but it is currently unemployed. If tourism can be developed, this age group can be employed in the tourism industry, and the tourism industry may bring about positive impacts that will benefit the community.

4.5.2 Empirical analysis

The results of the empirical analysis will be presented in four steps depicted in Figure 4.1.

4.5.2.1 Step one: Development of conceptual model

The conceptual model that was developed integrates the key components of effective tourism planning and management conceptualised in the literature review, in interviews with the tourism private sector managers (cf. 4.2.4), LTDC officials (cf. 4.2.2) and MTEC officials (cf.4.2.1). The conceptual and empirical perspectives from the literature and interviews led to the nine hypotheses depicted in Figure 4.2. For a full review of the hypotheses refer to Table 4.2. The hypothetical model is composed of six empirically reported community relations components that will be discussed thereafter.
Figure 4.2: Conceptual model

Figure 4.2 is the conceptual CRM composed of the negative impacts, positive impacts, and the role of government, the role of the private sector, community involvement and community awareness. Figure 4.2 graphically represents the proposed model containing nine hypotheses (see Table 4.2) for the correlation and covariance relationships between and among the six components. The six community relations components in the hypothetical model were measured with ten different items each (see Appendix 9). The model suggests that in order to manage the social impacts of tourism effectively, there must be partnerships and collaboration between the government, the private sector and the community.

Specifically, the model suggests that there is positive relationship between and among community involvement and the role of the private sector, the role of government, negative impacts and positive impacts, as reflected in the literature and empirical research. There is positive relationship between community awareness and community involvement, negative impacts, the role of government and the role of private sector. There is correlation between positive impacts and negative impacts and correlation between the role of government and role
of the private sector. Testing this model will improve functional understanding of factors that should be taken into consideration in planning and managing the social impacts of tourism.

**Table 4.2: Proposed Hypotheses**

<table>
<thead>
<tr>
<th>H1</th>
<th>There is a positive correlation between the role of government and the role of the private sector with regard to management of tourism</th>
</tr>
</thead>
<tbody>
<tr>
<td>H2</td>
<td>There is a positive relationship between the role of government and community awareness with regard to management of tourism</td>
</tr>
<tr>
<td>H3</td>
<td>There is a positive relationship between the role of government and community involvement with regard to management of tourism</td>
</tr>
<tr>
<td>H4</td>
<td>There is a positive relationship between the role of the private sector and community awareness with regard to management of tourism</td>
</tr>
<tr>
<td>H5</td>
<td>There is a positive relationship between the role of the private sector and community involvement with regard to management of tourism</td>
</tr>
<tr>
<td>H6</td>
<td>There is a positive relationship between community awareness and community involvement with regard to management of tourism</td>
</tr>
<tr>
<td>H7</td>
<td>There is a positive relationship between community involvement and negative impacts with regard to management of tourism</td>
</tr>
<tr>
<td>H8</td>
<td>There is a positive relationship between community involvement and positive impacts with regard to management of tourism</td>
</tr>
<tr>
<td>H9</td>
<td>There is a positive correlation between negative impacts and positive impacts</td>
</tr>
</tbody>
</table>

### 4.5.2.2 Empirically reported CRM components

The six empirically reported community relations components revealed in the literature and empirical research are: the role of government, the role of the private sector, community awareness, community involvement, positive social impacts and negative social impacts.

**The role of Government**

Governments are normally the driving forces of tourism development in the sense that they are the major stakeholders in the planning, development and management of tourism business (cf. 3.7.1). The government is responsible for planning, management, administrative and policy coordination between different government agencies, as well as establishment of partnerships with the private sector and the community. Countries have different levels of government: for instance, the South Africa Government has three levels of government; national, provincial and local government, while the Lesotho Government has two levels of government which are at national and local level (Tsele, 2003:8-12). All these levels are engaged with tourism
development and each level can formulate its own policies and legislation, in line with the national laws (Slabbert, 2004:139).

In Lesotho, as in other developing countries, the national Government plays five major roles in the development and promotion of the tourism industry: namely, facilitation, coordination, planning and policy-making, regulating and monitoring, and the development of promotion (cf.3.7.1). The local government as a player in tourism management has significant responsibilities and roles that impact upon the way tourism develops and is managed at the destination level. Specifically its roles involve:

- Infrastructure provision and maintenance
- Land use planning
- Environmental management
- Public health and safety management
- Local economic development
- Tourism promotion
- Marketing arts and cultural development (Ben, 2006:2-7; Dredge & Jenkins, 2006:14).

In order for the local government to manage the tourism industry successfully and perform its roles and responsibilities effectively, it requires collaboration with the national government, the private sector and the community. This is the reason why the CRM model emphasises the correlation between the role of government and the role of the private sector (H1), the positive relationship between the government and community awareness and community involvement (H2 and H3 respectively). The national and the local government may not be able to perform their roles effectively if the relationship with other role players in the management of tourism is not positive, particularly the community, because the communities are the owners of tourist attractions. It is important to ensure optimal relationships with other role players in the management of tourism. Therefore the role of government remains a vital component of the proposed CRM.

**The role of the private sector**

The private sector has always played an important role in the field of tourism management. The roles of the private sector include building and managing the required tourist facilities in all places of tourist interest (cf. 3.7.4), assuring collective responsibility for laying down industry standards, ethics and fair practices, involving the local community in tourism projects and ensuring that the benefits of tourism accrue to them in right measure, endeavouring to promote
tourism on a sustained long-term perspective and participating in the preparation of investment guidelines and marketing strategies and assisting in database creation and research (Lesotho Government, 2006:2-14). In order for the private sector to achieve effective management, partnerships and collaborations between the private sector, local communities and the government are essential. The private sector implements the government policies; therefore, the relationship between the private sector and the government should be positive (H1), as reflected in the conceptual model.

Based on the evidence from the literature and the qualitative study, the communities are the owners of tourist attractions; the private sector should work together with the owners of the tourist attractions in order to achieve effective management of the tourism industry. Roubi and Littlejohn (2006:278) argue that the tourism industry may not exist if the relationship between private sector, the government and the community is not positive. In order to achieve effective and efficient management of the social impacts of tourism, partnerships and collaboration of the stakeholders in tourism management is crucial. It is against this background that the role of the private sector is considered an integral part of the proposed CRM.

Community Awareness

Local community awareness of tourism development plays a significant role in the management of the social impacts of tourism (cf.3.12). It creates superior tourism products for the tourists. The local community that is aware of tourism developments and the benefits of such developments is more likely to be hospitable and helpful to visitors and safeguard the natural resources that the tourism products depend on. When the community is aware of tourism development, potential negative social impacts, such as crime, may decrease and this may facilitate sustainable tourism. Through awareness programmes communities may be able to understand the service that is being provided and their roles as owners of tourism attractions.

Community awareness campaigns should be carried out by stakeholders in the management of the social impacts of tourism. The awareness campaigns should commence as early as possible in the development process of tourism and must continue throughout the whole operation. The community may be made aware of tourism developments through workshops about tourism developments, tourism exhibitions and displays, seminars for in depth-information sharing and gathering, media for publicising tourism activities, competitions and surveys.

Sirakaya et al. (2002:57-67) argue that tourism planners, developers and managers should provide educational programmes to communities, tourists and all stakeholders in tourism in order to raise awareness and education concerning tourism. All the role players in the management of tourism should perform the role of promoting tourism in their destinations. Failure to promote tourism may minimise the community interest in tourism activities.
Community awareness plays an important role in the management of tourism; the community should be made aware by all stakeholders in order for it to participate in tourism activities (Tosun, 2006:493-503). Therefore, there must be a positive relationship between community awareness and the role of government (H2) and a positive relationship between community awareness and the role of private sector (H4).

Community involvement

A key element in the process of tourism management is the involvement of the local community in the decision-making processes and implementation of tourism development projects (cf. 3.11.1). However, with the increase of tourism and development, there is a growing concern about the minimal or non-existent citizen involvement and accrued economic benefits in the destination countries (Nyaupane and Thapa 2006:51-61; Tosun 2000:613-633) due to foreign ownership and other associated factors (Mbaiwa, 2005:157-172).

Local community involvement has demonstrated the potential to resolve issues of development, planning and management of communal resources (Garrod, 2003:33-53; Tosun, 2006:493-503; Walpole & Goodwin, 2000:559-576). Thus, with increased local involvement, tourism management could be easily carried out effectively. Thus, recognition of the importance of local involvement is crucial for the achievement of effective tourism management (Sitikam, 2002:2). According to Tosun (2006:493-503), involvement of the community in tourism management and planning is critical to its success. Given the importance of local participation, community-based tourism initiatives via community-based natural resource management programmes have been created and promoted in developing countries such as Lesotho. The Lesotho community-based natural resource management programmes allow local community control of wildlife and tourism resources to accrue direct economic benefits (Moswete & Mmerek, 2003:343-348).

Tosun and Timothy (2003:2-14) argue that effective community involvement requires access to information about tourism development, and this applies to all tourism stakeholders. In order to have effective tourism planning and management structures to achieve sustainable tourism, involvement requires considerable attention to multiple dimensions of development of economic, political, and social elements. Community involvement (cf. 3.11.1) is likely to assist the formulation of more appropriate decisions and to generate an increase in local motivation.

Therefore, in order to achieve effective management of the social impacts of tourism, the community should be involved in all decisions that affect them. Community involvement should be encouraged by all the stakeholders in the management of tourism. In order to encourage community involvement there must be a positive relationship between the role of government and community involvement (H3), a positive relationship between community awareness and community involvement (H6), a positive relationship between the role of the private sector and
community involvement (H5), a positive relationship between community involvement and positive impacts (H8) and, lastly, a positive relationship between community involvement and negative impacts (H7).

**Positive social impacts**

Based on evidence from the literature, it is clear that local community perceptions of social impacts are vital for effective management of the social impacts of tourism. This means that before any development of tourism begins, it is important to gain an understanding of residents' opinions regarding development. Andereck and Vogt (2000:27-36) argue that without community support, it is difficult to effectively manage the social impacts and thus develop sustainable tourism. Tourism may improve the quality of life in an area by increasing the number of attractions, recreational opportunities and services. Tourism offers residents opportunities to meet interesting people, make friendships, learn about the world, and expose themselves to new perspectives (Weaver & Lawton, 2001:439-458). Experiencing different cultural practices enriches experiences, broadens horizons, and increases insight and appreciation for different approaches to living (cf. 3.5.1).

Therrmil and Shaeffer (2004:4-22) found that with a massive influx of tourists in Saut d'Eau in Haiti, locals experienced positive social impacts of tourism. Social projects were executed for the community, such as road maintenance and infrastructure developments. In Lesotho, the LHWP improved and built roads and bridges in the Lesotho Highlands, on the way to Katse (Mati, 2005:115). The construction of the new cultural village located to the historic Thaba-Bosiu Mountain in Maseru (see Appendix 11) is an indication of positive impacts of tourism in Lesotho.

The government and the private sector and the community should make the community aware of such positive impacts so that the community may be involved and take an active role in the management of the social impacts of tourism, which implies the positive relationship between positive impacts and community involvement (H8). There must also be a positive relationship between community involvement and negative impacts as reflected in the conceptual model (H7). Lastly, as the positive impacts increase, the negative impact may also increase (H9). Failure to manage the positive impacts of tourism may impact negatively on the lives of the community.

**Negative social impacts**

Research to date indicates that tourism as a factor of change can affect traditional family values (Wall & Mathieson, 2006:62-74), may cause cultural commercialisation, increase the crime rate and lead to negative outcomes such as prostitution, gambling, an increase in the price of goods.
and services, disproportionate level of jobs, social disadvantages, such as crowding, congestion, pollution and an increase in such undesirable activities of using drugs and being involved in crime (Tovar & Lockwood, 2008:365-378; Richard, 2007:290-297). Furthermore, tourism development may create social conflict within the destination community due to the social differences and purchasing power gaps between the hosts and tourists (cf. 3.5.2).

Evidence from the qualitative study suggests that in Lesotho, especially at Katse, some of these negative impacts are visible, for instance, disproportionate level of jobs between the locals and expatriates. Local people employed in the tourism industry hold menial work, such as maids, waiters and gardeners. Again, with tourism development in Katse, undesirable behaviour, for instance, use of drugs and excessive use of alcohol have increased.

The government, the private sector and the community should minimise the negative social impacts of tourism. In order to minimise such impacts effective management of the negative and positive impacts is crucial. Therefore, to manage the social impacts effectively the relationship between negative impacts and community involvement should be positive (H7). This may be achieved through partnership and collaboration of the stakeholders in the management of tourism.

4.5.2.3 Step 2: Questionnaire formulation

The second step of the process is the formulation of the questionnaire used to measure the community perceptions of the six community relations components. This step was discussed in chapter 1 (cf. 1.5.2.2). For an example of a full Katse community questionnaire refer to Appendix 7.

4.5.2.4 Step 3: Factor analysis

As indicated in chapter 1 (cf.1.5.2.2), the second phase of the empirical study consisted of an empirical analysis of the relationships amongst the six components identified in 4.5.2.2. Factor analyses on each of the six components were carried out. The purpose of the factor analysis was to reduce the number of variables to be used in SEM, and also to detect the structure in the relationships between variables.

This section specifically focuses on exploring the underlying patterns of the reported six community relations components by means of factor analysis. To determine the appropriateness of principal component analysis (data reduction procedure) for the collected data, a correlation matrix for the social impact data, Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and the Bartlett test of sphericity were used. The KMO measure of sampling adequacy aims to examine whether the strength of the relationship between variables is large enough to proceed to a factor analysis.
Factor analyses with Oblimin rotation were performed on the six community relations components. The factor analyses were performed because of the correlations between the components and to the fact that the amount of correlation permitted between factors is under the control of the researcher (Lawrence, Glenn & Guarino, 2006:298-330). Oblimin rotations were performed in order to identify the underlying dimensions of the respondents' views on the six community relations components in managing the social impacts of tourism. Eigenvalues greater than 1.0 were used for factor extraction criterion and loadings greater or equal to 0.40 were used for item inclusion.

The statistical tool used in determining internal consistency is Cronbach’s alpha. This is a statistical tool that is used to check the reliability of the data and to serve as a means of ascertaining the internal consistency among the items. It is also used to test how well the items in a scale correlate with one another. The reliability of the scale is the extent to which repeated use of the scale at different times under the same conditions will lead to the same results (Cooper & Schindler, 2001:217). Hence, in this instance, reliability is related to whether the factors will yield the same result each time if used to measure the same perception repeatedly. If a scale is not reliable, it cannot be valid because it is not properly measuring anything at all, let alone measuring the right thing (Biswa, 2008:177-190).

Cronbach’s alpha was calculated for each of the factors that were obtained for the six different community relations components. In deciding on an acceptable Cronbach’s alpha value, it should be remembered that there are no exact rules and the research purpose should be kept in mind. In standardised tests, acceptable values have ranged from 0 to 1, with values of .50 to .70 deemed the lower limit of acceptability (Hair et al., 2006:102). Cooper and Schindler (2001:217-218) argue that the alpha values should be interpreted with caution if a limited number of items (statements) load successfully onto the same factors.
4.6 Factor analysis 1: Negative impacts

The factor analysis for negative impacts resulted in retaining three factors (Table 4.3); the three factors have eigenvalues greater than 1 and declare 59% of the total variance. The factors were labelled according to similar characteristics. Factor 1 was labelled social and environmental costs; factor 2 personal costs; and factor 3 community costs. Cronbach’s alpha reliability coefficient for negative impacts factors is presented in Table 4.4. The component correlation matrix is depicted in Table 4.5.

Table 4.3: Factor loading for negative social impacts

<table>
<thead>
<tr>
<th>B</th>
<th>ITEMS</th>
<th>SOCIAL &amp; ENVIRONMENTAL COSTS</th>
<th>PERSONAL COSTS</th>
<th>COMMUNITY COSTS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>B20</td>
<td>Tourism industry destroys our environment</td>
<td>.707</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B6</td>
<td>Tourism leads to more crime in the area</td>
<td>.684</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B18</td>
<td>Tourism leads to the exploitation of our values</td>
<td>.668</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B2</td>
<td>Tourism results in more litter in the area</td>
<td>.566</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B16</td>
<td>Tourism developments caused displacement of the community in the area</td>
<td>.555</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B10</td>
<td>Tourism brings too many strange people to Katse</td>
<td></td>
<td>.786</td>
<td></td>
</tr>
<tr>
<td>B9</td>
<td>Tourism results in an increase in the cost of living</td>
<td></td>
<td>.602</td>
<td></td>
</tr>
<tr>
<td>B14</td>
<td>Only few people benefit from tourism</td>
<td></td>
<td></td>
<td>.782</td>
</tr>
<tr>
<td>B8</td>
<td>Tourism causes changes to my traditional culture</td>
<td></td>
<td></td>
<td>.609</td>
</tr>
<tr>
<td>B13</td>
<td>Tourism does not add value to the area</td>
<td></td>
<td></td>
<td>.510</td>
</tr>
</tbody>
</table>

Note: Total variance explained = 59%
KMO measure of sampling adequacy = .698
Bartlett’s test of sphericity = p-value ≤0.00001
Factor 1 - Social and environmental costs: Five items load strongly on factor 1. These variables address issues such as negative environmental and social impacts, which include crime and safety, disruption of the physical environment, destruction of community values and displacement of communities due to tourism development. Factor 2 addresses negative social impacts at a personal level, while factor 3 addresses negative social impacts at the community level.

The factor analysis for negative impacts reinforces previous findings of negative impacts of tourism (cf.3.5.2). Decision-makers at all levels have to understand that tourism generates environmental and social impacts at both personal and community level. Therefore, the need for carefully planned and managed tourism in relation to the negative impacts is very important. The decision-makers, developers and managers in the tourism industry should manage the social impacts in such a manner that they ameliorate the negative impacts and reinforce the positive impacts.

Table 4.4: Cronbach’s alpha reliability coefficient for negative impacts factors

<table>
<thead>
<tr>
<th>FACTORS</th>
<th>CRONBACH’S ALPHA RELIABILITY</th>
<th>NUMBER OF ITEMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social &amp; environmental costs</td>
<td>.648</td>
<td>5</td>
</tr>
<tr>
<td>Personal costs</td>
<td>.288</td>
<td>2</td>
</tr>
<tr>
<td>Community costs</td>
<td>.428</td>
<td>3</td>
</tr>
</tbody>
</table>

As indicated in Table 4.4, Cronbach’s alpha reliability coefficients for social and environmental costs show acceptable levels of reliability while that for personal costs (.288) and community costs (.428) shows unacceptable level of reliability. The lower value of personal and community costs might have been the result of there being only 2 items for personal costs and 3 items for community costs in the scale.

Table 4.5: Component correlation matrix for negative impacts

<table>
<thead>
<tr>
<th>FACTORS</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1.000</td>
<td>.014</td>
<td>.113</td>
</tr>
<tr>
<td>2</td>
<td>.041</td>
<td>1.000</td>
<td>-.062</td>
</tr>
<tr>
<td>3</td>
<td>.113</td>
<td>-.062</td>
<td>1.000</td>
</tr>
</tbody>
</table>
The correlation matrix in Table 4.5 shows the intercorrelations among the social and environmental costs, personal costs and community costs. This supports the direct Oblimin rotation used for the three factors.

4.7 Factor analysis 2: Positive impacts

Positive impacts resulted in retaining two factors, which accounted for 50% of the total variance. The two factors were labelled community improvements (factor 1) and personal opportunities (factor 2). The results of factor analysis for the positive impacts are presented in Table 4.6, the Cronbach’s alpha reliability coefficient for positive impacts factors in Table 4.7, while the component correlation matrix is depicted in Table 4.8.

Table 4.6: Factor loading for positive impacts

<table>
<thead>
<tr>
<th>B</th>
<th>ITEMS</th>
<th>COMMUNITY IMPROVEMENTS</th>
<th>PERSONAL OPPORTUNITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>B3</td>
<td>Tourism led to the improvement of infrastructure in the Katse area</td>
<td>.888</td>
<td></td>
</tr>
<tr>
<td>B1</td>
<td>Tourism has improved the standard of living of Katse residents</td>
<td>.728</td>
<td></td>
</tr>
<tr>
<td>B19</td>
<td>The maintenance of the area has improved due to tourism</td>
<td>.716</td>
<td></td>
</tr>
<tr>
<td>B4</td>
<td>The money spent by tourists grows the local economy</td>
<td>.643</td>
<td></td>
</tr>
<tr>
<td>B5</td>
<td>The tourism industry provides job opportunities</td>
<td>.566</td>
<td></td>
</tr>
<tr>
<td>B17</td>
<td>The facilities available to locals have improved due to tourism</td>
<td>.536</td>
<td></td>
</tr>
<tr>
<td>B7</td>
<td>Tourism enhances participation in cultural activities</td>
<td></td>
<td>.723</td>
</tr>
<tr>
<td>B12</td>
<td>I am proud to see people visiting the area</td>
<td></td>
<td>.720</td>
</tr>
<tr>
<td>B11</td>
<td>Tourism provides opportunities to meet new people</td>
<td></td>
<td>.634</td>
</tr>
<tr>
<td>B15</td>
<td>The skill base of locals has improved due to tourism</td>
<td></td>
<td>.508</td>
</tr>
</tbody>
</table>

Note: Total variance explained = 50%
KMO measure of sampling adequacy = .863
Bartlett’s test of sphericity = p-value ≤0.00001
Factor 1 - Community improvements: Six items load strongly on factor 1 (community improvements) while 4 items load on factor 2 (personal opportunities). The results of factor analysis for positive impacts confirm findings of related literature. Tourism, in most instances, results in improvements to the existing infrastructure in destination areas. During the interviews with the government officials and the community it was observed that tourism brought some infrastructure developments in the area of Katse. While these improvements are needed because of the increase of visitor numbers, they may also be of benefit to local communities both at the local and community level. At the personal level, for instance, there may be some improvement of skill base of locals and enhancement of participation in cultural activities. In order for tourism to improve and develop, all the stakeholders in the planning and management of tourism should take the responsibility for maximising the positive impacts and ameliorating the negative impacts of tourism.

Table 4.7: Cronbach’s alpha reliability coefficient for positive impacts factors

<table>
<thead>
<tr>
<th>FACTORS</th>
<th>CRONBACH’S ALPHA RELIABILITY</th>
<th>NUMBER OF ITEMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community improvements</td>
<td>.791</td>
<td>6</td>
</tr>
<tr>
<td>Personal opportunities</td>
<td>.428</td>
<td>4</td>
</tr>
</tbody>
</table>

The two positive impact factors, community improvements (.791) and personal opportunities (.428), show an acceptable level of Cronbach’s alpha reliability, although Cronbach’s alpha reliability for personal opportunities is slightly below .05.

Table 4.8: Component correlation matrix for positive impacts

<table>
<thead>
<tr>
<th>FACTORS</th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1.000</td>
<td>.0452</td>
</tr>
<tr>
<td>2</td>
<td>.0452</td>
<td>1.000</td>
</tr>
</tbody>
</table>

Table 4.8 depicts correlations among the positive impacts: namely, community improvements and personal opportunities. The correlation between the two factors is .0452. The correlation between the community improvements and personal opportunities support the direct Oblimin rotation used for the two factors.
4.8  Factor analysis 3:  Community awareness

Community awareness resulted in retaining three factors that accounted for 64% of the total variance. The three factors were named community involvement (factor 1), projects (factor 2) and community knowledge (factor 3), as shown in Table 4.9. Table 4.10 depicts the Cronbach's alpha reliability coefficient for community awareness factors while Table 4.11 shows the component correlation matrix for community awareness.

Table 4.9: Factor loading for community awareness

<table>
<thead>
<tr>
<th>C</th>
<th>ITEMS</th>
<th>COMMUNITY INVOLVEMENT</th>
<th>PROJECTS</th>
<th>COMMUNITY KNOWLEDGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>C5</td>
<td>I would like to assist in promoting tourism in Lesotho</td>
<td>.769</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C3</td>
<td>Tourism should be offered as a school subject</td>
<td>.756</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C4</td>
<td>I would like to be more involved in tourism</td>
<td>.745</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C9</td>
<td>Tourism can make a difference in Lesotho</td>
<td>.533</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C10</td>
<td>Tourism is well managed in Lesotho</td>
<td>.479</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C8</td>
<td>The tourism projects launched by the private organisations are successful</td>
<td></td>
<td>.864</td>
<td></td>
</tr>
<tr>
<td>C7</td>
<td>The tourism projects launched by the Government are successful</td>
<td></td>
<td>.805</td>
<td></td>
</tr>
<tr>
<td>C2</td>
<td>I am aware of community workshops about tourism</td>
<td></td>
<td></td>
<td>.857</td>
</tr>
<tr>
<td>C1</td>
<td>I am informed about tourism developments in the area</td>
<td></td>
<td></td>
<td>.792</td>
</tr>
<tr>
<td>C6</td>
<td>I am aware of the tourism opportunities in the area</td>
<td></td>
<td></td>
<td>.641</td>
</tr>
</tbody>
</table>

Note: Total variance explained = 64%
KMO measure of sampling adequacy = .902
Bartlett's test of sphericity = p-value ≤ 0.00001

Chapter 4: Presentation and discussion of results  172
Five items load strongly on factor 1 (community involvement); two items on factor 2 (projects) while three variables load on factor 3 (community knowledge). The results of the factor analysis for community awareness clearly show that community involvement and community knowledge are crucial in the planning and management of tourism. The community needs to be made aware by all the stakeholders of tourism development in their destinations. If the community has knowledge about tourism, the community may be interested and therefore actively participate in tourism development. The government should make the community aware of the tourism projects in their respective destinations. If the community is aware of such projects, the community may support the projects, and as a result tourism activities may increase (cf. 3.10.1).

Table 4.10: Cronbach's alpha reliability coefficient for community awareness

<table>
<thead>
<tr>
<th>FACTORS</th>
<th>CRONBACH'S ALPHA RELIABILITY</th>
<th>NUMBER OF ITEMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community involvement</td>
<td>.788</td>
<td>5</td>
</tr>
<tr>
<td>Projects (government)</td>
<td>.616</td>
<td>2</td>
</tr>
<tr>
<td>Community knowledge</td>
<td>.739</td>
<td>3</td>
</tr>
</tbody>
</table>

Cronbach's alpha reliability coefficients for community involvement (.788), projects (government) (.616) and community knowledge (.739) show acceptable levels of reliability. All the Cronbach alphas are above .05.

Table 4.11: Component correlation matrix for community awareness

<table>
<thead>
<tr>
<th>FACTORS</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1.000</td>
<td>.211</td>
<td>-.330</td>
</tr>
<tr>
<td>2</td>
<td>.211</td>
<td>1.000</td>
<td>-.299</td>
</tr>
<tr>
<td>3</td>
<td>-.330</td>
<td>-.299</td>
<td>1.000</td>
</tr>
</tbody>
</table>

The correlation matrix in Table 4.11 depicts the intercorrelations among the community involvement, projects and community knowledge. This supports the type of rotation needed for the three factors.
4.9 Factor analysis 4: Role of private sector

The role of the private sector resulted in retaining two factors that accounted for 63% of the total variance. The two factors were labelled: factor 1 roles and factor 2 duties, as shown in Table 4.12. The Cronbach’s alpha reliability coefficients for the role of the private sector are reflected in Table 4.13 and the component correlation matrix for the role of private organisations is presented in Table 4.14.

Table 4.12: Factor loading for role of private sector

<table>
<thead>
<tr>
<th></th>
<th>ITEMS</th>
<th>ROLES 1</th>
<th>DUTIES 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>D9</td>
<td>Private organisations should consult with communities regarding tourism planning</td>
<td>.834</td>
<td></td>
</tr>
<tr>
<td>D8</td>
<td>Private organisations should look after resources and manage exploitation</td>
<td>.815</td>
<td></td>
</tr>
<tr>
<td>D6</td>
<td>Private organisations should promote tourism</td>
<td>.806</td>
<td></td>
</tr>
<tr>
<td>D10</td>
<td>Private organisations should regularly meet with the community to keep them informed</td>
<td>.802</td>
<td></td>
</tr>
<tr>
<td>D7</td>
<td>Private organisations should consult with communities regarding tourism planning</td>
<td>.757</td>
<td></td>
</tr>
<tr>
<td>D4</td>
<td>Private organisations should facilitate participation of local community members</td>
<td>.471</td>
<td></td>
</tr>
<tr>
<td>D2</td>
<td>Private organisations should restrict the number of tourists visiting the area</td>
<td>.863</td>
<td></td>
</tr>
<tr>
<td>D1</td>
<td>Private organisations can be considered as a major role player in tourism</td>
<td>.845</td>
<td></td>
</tr>
<tr>
<td>D3</td>
<td>Private organisations should develop tourism products</td>
<td>.556</td>
<td></td>
</tr>
</tbody>
</table>

Note: Total variance explained = 63%
KMO measure of sampling adequacy = .869
Bartlett’s test of sphericity = p-value ≤0.00001

The results of the factor analysis for the role of private sector support the literature reviewed in chapter 3. Six items load strongly on Factor 1 (roles) while 3 items load on factor 2 (duties). The item analysis was done by excluding the weakly loading items. The item that loads weakly was D5, and therefore it was excluded (see Appendix 9). When the weakest items are
excluded, reliabilities (alpha) of the original scales usually rise (Hair et al., 2006:136). The original reliability of the roles (private sector) was .548. After dropping the item D5, the alpha rises to .878 for roles (private sector.) This entire procedure ensures that the items selected are best able to measure what they were intended to measure. Cooper and Schindler (2001:213) argue that items that measure the same underlying construct should be related to one another.

The private sector plays an important role in the development and management of tourism industry. Without the input of the private sector, tourism industry may not be successful. The private sector should perform its roles of looking after resources and managing exploitation in the tourism industry. Promotion of the tourism industry should be carried out by the private sector. The private sector in collaboration with other role players in tourism management should formulate and regulate the tourism industry (cf.3.7.4).

**Table 4.13: Cronbach’s alpha reliability coefficient for role of private sector**

<table>
<thead>
<tr>
<th>FACTORS</th>
<th>CRONBACH’S ALPHA RELIABILITY</th>
<th>NUMBER OF ITEMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roles (private sector)</td>
<td>.878</td>
<td>6</td>
</tr>
<tr>
<td>Duties (private sector)</td>
<td>.716</td>
<td>3</td>
</tr>
</tbody>
</table>

The Cronbach alpha values of the two factors roles (.878) and duties (.716) depicts an acceptable level of reliability. The Cronbach alpha values are above .5.

**Table 4.14: Component correlation matrix for role of private sector**

<table>
<thead>
<tr>
<th>FACTORS</th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1.000</td>
<td>.342</td>
</tr>
<tr>
<td>2</td>
<td>.342</td>
<td>1.000</td>
</tr>
</tbody>
</table>

Table 4.14 depicts correlations among the role of private organisations, namely, roles and duties. The correlation between the two factors is .342.
4.10 Factor analysis 5: Role of government

The role of government resulted in retaining two factors which were labelled: government responsibilities (factor 1) and duties (factor 2) (Table 4.15). The two factors accounted for 59% of the total variance. Table 4.16 shows the Cronbach's alpha reliability coefficient for the role of government while Table 4.17 indicates the component correlation matrix for the role of government.

Table 4.15: Factor loading for role of government

<table>
<thead>
<tr>
<th>E</th>
<th>ITEMS</th>
<th>ROLES 1</th>
<th>DUTIES 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>E8</td>
<td>The government should consult with communities regarding tourism planning</td>
<td>.882</td>
<td></td>
</tr>
<tr>
<td>E10</td>
<td>The government should regularly meet with the community to keep them informed</td>
<td>.876</td>
<td></td>
</tr>
<tr>
<td>E7</td>
<td>The government should develop infrastructure in the community</td>
<td>.822</td>
<td></td>
</tr>
<tr>
<td>E9</td>
<td>The government should look after resources and manage exploitation</td>
<td>.779</td>
<td></td>
</tr>
<tr>
<td>E6</td>
<td>The government should promote tourism</td>
<td>.741</td>
<td></td>
</tr>
<tr>
<td>E3</td>
<td>The government should develop tourism products</td>
<td>.509</td>
<td></td>
</tr>
<tr>
<td>E1</td>
<td>The government can be considered as a major role player in tourism</td>
<td></td>
<td>.903</td>
</tr>
<tr>
<td>E2</td>
<td>The government should formulate tourism policies, laws and regulations</td>
<td></td>
<td>.853</td>
</tr>
<tr>
<td>E4</td>
<td>The government should facilitate participation of local community members</td>
<td></td>
<td>.456</td>
</tr>
</tbody>
</table>

Note: Total variance explained = 63%
KMO measure of sampling adequacy = .869
Bartlett's test of sphericity = p-value ≤0.00001

Six items load strongly on Factor 1 (roles) while 3 items load strongly on factor 2 (duties). The item E5 loads weakly and therefore it was excluded from the analysis. When the item E5 is dropped, the alpha rises to .878 for roles (government) while the alpha was .567 before dropping E5. In order for the tourism industry to thrive, the government has to perform both its roles and duties. The results of factor analysis for the role of government correspond with the
literature. The government roles in the development and promotion of the tourism industry facilitate, coordinate and promote the industry. The government duties include, among others, formulating, in collaboration with all relevant stakeholders, a national tourism strategy and action plan (cf.3.6.1). If the government is not performing its roles and duties tourism will be negatively affected.

**Table 4.16: Cronbach's alpha reliability coefficient for the role of government**

<table>
<thead>
<tr>
<th>FACTORS</th>
<th>CRONBACH'S ALPHA RELIABILITY</th>
<th>NUMBER OF ITEMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roles (government)</td>
<td>.878</td>
<td>6</td>
</tr>
<tr>
<td>Duties (government)</td>
<td>.716</td>
<td>3</td>
</tr>
</tbody>
</table>

The Cronbach alpha values of the two factors roles (.878) and duties (.716) have an acceptable level of reliability. The number of variables for the two factors is 6 (roles) and 3 (duties).

**Table 4.17: Component correlation matrix for role of government**

<table>
<thead>
<tr>
<th>FACTORS</th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1.000</td>
<td>.433</td>
</tr>
<tr>
<td>2</td>
<td>.433</td>
<td>1.000</td>
</tr>
</tbody>
</table>

Table 4.17 depicts correlations among the role of government, namely, roles (government) and duties (government). The correlation between the two factors is .433.
4.11 Factor analysis 5: Community involvement

Community involvement remained with two factors that accounted for 58% of the total variance. The two factors were labelled: participation (factor 1) and empowerment (factor 2) (Table 4.18). Cronbach’s alpha reliability coefficients for community involvement are presented in Table 4.19. The component correlation matrix is depicted in Table 4.20.

Table 4.18: Factor loading for community involvement

<table>
<thead>
<tr>
<th>F</th>
<th>ITEMS</th>
<th>PARTICIPATION 1</th>
<th>EMPOWERMENT 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>F2</td>
<td>The community is aware of tourism developments</td>
<td>.800</td>
<td></td>
</tr>
<tr>
<td>F1</td>
<td>The community actively participates in tourism</td>
<td>.778</td>
<td></td>
</tr>
<tr>
<td>F3</td>
<td>The community attends tourism meetings</td>
<td>.778</td>
<td></td>
</tr>
<tr>
<td>F4</td>
<td>The community interacts with tourists</td>
<td>.776</td>
<td></td>
</tr>
<tr>
<td>F6</td>
<td>The community understands the importance of tourism development</td>
<td>.560</td>
<td></td>
</tr>
<tr>
<td>F7</td>
<td>The community currently benefits from tourism</td>
<td>.549</td>
<td></td>
</tr>
<tr>
<td>F9</td>
<td>The community should take ownership of tourism</td>
<td></td>
<td>.843</td>
</tr>
<tr>
<td>F10</td>
<td>The community should be involved in the promotion of tourism</td>
<td></td>
<td>.761</td>
</tr>
<tr>
<td>F8</td>
<td>The community should own their own tourists attractions</td>
<td></td>
<td>.732</td>
</tr>
<tr>
<td>F5</td>
<td>The community can sell their goods to the tourists</td>
<td></td>
<td>.672</td>
</tr>
</tbody>
</table>

Note: Total variance explained = 58%

KMO measure of sampling adequacy = .856
Bartlett’s test of sphericity = p-value ≤0.00001

Factor analysis for community awareness shows that six items load strongly on factor 1 (participation) while four items load strongly on factor 2 (empowerment). The results indicate that the basic premise of community participation and empowerment in comprehensive planning and management is that active participation is good for the community because it allows the community, as principal stakeholders, to influence the future of development of their locality.
The community should actively attend meetings related to tourism development so that they can be in a better position to know the tourism developments taking place in their areas. Furthermore, the community needs to be empowered so that they can feel that tourism attractions and resources belong to them and should take full responsibility in managing them (cf. 3.10.2).

**Table 4.19: Cronbach’s alpha reliability coefficient for community involvement**

<table>
<thead>
<tr>
<th>FACTORS</th>
<th>CRONBACH’S ALPHA RELIABILITY</th>
<th>NUMBER OF ITEMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation</td>
<td>.832</td>
<td>6</td>
</tr>
<tr>
<td>Empowerment</td>
<td>.765</td>
<td>4</td>
</tr>
</tbody>
</table>

The two community involvement factors have Cronbach alpha values above .5, which is an acceptable level. Cronbach alpha for participation and empowerment are .832 and .765 respectively.

**Table 4.20: Component correlation matrix for community involvement**

<table>
<thead>
<tr>
<th>FACTORS</th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1.000</td>
<td>.312</td>
</tr>
<tr>
<td>2</td>
<td>.312</td>
<td>1.000</td>
</tr>
</tbody>
</table>

Table 4.20 depicts the correlation between participation and empowerment which is .312.

The overall value of KMO’s for each of the six community relations constructs is above .50. Hair et al. (2006:115) argue that Measure of Sampling Adequacy (MSA) values must exceed .50 for both the overall test and each individual variable. The Bartlett was found to be significant (p-value ≤0.00001) in all the six constructs. Therefore, both the KMO and the Bartlett provide evidence that the data reduction by principal components would be legitimate.

Cronbach’s alpha reliability coefficients for all six community relations components in the current study showed acceptable levels of reliability, with the exception of personal costs (.288) and community costs (.428) (cf. Table 4.4). The lower value of personal and community costs might have been the result of a few items that loaded for both personal costs and community costs.
4.12 Validity of scales and item analysis

Validity of a scale instrument is the extent to which a scale or set of measures accurately represents the concept of interest (Hair et al., 2006:137; Cooper & Schindler, 2001:211). Although validity was examined through factor analysis, factors were formed not only on the basis of pure statistical results, but also as a result of the incorporation of the theory. A scale is said to have content validity if the survey items being combined can be judged to give a comprehensive and balanced coverage of all the characteristics of each factor (Hair et al., 2006:136). For the purposes of content validity, all the items being combined should clearly relate theoretically to the factor in question. The questionnaire used for the Katse community was based on the qualitative study and literature review that indicate relationships between the community relations components. If relationships in a hypothetical model can be proved, it is regarded as evidence of content validity and criterion validity.

The results of all the factor analyses carried out suggest that there are underlying factors that the tourism planners, developers and managers need to consider in the planning and management of the social impacts of tourism. For instance, tourism planners, developers and managers should consider the negative environmental, personal and community costs that may come as a result of tourism developments. Positive impacts of tourism may benefit the community at the personal or at the community level. This may be considered as evidence of discriminant validity, which was done by way of CFA as discussed earlier.

The community should be made aware of such benefits so that they are able to participate in tourism activities. All the stakeholders in the management of tourism should perform their roles and duties in order to achieve sustainable tourism. The characteristics of the six factors extrapolated and their underlying patterns coincide closely with the results arising from the literature in chapter 3 and in-depth personal interviews in the qualitative component of the study. The results of factor analyses were used to perform SEM for model A.

4.13 Step 4: Structural Equation Modeling (SEM)

The final analysis made use of SEM to assess the hypothesised relationships in the conceptual model. Structural equation modeling was adopted in order to check the factor confirmatory analyses with the aim of developing and testing the CRM. The confirmatory factor analyses using Maximum-Likelihood (ML) estimation procedure was performed on the measurement model specifying the interrelationships between the observed data and the six components.

As indicated in chapter 1 (cf.1.5.2.2), SEM may be used to test a new model in order to enable the researcher to evaluate how well the data support it (Gursoy et al., 2002:79-105), as is the
case in this study. SEM as a technique for multivariate analysis, as well as the six steps that were followed when conducting SEM, were discussed in chapter 1 (cf. 1.5.2.2).

4.13.1 Developing model A

Factor analyses on the six community relations components were carried out (cf. 4.5.2.4). The purpose of carrying out the factor analyses was to reduce the number of variables to be used in SEM and also to detect the structure in the relationships between variables. Model A was developed from the results of the six factor analyses. The statistical technique SEM was selected to empirically test the theoretical relationships depicted in Figure 4.2. When developing and testing CRM the five steps followed in this study are discussed (cf. 1.5.2.2).

4.13.2 STEP 1: Defining individual components

The first step of the process is the identification and definition of the different components to be used in the study. This step was completed in 4.5.2.1. An application of the remaining five steps will be discussed in the next section of this chapter.

4.13.3 STEP 2: Developing and specifying measurement model

In this stage each latent construct to be included in the model was identified and the measured indicator variables (items) were assigned to latent constructs as depicted in Figure 4.3. This was done by identifying and including each latent construct and assigning measured indicator variables (items) to latent constructs. Factor analysis reduced 60 items to 14 items. As a result of factor analysis the measurement model in Figure 4.3 has a total of 32 estimated parameters (i.e., 14 loading estimates, 16 error estimates, and 2 between construct correlation estimates).

The loading estimate for each arrow linking a construct to a measured variable is an estimate of a variable's loading in terms of the degree to which that item is related to the construct. This step answers the question: Where should arrows be drawn linking constructs to variables? There are some important questions that need to be answered in specifying the measurement model (cf. 1.5.2.2). It is important that those questions are addressed, because failure to address them may affect the entire analysis, often in unseen ways (Andrew et al., 2005:31-65; Hair et al., 2006:737).
Figure 4.3: Visual representations (path diagram) of measurement model

4.13.4 STEP 3: Designing a study to predict empirical results

The third step entails issues related to both research design and model estimation. Research design entails that a decision should be made about the type of data that will be analysed (covariances or correlations). Since several software packages make it possible to select between types of data, covariances are recommended because of their flexibility. In this step the following four issues are discussed: the type of data analysed (covariance or correlations), sample size, model estimation and the computer software used in the current study.

- The type of data

Research design entails that a decision should be made about the type of data that will be analysed (covariance or correlation data). Hair et al. (2006:738) recommend that
researchers should consider choice of correlation or covariance based on interpretative and statistical issues. This means that the use of correlations rather than covariance may be used whenever it is necessary (Klem, 2000:227-257). In the current study, covariance matrices were considered the best option due to the relatively greater information content they contain.

- **Sample size**

Hair et al. (2006:740) argue that SEM requires a relatively large sample size to maintain the accuracy of estimates and to ensure representativeness. A large sample is also necessary due to the program requirements and the multiple observed indicator variables used to define latent variables (Schumacker & Lomax, 2003:20). A number of guidelines for the influence of sample size on the utilisation of SEM were proposed by Hair et al. (2006:742).

- SEM models containing five or fewer constructs, each with more than three items (observed variables), and with high item communalities (6 or higher) can be adequately estimated with samples as small as 100-150.

- If any communality is modest (0.45-0.55), or the model contains constructs with fewer than three items, then the required sample size is more in the order of 200.

- When the number of factors is larger than six, some of which use fewer than three measured items as indicators, and multiple low communalities are present, sample size requirements may exceed 500.

In the current study the conceptual model contains six components, each construct measured with ten items. The sample size is 500 with 60 variables. Although sample size should be made based on a set of factors, a larger sample of 500 generally produces more stable solutions that are more likely to be replicable (Hair et al., 2006:737).

- **Model estimation**

A variety of estimation methods have been used in SEM to indicate how closely the correlation or covariance matrix implied by a particular set of trial values conforms to the observed data, and thus to guide attempts to find best-fitting models. Once the model is specified, researchers must choose how the model will be estimated. Several standard methods that almost all SEM programs support are:

- Ordinary Least Squares (OLS)
- Asymptotically Distribution Free (ADF)
- Generalised Least Squares (GLS)
- Weighted Least Squares (WLS)
- Maximum Likelihood Estimates (MLE)
- Robust Maximum Likelihood (RML)

Various criteria, also known as discrepancy functions, can be considered as different ways of weighting the differences between corresponding elements of the observed and implied covariance matrices (Saghaei & Ghasemi, 2009:1234-1236; McDonald & Ho, 2002:64-82). In this study, MLE was used, due to its efficiency when the assumption of multivariate normality is met. MLE has proven fairly robust to violation of the normality assumption (Hair et al., 2006:743).

- **Computer software**

  There are a number of statistical packages that are available by which SEM can be performed: Linear Structural RELations (LISREL), Equations (EQS) and SPSS. SPSS with AMOS 16 (Analysis of Moment Structures) was selected for the present study. The reason for this decision is that AMOS uses a different method for scaling the error terms of measured variables from the other programs. AMOS also takes a different computational approach than other SEM programs; the difference lies in whether the change in fit is isolated in one or several parameters (Hair et al., 2006:839; Tomarken & Waller, 2005:31-65).

**4.13.5 STEP 4: Assessing measurement model validity**

A combination of criteria may be used to check the various goodness-of-fit (GOF): the chi-square-square test, the Normed Fit Index (NFI), the Relative Fit Index (RFI), the Incremental Index of Fit (IFI), the Tucker-Lewis Index (TLI), the Comparative Fit Index (CFI), the Expected Cross-Validation Index (ECVI), the Relative Noncentrality Index (RNI) and the Rootmean Square Error of Approximation (RMSEA). GOF is calculated to determine the degree to which the data used in the study represent the theoretical foundation (Boomsma, 2000:461-483).

In assessing the GOF the rule of thumb is 0 (no fit) to 1 (perfect fit). This means that value close to .90 reflects a good fit (Boomsma, 2000:461-483; Tomarken and Waller, 2005:31-65). NFI and CFI values greater than .90 are considered indicators of a good fit of the model to the data. Schermelleh-Engel and Moosbrugger (2003:23-74) argue that it is not in all cases that these rules of thumb are accurate; typically they are too lenient. They further argue that the optimal cut-off criteria for most fit indices are conditional upon a variety of factors, including the estimation method used, sample size, model complexity and the degree to which the assumption of multivariate normality is violated.
In order to assess the fit of the CRM, the GOF statistics illustrated in Table 4.21 were used. Hair et al. (2006:758), Boomsma (2000:461-483) and Tomarken & Waller, (2005:31-65) suggest that multiple fit indices that should be used to assess a model's GOF should include:

- One absolute fit index (i.e., GFI, RMSEA)
- One incremental fit index (i.e., CFI or TLI)
- One goodness-of-fit index (GFI, NFI, CFI, TLI, ECVI)
- One badness-of-fit index (RMSEA, SRMR)

Table 4.21 illustrates the goodness-of-fit used for model A.

**Table 4.21: Goodness-of-fit for model A**

<table>
<thead>
<tr>
<th>MEASUREMENTS</th>
<th>INDEX</th>
</tr>
</thead>
<tbody>
<tr>
<td>RMSEA</td>
<td>0.164</td>
</tr>
<tr>
<td>90%CONFIDENCE INTERVAL FOR RMSEA</td>
<td>.0155-0.173</td>
</tr>
<tr>
<td>ECVI</td>
<td>2.191</td>
</tr>
<tr>
<td>NFI</td>
<td>.594</td>
</tr>
<tr>
<td>TLI</td>
<td>.498</td>
</tr>
</tbody>
</table>

The fit indices in Table 4.21 provided evidence of a fairly poor fit, since the RMSEA (0.164) is above the generally accepted margin of 0.08 (Saghaei & Ghesemi, 2009:1234-1236). The figure of 0.173 for the upper bound of the 90% confidence interval for the RMSEA provided further evidence of a fairly poor fit. Both TLI (.498) and NFI (.594) provide evidence of a fairly poor fit. TLI is not normed and its value may only fall below 0 or above 1, while NFI value ranges between 0 and 1, i.e. a model with perfect fit would produce an NFI of 1 (Hair et al., 2006:749).

4.13.6 **STEP 5: Specifying structural model**

This step involves specifying the structural model by assigning relationships between one construct to another based on the proposed theoretical model (Hair et al., 2006:754). Based on a substantial amount of theory, structural relationships presented in Table 4.22 were proposed. The structural relationships are presented in Table 4.22 and reflected in the complete path diagram showing specified hypothesized structural relationships and complete measurement specification in Figure 4.4.
Table 4.22: Structural relationships and correlations

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>There is a positive correlation between the role of government and the role of the private sector with regard to management of tourism</td>
<td></td>
</tr>
<tr>
<td>H2</td>
<td>There is a positive relationship between the role of the government and community awareness with regard to management of tourism</td>
<td></td>
</tr>
<tr>
<td>H3</td>
<td>There is a positive relationship between the role of the government and community involvement with regard to management of tourism</td>
<td></td>
</tr>
<tr>
<td>H4</td>
<td>There is a positive relationship between the role of the private sector and community awareness with regard to management of tourism</td>
<td></td>
</tr>
<tr>
<td>H5</td>
<td>There is a positive relationship between the role of the private sector and community involvement with regard to management of tourism</td>
<td></td>
</tr>
<tr>
<td>H6</td>
<td>There is a positive relationship between community awareness and community involvement with regard to management of tourism</td>
<td></td>
</tr>
<tr>
<td>H7</td>
<td>There is a negative relationship between community involvement and negative impacts with regard to management of tourism</td>
<td></td>
</tr>
<tr>
<td>H8</td>
<td>There is a positive relationship between community involvement and positive impacts with regard to management of tourism</td>
<td></td>
</tr>
<tr>
<td>H9</td>
<td>There is a positive correlation between negative impacts and positive impacts with regard to management of tourism</td>
<td></td>
</tr>
</tbody>
</table>

The conceptual and empirical model presented in Figure 4.4 reflects the structural relationships presented in tourism literature on destination management. In this conceptual model, provision was made for 7 relationships and 2 correlations. The 2 correlations and 7 structural relationships were empirically tested and the relationships were found to be positive with the exception of H7.
Figure 4.4: Model A

4.13.7 Results of SEM - Model A

The results of SEM (Model A) show that eight hypotheses were supported and one was rejected, as discussed below:

- **Hypotheses supported**

As hypothesized, evidence was found to support the correlation between the role of government and the role of the private sector. The correlation between the two was found to be significant, which resulted in support for H1. The relationship was confirmed at the 5% significant level, and correlations coefficient of .756. In order for the government to perform its roles effectively it needs the involvement of the private sector.
H2 was confirmed on the 5% significance level, thereby supporting the hypothesised relationship between the role of government and community awareness. The corresponding path coefficient was .443. Community awareness depends upon the ability of the government to perform its roles and duties. If the government is not performing its roles, for instance, of promoting and facilitating tourism, the community may not be aware of tourism developments.

H3 was also confirmed on 5% significance level, thereby supporting the hypothesised relationship between the role of government and community involvement. The corresponding path coefficient was .307. If the government is informing the community about tourism activities and developments, the community will participate and respond favourably towards tourism.

Evidence was found for the acceptance of H4, the relationship between the role of the private sector and community involvement. The significance level was 5% and the corresponding path coefficient was .384. The private sector provides the bulk of most tourist products; they promote and distribute tourist products. In order for the private sector to perform these roles effectively it needs the involvement of the community.

As expected, support was found for H5, the relationship between community awareness and community involvement. The relationship was confirmed on 5% significance level, and the path coefficient was .349. The community will be involved in tourism activities only if it is aware of the positive impacts of tourism.

H8 was supported on the 0.001 significance level, thereby supporting the relationship between community involvement and positive impacts. The corresponding path coefficient was .441. If the community is involved in tourism activities, positive impacts will increase. The correlation between negative impacts and positive impacts (H9) was found to be significant at p-value ≤ 0.00001. The correlation coefficient was found to be .494. The literature indicates that tourism development brings both positive impacts and negative impacts. If the positive impacts increase, the negative impacts also rise. For instance, if tourism has facilitated development infrastructure, there will be an influx of tourists; the more tourists, the more there will be negative impacts such as crime and more environmental problems such as littering.

- **Hypotheses not supported**

H7 was not supported at p-value ≤ 0.422 significance level, the relationship between community involvement and negative impacts. This is also supported by a low path coefficient of -.060. This means that community involvement in tourism activities will not necessarily decrease the negative impacts. According to Model A, there is no relationship
between community involvement and the negative impacts of tourism. H7 was not supported as there was no evidence to support the view that there is a positive relationship between community involvements and negative impacts (H7). This outcome contradicts Teye et al. (2002:688-688), who argue that the community should be involved in tourism activities in order to decrease the negative impacts of tourism. Nyaupane, Morais and Dowler (2006:1373-1385) also are of the view that if the community is involved in tourism activities, community negative attitudes will be ameliorated and this may decrease the hostility between tourism developers, tourists and the community, and the negative impacts of tourism will decline. However, the findings in the current study show that community involvement does not have a direct relationship with negative impacts.

4.14 Developing model B

In constructing and testing model A (Figure 4.4) a two level process was followed. Firstly, factor analysis was used to calculate factors to be included in SEM. Secondly, SEM was conducted to test the theoretical relationships depicted in Figure 4.2. In developing model B, on the other hand, factor analysis was not carried out; instead, all the items of each of the six community relations components were loaded and included in SEM. The procedure followed in developing and testing model A (see 4.13.1) was repeated to empirically construct and test model B. The structural model B is presented in Figure 4.5. The same GOF statistics used for model A were used for model B (see Table 4.23).
Figure 4.5: Model B
Table 4.23 presents the goodness-of-fit for model B.

Table 4.23: Goodness-of-fit for model B

<table>
<thead>
<tr>
<th>MEASUREMENTS</th>
<th>INDEX</th>
</tr>
</thead>
<tbody>
<tr>
<td>RMSEA</td>
<td>.065</td>
</tr>
<tr>
<td>90% CONFIDENCE INTERVAL FOR RMSEA</td>
<td>.063 - 067</td>
</tr>
<tr>
<td>ECVI</td>
<td>11.126</td>
</tr>
<tr>
<td>NFI</td>
<td>.659</td>
</tr>
<tr>
<td>TLI</td>
<td>.692</td>
</tr>
</tbody>
</table>

The same fit indices used to assess the validity of the measurement model A were employed to assess the fit of model B. The fit indices for model B provided evidence of reasonable fit. The RMSEA is below the level of 0.08 and therefore supports the argument of a reasonable fit. This argument is supported by the upper bound of the 90% confidence interval for RMSEA, which is also below the level of 0.08. NFI has also improved, with .659, while TLI is .692. ECVI has improved in model B; this is an indication that model B may be considered for implementation by planners and tourism managers in managing the social impacts of tourism.

4.14.1 Results of (SEM) Model B

Figure 4.5 shows the results of the tested model B. The diagram confirms the convergent validity of the model. Eight standardised path coefficients from latent constructs to the indicators were confirmed as was the case with model A (cf.4.13.7). The confirmation of the relationships provides support for the hypothesised relationships in the conceptual model (Figure 4.4). Model B produced similar results to model A. Both models signify the correlation coefficient between the role of government and the role of private sector, the correlation coefficient between negative impacts and positive impacts. All indicator loadings were significant, with the exception of the relationship between negative impacts and community involvement.

4.15 Evaluation of models

The two models (A) and (B) support the literature in chapter 3 and the empirical research in chapter 4. They both produced similar results, in that out of nine proposed hypotheses eight were supported and one was not supported (see Table 4.25). The difference between the two is the procedure followed in developing the models, which resulted in the difference between the overall fit of the two models (see Table 4.24). As indicated earlier, in model A factors were calculated and used in the model (SEM) while in model B all the items of each of the six
community relations components were loaded and used in SEM. Model A fits the data poorly while model B fits the data reasonably well. Therefore, in terms of the overall model fitness, model B may be recommended. It can, therefore, be concluded that model B may be accepted and implemented by tourism planners and managers in managing the social impacts of tourism. However, there is still room for further research to refine the model. The GOF for models A and B are presented in Table 4.24.

Table 4.24: Evaluation of models

<table>
<thead>
<tr>
<th>MODELS</th>
<th>RMSEA</th>
<th>90%CONFIDENCE INTERVAL FOR RMSEA</th>
<th>ECVI</th>
<th>NFI</th>
<th>TLI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model A</td>
<td>.164</td>
<td>.0155 - 0.173</td>
<td>2191</td>
<td>.594</td>
<td>.498</td>
</tr>
<tr>
<td>Model B</td>
<td>.085</td>
<td>.063 - .067</td>
<td>11.126</td>
<td>.659</td>
<td>.692</td>
</tr>
</tbody>
</table>

Table 4.24 provides fit indices for the two models. Although both models produced similar results, model A, which used factor analysis, did not produce a good fit. Model B used all the items of the six community relations components and improved the model fit. Therefore, in terms of the overall model fitness model B may be recommended. It can, therefore, be concluded that model B may be accepted and therefore implemented by tourism planners and managers in managing the social impacts of tourism.

4.16 Testing of hypotheses

A summary of the hypotheses tested appears in Table 4.25. The findings of support for the different hypotheses indicated in Table 4.24 contributed to the accomplishment of the main aim of the study (cf.1.4.1). Of the nine hypotheses that were formulated (cf.1.5), eight were supported in both model A and model B. One relationship that is between negative impacts and community involvement was not supported in either model.
Table 4.25: Summary of hypotheses tested

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>Supported or not supported</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>H1</strong> There is a positive correlation between the role of government and the role of the private sector with regard to management of tourism</td>
<td>Supported</td>
</tr>
<tr>
<td><strong>H2</strong> There is a positive relationship between the role of government and community awareness with regard to management of tourism</td>
<td>Supported</td>
</tr>
<tr>
<td><strong>H3</strong> There is a positive relationship between the role of government and community involvement with regard to management of tourism</td>
<td>Supported</td>
</tr>
<tr>
<td><strong>H4</strong> There is a positive relationship between the role of the private sector and community awareness with regard to management of tourism</td>
<td>Supported</td>
</tr>
<tr>
<td><strong>H5</strong> There is a positive relationship between the role of the private sector and community involvement with regard to management of tourism</td>
<td>Supported</td>
</tr>
<tr>
<td><strong>H6</strong> There is a positive relationship between community awareness and community involvement with regard to management of tourism</td>
<td>Supported</td>
</tr>
<tr>
<td><strong>H7</strong> There is a positive relationship between community involvement and negative impacts with regard to management of tourism</td>
<td>Not supported</td>
</tr>
<tr>
<td><strong>H8</strong> There is a positive relationship between community involvement and positive impacts with regard to management of tourism</td>
<td>Supported</td>
</tr>
<tr>
<td><strong>H9</strong> There is a correlation between negative impacts and positive impacts with regard to management of tourism</td>
<td>Supported</td>
</tr>
</tbody>
</table>

4.17 Conclusions

The aim of this chapter was to present the results and data analysis of both the qualitative and quantitative components of the study in order to develop and test the CRM. In order to achieve this aim, the descriptive analysis of the results of interviews and participant observation undertaken in both the qualitative and quantitative study was presented first. This was followed by an analysis of demographic profile of the respondents. In the quantitative study, factor analyses for the six community relations components were carried out. The results from the qualitative component coincide with those characteristics constituting fourteen factors extrapolated from factor analyses in the quantitative component of the study.

The fourteen factors extrapolated from six factor analyses were used to construct and test model A through the use of SEM. Model A did not fit the data reasonably. Due to the fact that
model A did not fit the data reasonably, model B was constructed with all the items of the six community relations components and fitted the data reasonably well. The two models were developed from a combination of three research methods: literature study, qualitative and quantitative research. These methods revealed the specific relationships between the government, the private sector and the community, specifically the role played by the government, the role played by the private sector, positive impacts, negative impacts, community awareness and community involvement in the management of tourism. All the relationships proposed were supported in both models with the exception of the relationship between negative impacts and community involvement (H7).

Evidence from the results of the study suggests that each of the role players in tourism management should not only perform their duties and roles effectively, but should also develop, maintain and sustain positive relationships amongst themselves in order to pursue the same goal of achieving sustainable tourism. The government will not be able to perform its roles of planning, managing, promoting, coordinating, facilitating and regulating the tourism industry successfully without the support of both the private sector and the community. The private sector, on the other hand, is not able to manage the tourism industry without full support of the government and the community.

The community needs to be trained, educated and empowered in tourism activities in order for them to participate and take an active role in the management of the social impacts of tourism. All the role players in the management of tourism should be aware of both the positive and negative impacts of tourism so that they can manage them effectively. It is clear that the approach to successful management of tourism should be based on smart partnerships among the private sector, local communities and the government, with more emphasis on the role of government, the role of private sector, the positive impacts, the negative impacts, community awareness and community involvement. This chapter achieved the objective to present and interpret the results of the study with the aim to determine the components that may form part of the CRM and to construct and test the model.

In chapter 5, conclusions are drawn from the study and recommendations are made regarding effective management of the social impacts of tourism, the relationships between the role players in the management of tourism, the proposed CRM for tourism planners and managers and further research.
CHAPTER 5
CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Chapter 5 provides an overall review of the research aims and objectives, findings, conclusions and recommendations of this study. The chapter begins by reviewing the research aim and objectives of the study. Secondly, the methodology and data analysis performed are summarised. Thirdly, the contribution of this study to the discipline of tourism management is identified. Fourthly, conclusions are drawn and the chapter concludes with key recommendations for future research on the theme of this study.

5.2 Review of the research aim and objectives of the study

The main aim of this study was to develop a Community Relations Model (CRM) which may be used by tourism developers, planners and managers in managing the social impacts of tourism (cf. 1.4.1). Five research objectives were derived from the main aim of the research. The first objective was to analyse the social impacts of tourism by means of a literature review. The second objective was to analyse the role of the community in tourism by means of a literature review and the third objective was to determine the components that would be used to develop the CRM. The fourth objective was to construct and test CRM based on empirical findings. The final objective was to draw conclusions and make recommendations on how the CRM may be implemented with regard to the management of tourism (cf. 1.4.2). In order to achieve the main aim of the study, the five objectives were addressed in the five chapters presented in Table 5.1.
Table 5.1: Review of research aim and objectives of the study

<table>
<thead>
<tr>
<th>RESEARCH OBJECTIVES</th>
<th>CHAPTER REFERENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>To provide an overview of the research and clarification of the problem statement: namely, which aspects should form part of the CRM and to what extent they are related in managing the social impacts of tourism.</td>
<td>Chapter 1</td>
</tr>
<tr>
<td>To analyse the social impacts of tourism. This is the first objective of this study (cf.1.4.2). This objective was achieved by discussing the origin of sociology, contemporary theoretical perspectives of sociology and the relations between sociology and tourism management. Perceived positive and negative social impacts were discussed and lastly, the theoretical framework and models predicting perceptions.</td>
<td>Chapter 2</td>
</tr>
<tr>
<td>To identify role players and their roles in tourism management.</td>
<td>Chapter 3</td>
</tr>
<tr>
<td>To identify the components of CRM</td>
<td></td>
</tr>
<tr>
<td>To review suitable strategies and approaches for tourism planners and managers in managing the social impacts of tourism.</td>
<td></td>
</tr>
<tr>
<td>To review available techniques to achieve sustainable tourism development. Objective 2 and 3 (cf.1.4.2) were achieved in this chapter.</td>
<td></td>
</tr>
<tr>
<td>To present and interpret the results of the study with the aim to determine the components that may form part of the CRM and to construct and test the model, as in objective 4 (cf.1.4.2).</td>
<td>Chapter 4</td>
</tr>
<tr>
<td>To formulate guidelines and recommend approaches that can be applied for effective management of the social impacts of tourism, as in objective 5 (cf.1.4.2).</td>
<td>Chapter 5</td>
</tr>
</tbody>
</table>

5.3 Summary of the methodology and data analysis

The Summary of methodology adopted in order to construct the CRM (cf. Figure 4.5) is depicted in Table 5.2:

Table 5.2: Methodology for CRM

<table>
<thead>
<tr>
<th>RESEARCH METHODS USED</th>
<th>DATA ANALYSIS PERFORMED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qualitative: (cf. 4.2)</td>
<td>Qualitative analysis</td>
</tr>
<tr>
<td>• Semi-structured interviews (cf. 4.2.1)</td>
<td>Field notes</td>
</tr>
<tr>
<td>• Participant observation (cf.4.4)</td>
<td></td>
</tr>
<tr>
<td>Quantitative (Likert scale Instrument):</td>
<td>Descriptive (Univariate)</td>
</tr>
<tr>
<td>• Demographic profile of respondents (cf. 4.5.1)</td>
<td>Factor Analysis (Multivariate)</td>
</tr>
<tr>
<td>• Distribution of responses to six community relations components (cf. 4.5.2.3)</td>
<td>Structural Equation Modeling (SEM) (Multivariate)</td>
</tr>
<tr>
<td>• Construction and testing of models A and B (cf.4.13)</td>
<td></td>
</tr>
</tbody>
</table>
5.4 Research conclusions

The following conclusions regarding the research can be drawn:

- Conclusions with regard to analysing the social impacts (objective 1);
- Conclusions with regard to the role of the community in tourism management (objective 2);
- Conclusions with regard to the components of the proposed CRM (objective 3).

5.4.1 Conclusions with regard to analysing the social impacts

The following are regarded as the main conclusions with respect to research objective 1 (cf.1.4.2):

- The social impacts of tourism cannot be successfully addressed without drawing on the methods and perspectives of sociology (cf.2.4) because the social impacts of tourism are an integral part of sociology.
- Knowing residents' perceptions and how they feel about tourism development is crucial because it gives developers, policymakers and decision makers the possible advantage of predicting and influencing human behaviour (cf.2.7).
- Community perceptions of tourism development and its social impacts can assist planners, tourism managers and developers to identify real concerns and issues for appropriate policies to be developed and action to take place, optimising the benefits and minimising the problems (cf.2.9).
- Appropriate models and theories developed to assist and to explain the impacts of tourism and the way in which these impacts might be perceived by residents are: Doxey's Iridex model (1975), Butler's life cycle model (1980), SET and SRT (cf.2.8).
- The two models (Doxey's Iridex and Butler's life cycle model) both imply that tourist destinations are of a dynamic nature and undergo a measure of change as time passes. They also recognise that the social impacts of tourism change through time in response to structural change in the tourist industry (cf.2.8.1; 2.8.2).
- Attitudes towards tourism are affected by the varying degrees of contact and involvement the residents have with the industry.
- As visitor numbers increase, the need for carefully planned and managed tourism in relation to social impacts becomes and continues to be a critical issue.
- Tourism managers, developers and planners need to ensure that the tourist-host relationship is positive if the industry is to be sustainable in the long-term (cf.3.2.1).
- The outcome of the relationships that occur between tourists and host communities as a result of their contact will result in positive or negative impacts of tourism (cf.3.2.1).
• The social factors that influence the residents' attitudes are the characteristics of the community or destination and the characteristics of the visitors/tourists (cf. 3.2.2).

• Residents do not all exhibit the same perceptions of the social impacts of tourism. There is often great heterogeneity within communities and, as a result, great variety in attitudes to tourism development (cf. 3.2.2).

• Tourism involves some degree of resident-visitor interaction and this interaction can bring about both positive and negative social impacts of tourism, which might affect the social sustainability of tourism in a particular destination (cf. 3.5).

• Social impacts of tourism are not universal; they differ depending on development experiences, development level, carrying capacity and socio-cultural, political and economic characteristics (cf. 3.5.2).

• The perception of residents in other areas in Lesotho may be different from the perceptions of Katse residents due to the economic benefits that the Katse Dam brought to the residents.

• Host perceptions of social impacts of tourism are varied and shaped by various site-specific conditions under which tourists and hosts interact (cf. 3.5.2).

• Regular monitoring of community attitudes could provide information concerning the needs, views and desires of host communities (cf. 3.5.2).

• The host community perceptions of tourism may be positive or negative and may be examined through the use of different models and theories.

5.4.2 Conclusions with regard to the role played by the community in tourism management

The following are regarded as the main conclusions with respect to research objective 2 (cf. 1.4.2):

• The community should have a representative voice in all tourism structures at national, provincial/district and local level (cf. 3.6.1.1).

• The rationale for community involvement in tourism planning and management includes the fact that community involvement can reduce potential conflict between tourists and members of the host community (cf. 3.6.1.1).

• For effective organisation of tourism, it is important for the community to organise themselves and form groups for the purpose of sharing information and possible experiences. This should be facilitated through local government structures, which may also possibly make financial provisions for the organisation of communities (cf. 3.6.1.2).
• In order to maximise the leadership potential and achieve sustainable tourism, the community should elect its own leaders who will be able to represent the community interests in tourism management (cf.3.6.1.3).

• The community plays a very important role in identifying and controlling locally available resources and attractions (cf.3.6.1.4).

• The community as one of the role players in tourism should actively participate in tourism management by seeking partnership opportunities with the established tourism private sector, voluntary groups and NGO's.

• In order to achieve sustainable tourism, all the role players in tourism management, including the community, should perform the four management functions: planning, organising, leading and controlling (cf.3.7).

• Sustainable tourism development requires the informed participation of the local community, as well as strong national political leadership to ensure wide participation and consensus building (cf.3.11.1).

• The community should seek partnership opportunities with the already established tourism private sector.

• The community should participate in decision-making with respect to major tourism development planned or proposed for the communities (cf.3.11.1).

• The community must be included in key project planning and decision-making activities through the organisation of public meetings of local residents, the utilisation of the local press as a communication tool and surveys of different businesses.

• The community needs to be empowered to decide what forms of tourism they want to develop in their respective communities, and how the tourism costs and benefits are to be shared among different stakeholders.

• Empowering the local community in tourism activities is as important as local participation in tourism management.

• Local participation and empowerment must be considered in the very process of decision-making as well as in distribution of the benefits of tourism (cf.3.11.2).

• Education and awareness programs should include the local community, aiming to help them become more involved in the tourism development process as both entrepreneurs and employees, but also as those who have the right to live in a high quality and safe environment.
• Community managers and planners need to provide educational information and programs to residents in order to raise public awareness of community tourism resources (cf.3.12).

• In order to raise community awareness and education the following activities and materials are important: exhibitions or displays, road shows, workshops for the community, seminars and stage plays (cf.3.12).

• Information dissemination should be regarded as a continuing process and should be a responsibility of all the stakeholders engaged with tourism planning and management.

• Involvement and participation of the local community, empowerment of the local community in all tourism related activities, development of community tourism awareness and education, and partnerships and collaboration in tourism management must be key components of a sustainable tourism development process, with planners and managers reinforcing perceptions of positive economic benefits and effectively addressing what may be done to mitigate adverse social impacts.

5.4.3 Conclusions with regard to the components of the proposed CRM

The following are regarded as the main conclusions with respect to research objective 4 (cf.1.4.2):

• The proposed CRM was developed from the literature (Chapters 2 and 3) and the empirical study (Chapter 4).

• The model consists of six major components, which are positive impacts, negative impacts, the role of government, the role of the private sector, community awareness and community involvement (cf. 4.5.2.1). The positive relationship among all these components will lead to successful tourism management and this will result in sustainable tourism.

• The management of social impacts of tourism is not only the responsibility of government; it is the responsibility of all stakeholders, including the community and the private sector.

• The government, the private sector and the community should perform their management roles and duties in order to attain sustainable tourism development.

• The government may not be able to perform its roles of facilitating, coordinating, planning and policy-making, regulating, monitoring and promoting development without collaboration and partnership of the private sector and the community (cf. 3.7.1).

• The private sector may not be able to perform its roles of investing in the development of the tourism industry and advertising and promoting individual tourism services as well as
the country locally regionally and internationally without the input of the government and the community (cf.3.7.4).

- All the stakeholders in the management of tourism should collaborate in marketing and promotion of the destination as well as planning and policy-making for tourism (cf.3.7.4).

- The implementation and the use of the CRM should lead to successful tourism management which has the potential for sustainable tourism management.

- The proposed model (Figure 5.1) suggests that positive relationships between and amongst the six community relations components are crucial for effective management of the social impacts of tourism.

- It is in the interest of all stakeholders to eradicate undesired social impacts arising from tourism. Without this action there is danger that host communities will become antagonistic towards tourism and tourists, precipitating an atmosphere in which tourists feel unwelcome. Eventually, such a situation will lead to a decline in tourists and a consequent reduction in economic benefits.
Figure 5.1: Community Relations Model
The uniqueness of the proposed model lies in a range of aspects including community awareness and involvement in managing the social impacts of tourism. Through focusing on community awareness and involvement in managing the social impacts, the tourism industry may improve the lives of the community and achieve sustainable tourism. Therefore, effective management of the social impacts of tourism is required and can be achieved through the involvement of the community in tourism management, community awareness, partnership and collaboration of the government and the private sector in tourism management, as depicted in Figure 5.1.

5.5 Contribution of the present study to the discipline of tourism management

- The present study is the first of its kind to focus specifically on the management of the social impacts of tourism.
- This study is the first to suggest a comprehensive model for the management of social impacts. The study has emphasised the importance of managing the positive and negative impacts of tourism.
- Published empirical research on management of social impacts in Lesotho is limited. Where research is available it focuses on community perceptions of social impacts of tourism but not on how to manage them. Through this study, a contribution is made to the body of knowledge in respect of the Lesotho tourism industry.
- The study identified the appropriate components of the CRM. These components have been used to develop the CRM that may be used by tourism developers, planners and managers in managing the social impacts of tourism (cf. Figure 5.1).
- The study has suggested that the effective management of tourism destinations can be achieved when there is a positive relationship between the role of government, the role of the private sector, community awareness, community involvement and an appropriate balance between positive impacts and negative impacts.
- The study has emphasised the importance of community awareness (cf.3.12), empowering and involving the community in the planning and management of tourism (cf. 3.11.2).
- The roles and functions of key role players in the planning and management of tourism and the importance of coordination between the role players have been emphasised (cf.3.7). The study claims that sustainable tourism can be best achieved through full participation of all the stakeholders in planning and management (cf.3.11.1).
• The study contributes to the body of knowledge concerning the perceptions of the social impacts of tourism of the residents of Katse in Lesotho. This is very important, because understanding residents’ perceptions of the social impacts of tourism is fundamental to tourism planning, management and development. Residents’ perceptions of social impacts are the foundation of successful tourism planning, management and development.

• Lastly, it is hoped that the findings of this study will prove useful to policy-makers, destination developers, policy-makers, provincial authorities, communities and tourism managers and all who are engaged with the management of tourism.

5.6 Limitations of the study

Knowledge gaps in social science research

Throughout this research study it has been necessary to emphasise the extent of inadequate social research information upon which the management of negative and positive social impacts of tourism could be better grounded. Whilst there are thousands of papers of pre-eminent quality on social impacts of tourism, none of them addressed how the negative and positive social impacts of tourism may be effectively managed. As a result, there is no basic comparability of any paper on management of the negative and positive social impacts of tourism. Any comments and views on the management of social impacts of tourism can only be based on professional judgement, which may be biased rather than be scientific.

• Scope of tourism management

It was not possible to cover the wide range of aspects associated with management of the positive and negative social impacts of tourism. The fact that there were no scientific studies conducted on management of the positive and negative social impacts made it impossible to draw parallels from previous relevant research experience. For instance, the role played by the tourists in the management of the negative and positive social impacts of tourism is only superficially covered in this study and would constitute a distinct study on its own. Tourism management is a broad and complex field, composed of many sub-sectors (see Figure 1.7).

• Tourism and recreational values

The five private sector organisations identified in this study (Aloe Guest House, Orion Lodge, Malealea Guest House, Umbrella B&B and Unique Tour Guides) are by no means comprehensive. This is what the study could identify and investigate within the time and scope constraints associated with this study. Further research could produce more tourism private sector organisations that might contribute considerably to understanding of
the successful management of positive and negative social impacts of tourism. Involvement of more private sector organisations may be crucial mainly because the private sector is expected by policy-makers to take the leading role in the development of tourism in Lesotho.

- **Tourism awareness**

Although the residents from Katse area are exposed and aware of tourism, some of them could not distinguish between developments brought by tourism and some developments brought by the establishment of the Lesotho Highlands Water project. This was a debatable issue even amongst the tourism managers and senior officials in the MTEC and LTDC. Residents from Katse were also not able to distinguish between the role of Government and the role of private sector in managing the social impacts of tourism. As a result, some residents were reluctant to answer the section on the role of government and private sector in tourism management. This might have produced results that might to be generalisable. Further research might find more about developments as a result of tourism in the area of Katse, and the role of government and private sector in managing the social impacts of tourism. This might add value to the management of the positive and negative impacts of tourism.

- **Study site**

The study was carried out in the mountain area of Lesotho, where villages are scattered and far from each other. This made the collection of data tiring and to take more time than was planned. Household surveys were carried out over a period of eight weeks while the plan had been to collect data over a period of four weeks. Due to lack of statistical information on the number of households per village, it was difficult for the researcher to exactly quantify the number of households per village. This might have produced results which might not be generalisable.

- **Sample**

Although the sample size of the survey was reasonably big N=500, the sample was selected only from the villages at Katse area in the mountain area of Lesotho. Though it is not uncommon to use residents from one destination in tourism studies, future studies could be carried out in other tourist destinations, particularly in the lowlands of Lesotho. The perception of residents from the mountain area about management of tourism might be different from the perception of residents from the lowlands.

Notwithstanding the limitations of the current study, the following recommendations are put out forward.
5.7 Recommendations

The recommendations of this study are classified into three categories: general recommendations, recommendations with regard to the implementation of the model and recommendations with regard to further research.

5.7.1 General recommendations

- The community must be involved in all tourism activities.
- The government should perform its roles of facilitating, coordinating, planning and policy-making, regulating, monitoring, promoting and developing tourism in the country in order to achieve sustainable tourism.
- The private sector should perform its roles of promoting and developing tourism in order to achieve sustainable tourism.
- The community should work together with the government and the private sector in the management of tourism.
- The community should be made aware of tourism developments on a regular basis through public meetings, tourism workshops, community advisory committees and consultation groups.

5.7.2 Recommendations with regard to the implementation of the CRM

- The proposed model needs to be implemented in the area of tourism management by all the role players in tourism management.
- The role players should take an active role in the implementation of the model.
- For effective implementation of the model, the role players in tourism management should know, understand and perform their roles and duties in managing the social impacts of tourism.
- Effective implementation of the CRM depends on collaboration and partnership of the stakeholders in management of the social impacts of tourism.
- The successful implementation of the CRM depends on positive relationship between and among the role players in tourism management. Specifically, it depends on positive relationship between the role of government, the role of the private sector, community awareness, community involvement, positive impacts and negative impacts of tourism.
- The successful implementation of the CRM should lead to sustainable tourism.
5.7.3 Recommendations with regard to further research

The following questions should be addressed in further research:

- How can a positive relationship between communities, the government and the private sector be sustained in order to achieve sustainable tourism?
- How can tourist involvement form part of the CRM?
- How can NGO's form part of the CRM?
- How can the community be empowered to take an active role in tourism management?
- To what extent can the relationship between the roles of the government and the community be sustained in order to achieve sustainable tourism?
- To what extent can the relationship between the private sector and the community be improved in order to attain sustainable tourism?
- What can be done in order to sustain community and private sector participation in tourism management?

5.8 CONCLUSIONS

- This chapter focused on guidelines and recommendations that may be applied for effective management of the social impacts of tourism. Many of the proposed strategies have at their core the central principle of working in partnership and good relationship between and amongst all the stakeholders in the management of tourism. The government, the private sector and the community should perform their management roles and duties and work together in order to attain sustainable tourism development. It is also important for the planners, tourism managers, policymakers and tourism developers to study the resident's perceptions of tourism, so that they may be able to develop and implement appropriate strategies that may optimise the positive impacts of tourism and minimise the negative impacts of tourism.

- Forming the conclusion of the present study, this chapter argued that the proposed CRM should be implemented by all the stakeholders in managing the social impacts of tourism. The model reflect that a positive relationship between and amongst the government, the private sector and the community may lead to sustainable tourism. Community empowerment and involvement through a process of consultation and negotiations ensures opportunities for locals to participate in the management of the negative and positive impacts of tourism. The objective to formulate and recommend approaches that may be applied for effective management of the social impacts of tourism is achieved in this chapter.


BOWEN, K.A. 2003. An argument for integration of qualitative and quantitative research methods to strengthen internal validity. (p. 4-14.)
http://www.socialresearchmethods.net/gallery/Bowen/hss691.htm Date of access: 2 December 2007.


http://www.britisoc.co.uk/whatsSociology/SocHist.htm Date of access: 17 April 2008.


APPENDICES

Appendix 1: Letter to MTEC, LTDC, HNRIEP and private sector managers requesting permission to conduct interviews

University of the North West
Potchefstroom
SOUTH AFRICA
30th June, 2008

To Whom It May Concern:

Dear Sir/Madam

RE: REQUEST FOR AN INTERVIEW WITH THE MANAGEMENT STAFF FOR RESEARCH PURPOSE

With reference to the above, I hereby request permission to conduct a research discussion regarding the management of tourism in Lesotho. The research discussion will take approximately 20-30 minutes for each of the management staff.

The research is done for Doctoral degree in tourism, management, I am currently pursuing with the University of the (North-West Potchefstroom campus). It is my believe that findings out of this study will enable tourism planners, policy makers and managers in developing countries to understand how communities perceive the social impacts of tourism in order to effectively manage them and gain support for tourism projects and initiatives.

Thanking you in anticipation for your co-operation.

Yours faithfully,

____________________________________

Reginah M. Thetsane
Appendix 2: Interview questions for MTEC, LTDC, HNRRIEP and private sector managers in tourism industry in Lesotho.

1. In your opinion which are the main tourist attractions in Lesotho.

2. Tourism development affects everyone's life in the country. How can the development of tourism have a positive impacts in the community?

3. How can the development of tourism have a negative impacts in the community?

4. Tourism in Lesotho is a new phenomenon that seems to have potential in the near future. In your opinion who are the role players, and what are their roles in the management of tourism in Lesotho.

5. Tourism takes place within communities. In your own opinion, do you think communities should be involved in the management of tourism in Lesotho? Explain how?

6. Is the community currently benefitting from tourism? If yes explain how?
7. Do you inform the community about tourism and the benefits thereof? Explain how? ...........

8. What is the role of the community in tourism development? ........................................

9. How do you see the relationship between the private sector and the community? ...........

10. How do you foresee the relationship between the private sector and the government? .......

11. How do you foresee the development of tourism in Lesotho? ........................................

THANK YOU FOR YOUR TIME
Appendix 3: Documentation sheet filled for each interviewee

Documentation sheet
Information about the interview and the Interviewee

Date of the interview..............................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................
Place of the interview ..........................................................................................................................................
........................................................................................................................................................................
........................................................................................................................................................................
Duration of the interview .....................................................................................................................................
........................................................................................................................................................................
Interviewer .............................................................................................................................................................
........................................................................................................................................................................
Gender of the interviewee ......................................................................................................................................
........................................................................................................................................................................
Profession ...............................................................................................................................................................
........................................................................................................................................................................
Working in this profession since ...........................................................................................................................
........................................................................................................................................................................
Special occurrence in the interview .........................................................................................................................
........................................................................................................................................................................
Appendix 4:  Katse Dam

A)

B)
Appendix 5: Tsehlanyane National Park

A)

B)
Appendix 6: Bokong Nature Reserve

A)

B)
Appendix 7: Liphofung National Environmental Heritage

A)

B)
Appendix 8: Letter to Ha-Poli, Ha-`Mikia, Mphorasane and Ha- Lejone chiefs requesting permission to conduct interviews

University of the North West
Potchefstroom
SOUTH - AFRICA
Pherexkhong, 2009

Ntate/M’e,

TUMELLO EA HO TSOARA LIPHUPUTSO MOTSENG OA HAO:

Ke le morutoane oa University ea North-West (POTCHEFSTROOM-CAMPUS), ke kopa tumelio ea ho buoa le sechaba sa motse oa hao ka lintlha tse amang tsamaiso ea bohahlaoli ka hara naha ea Lesotho. Lintlha tsena li ama ‘muso, mahoebi ba ikemetseng esita le sechaba tikolohong e boikarabellong ba hao. Puisano ena e etsoa moiemong oa liphuputso tsa boithuto feela.

Ke tsepo ea ka boro liphuputso tsena liti tsoela sechaba sa Basotho molemo haho o ntheng tse amang tsamaiso ea bohahlaoli ka hara naha ea Lesotho.

Ke tla leboha thuso ea hao ntate/me.

Oa hao mohianka,

Reginah M. Thetsane (Mofuputsi)
Appendix 9: Katse Community Survey in English

COMMUNITY SURVEY – KATSE

PERCEIVED SOCIAL IMPACTS OF TOURISM DEVELOPMENT AND DESTINATION MANAGEMENT

What is this questionnaire about? The purpose of this questionnaire is to assess the community perceptions of tourism and how tourism can be effectively managed. The survey is being conducted in the three villages around the Katse area. The information gathered will be used in the development of the Community Relations Model (CRM), which may hopefully be used by tourism planners, policy managers, community councilors and chiefs in managing the social impacts of tourism.

Please note that there are no right or wrong answers to the questions. The respondents will also remain anonymous. The results will be represented to the Ministry of Tourism, Environment and Culture (MTEC), Lesotho Tourism Development Corporation (LTDC), Lesotho Tourism Council (LTC), Highlands Natural Resources and Rural Income Enhancement Project (HNRRIEP) and Maloti Drakensberg Transfrontier Project (MDTP).

What is expected of you? With the assistance of my research assistants, you are kindly requested to complete the following questionnaire, which consists of five sections:

Section A: Consists of demographic and general information. Although some personal information is required for research purposes, no names are asked. The questionnaire is therefore completed anonymously. Sections B: consists of tourism impacts statements which you are requested to indicate your level of agreement or disagreement on a 5-point scale. The questions in this section measure residents’ perceptions of positive and negative impacts of tourism. Section C: consists of statements that measure community awareness of tourism developments while Section D: Consists of statements that measure residents’ perceptions of the role of the private organisations in tourism management. Section E consists of statements measuring the government role in managing tourism. Lastly, Section F: consists of statements measuring community involvement in tourism management.

What is time frame for completion of the questionnaire? You should be able to complete the questionnaire in approximately 30 minutes. Please complete all questions.

Thank you for your support

Regina M. Thetsane

RESEARCHER
SECTION A: DEMOGRAPHIC AND GENERAL INFORMATION

*Please mark your responses with an (x) in the appropriate block*

1. Gender:
   - Male: [ ] 1
   - Female: [ ] 2

2. In which year were you born? .................................................................

3. What is the name of your village? ..............................................................

4. How long have you lived in this village?
   - Years: [ ] 1
   - Months: [ ] 2

5. Have you ever visited Katse for recreational purposes?
   - Yes: [ ] 1
   - No: [ ] 2

6. What is your employment status?
   - Employed: [ ] 1
   - Unemployed: [ ] 2
   - Self-employed: [ ] 3
   - Student: [ ] 4
   - Retired: [ ] 5

7. Do you work in any tourism related jobs?
   - Yes: [ ] 1
   - No: [ ] 2

8. Does any of your family work in any tourism related jobs?
   - Yes: [ ] 1
   - No: [ ] 2

9. What type of attractions in Lesotho most attracting visitors and get them to return?
   - Man-made attractions: [ ] 1
   - Natural attractions: [ ] 2
   - History and culture of Basotho: [ ] 3
SECTION B: TOURISM IMPACTS

For each of the statements below, please indicate the extent of your agreement or disagreement by placing a tick [x] in the appropriate box.

The response scale is as follows:

1. Strongly disagree
2. Disagree
3. Neutral/undecided
4. Agree
5. Strongly Agree

<table>
<thead>
<tr>
<th>STATEMENTS</th>
<th>SCALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>CATEGORY TOURISM IMPACTS</td>
<td></td>
</tr>
<tr>
<td>1. Tourism has improved the standard of living of Katse residents</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>2. Tourism results in more litter in the area</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>3. Tourism led to the improvement of infrastructure in the Katse area</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>4. The money spend by tourists grows the local economy</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>5. The tourism industry provides job opportunities</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>6. Tourism leads to more crime in the area</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>7. Tourism enhances participation in cultural activities</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>8. Tourism causes changes to my traditional culture</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9. Tourism results in an increase in the cost of living</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>10. Tourism brings too many strange people to Katse</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>11. Tourism provides opportunities to meet new people</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>12. I am proud to see people visiting the area</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>13. Tourism does not add value to the area</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>14. Only few people benefit from tourism</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>15. The skill base of locals have improved due to tourism</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>16. Tourism developments caused displacement of the community in the area</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>17. The facilities available to locals have improved due to tourism</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>18. Tourism leads to the exploitation of our values</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>19. The maintenance of the area has improved due to tourism</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>20. Tourism does not add value to the area</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>
### SECTION C: COMMUNITY AWARENESS

<table>
<thead>
<tr>
<th>STATEMENTS</th>
<th>SCALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I am informed about tourism developments in the area</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>2. I am aware of community workshops about tourism</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>3. Tourism should be offered as a school subject</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>4. I would like to be more involved in tourism</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>5. I would like to assist in promoting tourism in Lesotho</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>6. I am aware of the tourism opportunities in the area</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>7. The tourism projects launched by the government is sustainable</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>8. The tourism projects launched by the private organizations are successful</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9. Tourism can make a difference in Lesotho</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>10. Tourism in Lesotho is well managed</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>

### SECTION D: THE ROLE OF THE PRIVATE SECTOR

<table>
<thead>
<tr>
<th>STATEMENTS</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1. Private organisation can be considered as a major role player in tourism</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>2. Private organisations should formulate tourism policies, laws and regulations</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>3. Private organisations should develop tourism products</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>4. Private organisations should facilitate participation of local community members</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>5. Private organisations should restrict the number of tourists visiting the area</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>6. Private organisations should promote tourism</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>7. Private organisations should develop infrastructure in the community</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>8. Private organisations should look after resources and manage exploitation</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9. Private organisations should consult with communities regarding tourism planning</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>10. Private organisation should regularly meet with the community to keep them informed</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>
## SECTION E: THE ROLE OF THE GOVERNMENT

<table>
<thead>
<tr>
<th>STATEMENTS</th>
<th>SCALE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CATEGORY – THE ROLE OF GOVERNMENT</strong></td>
<td></td>
</tr>
<tr>
<td>1. The government can be considered as a major role player in tourism</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>2. The government should formulate tourism policies, laws and regulations</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>3. The government should develop tourism products</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>4. The government should facilitate participation of local community members</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>5. The government should restrict the number of tourists visiting the area</td>
<td>1 2 3 4 5</td>
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<tr>
<td>6. The government should promote tourism</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>7. The government should develop infrastructure in the community</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>8. The government should consult with communities regarding tourism planning</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9. The government should look after resources and manage exploitation</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>10. The government should regularly meet with the community to keep them informed</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>

## SECTION F: COMMUNITY INVOLVEMENT

<table>
<thead>
<tr>
<th>STATEMENTS</th>
<th>SCALE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CATEGORY COMMUNITY INVOLVEMENT</strong></td>
<td></td>
</tr>
<tr>
<td>1. The community actively participates in tourism</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>2. The community is aware of tourism development</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>3. The community attends tourism meetings</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>4. The community interacts with tourists</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>5. The community can sell their goods to the tourists</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>6. The community understands the importance of tourism development</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>7. The community currently benefits from tourism</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>8. The community should take ownership of tourism</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9. The community should own their own tourism attractions</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>10. The community should be involved in the promotion of tourism</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>
60. How do you foresee the future of tourism in Lesotho?

THANK YOU FOR YOUR TIME AND COOPERATION
Appendix 10:  Katse Community Survey in Sesotho

LIPATLISISO HO SECHABA SA KATSE KA MAIKUTLO A BATHO HOLIM'A KAROLO E NKUOENG KE NTLAFATSO EA TSA BOHAILAOLI LE TSAMAISO EA BONA SEBAKENG SEO SA KATSE

Pampiri ee ea lipotso e phuthetse eng?

Ke kopa o ele hlokho hore hahlo likarabo tse nepahetseng kapa tse fosahetseng, li nkua ka amoo li leng Kateng. Ha ho no hlahaosa mabitsa a batho ba abaleng potso tsena, ho hlokahaleng ke likarabo eseng na ke mang ea faneng ka tsona. Kakaretso ea liphoputso tsena e tla fanoa ho lekala la tsa bohailaoli, ntlafatso le bochaba (MTEC). E tla fanoa ho koporasi ea tsa ntlafatsa ea bohailaoli Lesotho (LTDC), Lekhotla ia tsa bohailaoli Lesotho (LTC) le koporasing ea tsa meralo ea ntlafatso ea liholiiloeng tsa lihabeng le matoting (HNRRIEP), esita le ba meralo ea methipolo ho ea maloti a Drankesbury (MDTP).

Tse lebeletsoeng ho uena ke life?
Ka thu se ea molatseti o ma motho ea etsang lipatlisiso tsena, o kupua ho araba potso tsena tse nang le karolo tse tseletseng.


Khakanyo ea nako ea ho araba pampiri ena
O ka qeta ho araba lipotso tsena ka metsotso e ka bang mashome a mararo, 'me o kupua ho araba linitha lsohie.

Ke leboha sehetso ea hao,  R. M. Thetsane (Mofuputsi)

Appendices
**KAROLO EA PELE**

**BOITSEBISO BA MOTHO LE LINTLHA TSE AKARETSANG.**

*Ke kopa o bontse karabo tsa hao ka letsoao LENA [x].*

1.  

<table>
<thead>
<tr>
<th>Botona</th>
<th>1</th>
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</thead>
<tbody>
<tr>
<td>Botsehali</td>
<td>2</td>
</tr>
</tbody>
</table>

2.  

O hlahie ka selemo sefe?  

3.  

Lebitso la motse oa heno ke mang?  

4.  

O phetse motseng oo nako e ka e?  

<table>
<thead>
<tr>
<th>Lilemo</th>
<th>1</th>
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<tbody>
<tr>
<td>Lithoeli</td>
<td>2</td>
</tr>
</tbody>
</table>

5.  

Na o kile oa etela letamong la Katse ho ithabisa?  

<table>
<thead>
<tr>
<th>Ee</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Che</td>
<td>2</td>
</tr>
</tbody>
</table>

6.  

Boemo ba hao ba tsebetso ka bofe?  

<table>
<thead>
<tr>
<th>O hirilo</th>
<th>Ha o o hiroa</th>
<th>O ca itsebetsa</th>
<th>O ne o sebetsa joale o se o le phomolong</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

7.  

Na o sebetsa mosebetsi o amanang le tsa bohahlaoli?  

<table>
<thead>
<tr>
<th>Ee</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Che</td>
<td>2</td>
</tr>
</tbody>
</table>

8.  

Na hona le e mong ca lelapa ea sebetsang mosebetsi o amanang le tsa bohahlaoli?  

<table>
<thead>
<tr>
<th>Ee</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Che</td>
<td>2</td>
</tr>
</tbody>
</table>

9.  

Ke lintho life tse hohelang bahahlaoli Lesotho 'me tse ba khannelang ho boela ba khutla?  

<table>
<thead>
<tr>
<th>Lihlahisa o tse entsoeng ke batho</th>
<th>Lihloeliloeng</th>
<th>Mekhoa le metlo ea Basotho</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>
**KAROLO EA BOBELI LINTLHA TSE AMANG BOHAHLAOLI**

Lintlheng tse latelang, bontsa boemo boo o lumelianaang kapa o hananang le ntlha ka ngoe ka ho etsa letsoao ka lebokoseng le supang boemo boo [x].

**Lintlha li behlooe ka maemo a latelang:**

1. Ha u sa lumellana le ntlha eo haholo-holo
2. Ha u sa lumellana le eona
3. Ha u le mahareng feela kapa u sitoa ho etsa qeto
4. Ha u lumellana le eona
5. Ha u lumellana le eona ka matia a maholo

**TSUSOMETSO EA BOHAHLAOLI**

<table>
<thead>
<tr>
<th>LINTLHA TSE AMANG TSUSOMETSO EA BOHAHLAOLI</th>
<th>SEKALA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Bohahlaoil bo ntlafatse maemo a bothoel a basi' be Kafse</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>2. Bohahlaoil bo tlatele bohloa le ho lehloa ho ho hohle sebakekg sa Kafse</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>3. Bohahlaoil bo tlatele metshe le ntlafatse sebakekg sana sa Kafse</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>4. Chelete e pataloang ke bahahte/e nqoja moro ya hara nah</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>5. Bohahlaoil bo fanakoa ma banelela e maibagwane</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>6. Bohahlaoil bo tlatele 'llolo tsa molao sebakekg sana</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>7. Bohahlaoil bo tseloo ose bopethahatsa ba metsi</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>8. Bohahlaoil bo tlatele le phetho ke metsi da sa setso ea Batswana</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9. Bohahlaoil bo entse hore tlo a bothoel ilo be hoilimo</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>10. Bohahlaoil bo tise betho ba be ngali-ntse, ba nmedu-ntse Kafse</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>11. Bohahlaoil bo fanakoa ma banelela e ho kopana le bate ba merafe e meng</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>12. Ke thabela ho bota bate ba chakele e sebaka sana</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>13. Bohahlaoil ha ba tise lebaka le leo hibakeng sana</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>14. Ke bate le boke a lebo mena lelema le lebaka</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>15. Lisebo ha sa dai o lebaka le lebaka i sa bahahte</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>16. Ntlafatse ea bohahte o entse ho kgetho ba sebaka sana ba fahloa moo beneng a bhole lehle seho la lisoa bakeng tso tse tsepaheng</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>17. Lisebeliso sa bhahe le lebaka i sa bahahte</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>18. Bohahlaoil bo senya lebaka tsa rona</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>19. Tokiso ea sebaka sana le lebaka i a bahahte</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>20. Bohahlaoil bo senya lebaka tsa rona</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>

**Appendices** 250
### KAROLO EA BORARA: LESELI LEO BAAHI BA NANG LE LONA

<table>
<thead>
<tr>
<th>LINTHLA</th>
<th>SEKALA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Ke tseba ka lintafatsa ts' bohahlaoli sebakeng sena</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>2. Kena le leseli ka liphuthelo ts' bohahlaoli sebakeng sena</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>3. Bohahlaoli bo lokela hoba karolo ea manene-thuto likolong</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>4. Ke bafila ho nda karolo haholo bohahlaoling</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>5. Ke bafila ho thusa hore bohahlaoli bo tsolo-ple Lesto</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>6. Ke tseba ka metemwa ea bohahlaoli sebakeng sena</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>7. Li-porejeka ts' bohahlaoli tse qalitseng ke 'moso, ke e tsoaroesi</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>8. Li-porejeka ts' bohahlaoli tse qalitseng ke mahoebi ba ikemetseng le tse a thea</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9. Bohahlaoli bo tseitsa tshipeto Lesto</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>10. Bohahlaoli bo tsebela hantle Lesto</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>

### KAROLO EA BONE: KAROLO E NKOANG KE MAFAPHA A BAHOEBI BA IKEMETSENG

<table>
<thead>
<tr>
<th>LINTHLA</th>
<th>SEKALA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Bahoebi ba ikemetseng ba ka nkao e le bona ba nkang karolo e khoe isiatseng ea bohahlaoli</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>2. Bahoebi ba ikemetseng ba lokela ho otsa meralo, metsa le meloana e tsamaiseng bohahlaoli</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>3. Bahoebi ba ikemetseng ba lokela ho nigafatsa thepa ts' bohahlaoli</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>4. Bahoebi ba ikemetseng ba lokela ho nigafatsa karolo ea baaah ba e nkang</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>5. Bahoebi ba ikemetseng ba lokela ho notsa manane a bahlahlaoli ba etseang sebakeng sa katse</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>6. Bahoebi ba ikemetseng ba lokela ho holisa bohahlaoli</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>7. Bahoebi ba ikemetseng ba lokela ho nigafatsa weatro le itsetsa metseng ea baah</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>8. Bahoebi ba ikemetseng ba lokela ho babala liphshica ba be ba litseametsa hantle, ho qoba hore le senyeho</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9. Bahoebi ba ikemetseng ba lokela ho shebisana le baaah lilala ts' ameng meralo ea bohahlaoli</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>10. Bahoebi ba ikemetseng ba lokela ho kopana le baaah khafetsa ho ba bheha leseling</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>
### KAROLO EA BOHLANO: KAROLO E NKOANG KE 'MUSO

<table>
<thead>
<tr>
<th>Linthla</th>
<th>Sekala</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. 'Muso ke ona o nkang karo lo e kholo tsamalisoeng ea tsa bohahlaol</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>2. 'Muso o lokela ho aha meleto e amang tsamaliso, melae le meloena e amang bohahlaol</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>3. 'Muso o lokela ho ntafatsa thepa ea bohahlaol</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>4. 'Muso o lokela ho khuthaleitsa baabbi ho nka karo lo kohane ea bohahlaol</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>5. 'Muso o lokela ho nolisa manana a bohahlaol ba chakelang Katsa</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>6. 'Muso o lokela ho holisa khoeo ea bohahlaol</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>7. 'Muso o lokela ho ntafatsa moalo le lithela metsang</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>8. 'Muso o lokela ho swetsele le baahi ittata tsa bohahlaol</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9. 'Muso o lokela ho babala thlobiho o be o li litsamalise hantle, ho qoba hone o senyele</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>10. 'Muso o lokela ho kopana le baahi khathetsa hone boha leseling</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>

### KAROLO EA BOTSELELA: KAROLO EO BAAHI BA E NKANG

<table>
<thead>
<tr>
<th>Linthla</th>
<th>Sekala</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Baahi ba nka karo lo kholo bohahlaoloing</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>2. Baahi ba eileloa ntafatsa tsa bohahlaolo</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>3. Baahi ba kena nthutha la baahi itatla tsa bohahlaolo</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>4. Baahi ba kopana moho le bohahlaolo</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>5. Baahi ba bohlahloeng ba ho rekiseba bohahlaolo logiho losa tse bona</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>6. Baahi ba uiboiisa melomo ea ntafatsa e bohahlaolo</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>7. Baahi ba fumana melomo bohahlaoloing</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>8. Baahi ba lokela ho nka bolankarabelo bohahlaoloing</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9. Baahi ba lokela ho nka bolankarabelo linthong tse boleng bohahlaolo</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>10. Baahi ba lokela ho nka karo lo kholoeng ea bohahlaolo</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>
60. O bona bokamoso ba bohahlaoli joang Lesotho?

KE LEOBA NAKO EA HAO LE TSEBELISANO 'MOHO EA HAO
Appendix 11: Thaba-Bosiu Cultural Village

A)

B)
Appendix 12: Declaration for checking the bibliography

1 Gerrit Dekker Street
POTCHEFSTROOM
2531
20 October 2009

Ms Reginah M Thetsane
NWU (Potchefstroom Campus)

CHECKING OF BIBLIOGRAPHY

Hereby I declare that I have checked the technical correctness of the Bibliography of the PhD-thesis of Ms Reginah M Thetsane according to the prescribed format of the Senate of the North-West University.

Yours sincerely

[Signature]

Prof CJH LESSING
Appendix 13: Language Editor's letter

THE NATIONAL UNIVERSITY OF LESOTHO
FACULTY OF HUMANITIES

Telephone: (+266) 2221 3932 (direct)
2234 0601 (switchboard)
Fax: (+266) 2234 0000

P.O. Roma 180,
LESOTHO,
SOUTHERN AFRICA.

ENGLISH DEPARTMENT

05 October 2009

Post-graduate Office
North-West University
Potchefstroom Campus

Dear Sir or Madam

Editing of doctoral thesis, R. M. Thetsane

This letter confirms that I have edited for language and related errors the doctoral thesis of Mrs.
R. M. Thetsane, the title of which is:

A Community Relations Model for the Tourism Industry.

I consider that, once a number of corrections to which I have drawn attention have been made,
the thesis is ready for submission from the point of view of language accuracy.

Yours faithfully

[Signature]

Alison M. Loye
Associate Professor
English Language

Appendices 257
Appendix 14: Statistical Consultation Service's letter

To whom it may concern

Re: Dissertation Mrs. R.M.M. THETSANE, student number: 21029113

We hereby confirm that the Statistical Consultation Service of the North-West University has analysed the data and assisted with the interpretation of the results.

Kind regards

PROF J.L. DU PLESSIS (PhD)
Statistical Consultation Service
Appendix 15: Graphical Designer's letter

P.O. Box 12305
Garden Route Mall
6546
26 October 2009

To whom it may concern

Re: Technical editing of the thesis of Mrs. R.M.M. Thetsane

I hereby confirm that I did the final technical editing of the PhD thesis of Mrs. Thetsane.

Kind regards

Mrs. R. Vreken
(Graphical designer)

Cell: 082 922 8426
29 October 2009

I, Ms Cecilia van der Walt, hereby confirm that I took care of
the translation of the summary for thesis titled *A Community
Relations Model* of Ms Reginah Thetsane.

MS CECILIA VAN DER WALT

HED, BA
Plus Language editing and translation at Honours level.
Plus Accreditation with SATI for Afrikaans.
Registration number with SATI: 10000226

Email address:  ceciliavdw@elastic.net
Phone numbers:  018-290 7367 (H)
                  083-406 1419 (S)