

**PERCEPTIONS ON LOCAL COMMUNITIES' ROLE AND AWARENESS IN
RURAL TOURISM DEVELOPMENT: A CASE STUDY FROM LESOTHO**

By

LIMPHO LEKAOTA

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PROMOTER: PROF. J. SAARINEN

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DECLARATION

I declare that this doctoral thesis which is submitted to the University of Pretoria is my own work and has not been previously submitted for any degree or examination at any other university. This is the property of the University of Pretoria.

Limpho Lekaota

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DEDICATION

Even though completing a PhD depends on individual effort, this could not have been achieved if it were not for the last words of encouragement for my studies from my late father Molefi Jonas Lekaota (passed on 2011) and my late mother 'Malemphane Philadel Lekaota (passed on 2012), who always wished and believed that one day I would accomplish such a feat.

ABSTRACT

Rural tourism is an increasingly recognized tourism sector in southern Africa, and with increasing tourist visitations to local communities it has a great potential to benefit local development and well-being. In order to maximize the benefits and minimize the costs, rural communities should be able to participate actively in all aspects of tourism, including planning and management.

The main purpose of this study is to analyse the perceptions of local communities and their awareness, involvement in and benefits from tourism. This was approached on the basis of survey and interview materials from local rural communities and local authorities (nature reserve managers, tourism officers, environmental/conservation officers and Conservation Committee Forum members) in the Katse and Mohale Tourism Development Area of Lesotho. Thus the mixed method research design was selected, using qualitative and quantitative approaches to derive descriptive statistics. Non-probability, purposive and convenience sampling approaches were used to gather the data. The study was conducted in three villages adjacent to the T'sehlanyane Nature Reserve - Ha 'Mali, Bokong Nature Reserve -Ha Lejone and Liphofung Nature Reserve - Phelandaba.

The information gathered was used to formulate a model of the elements influencing rural tourism benefit-sharing processes in rural local community contexts. Such model could be beneficial as without a strong emphasis on local benefit-sharing, Lesotho people, especially in the rural areas, would probably not receive the potential benefits of tourism development in the future. Such a model would support communities' awareness of and participation in tourism development, leading to wider benefit-sharing in rural tourism.

Based on the results, the surveyed community members of Ha Lejone indicated having a relatively good awareness of the benefits of tourism. They also perceived that their environment attracted tourists and thus perceived that they could benefit more from tourism. By comparison, the respondents in Phelandaba perceived few benefits while the Ha 'Mali respondents showed slightly more benefits. The results indicate that among the respondents from the villages, the Ha Lejone respondents were the most knowledgeable. Ha 'Mali and Ha Lejone respondents recognized community members' participation but the Phelandaba respondents generally

disagreed that the communities were involved in planning, as they indicated not being consulted in any planning about tourism. Phelandaba respondents agreed regarding the negative impacts of tourism, while those of Ha 'Mali partially disagreed and Ha Lejone disagreed. Respondents from all three villages would prefer greater involvement and decision-making power in the management of tourism.

The study concludes that there should be provision for basic training and continuing educational workshops on tourism for all stakeholders, which could promote tourism awareness and positive perceptions of and attitudes towards tourism. Government should not merely construct conservation and tourism development areas but should also empower local communities to participate in all stages of planning, development and management. Involving community members in as well as formulating supporting tourism regulations, implementation, monitoring and evaluation procedures would be beneficial for sustainable rural tourism development. Partnership amongst all tourism-related stakeholders in rural tourism management is an ideal tool for promoting rural tourism.

Keywords: rural tourism, development, awareness, participation, benefits, Lesotho

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ACRONYMS

BEDCO	-	Basotho Enterprise Development Corporation
GDP	-	Gross Domestic Product
HNRIEP	-	Highlands Natural Resources Income Enhancement Project
ICLEI	-	International Council for Local Environment Initiatives
KMTDA	-	Katse and Mochale Tourism Development Area
LHDA	-	Lesotho Highlands Development Authority
LNDC	-	Lesotho National Development Corporation
LNP	-	Lesotho Northern Park
LTDC	-	Lesotho Tourism Development Corporation
NGO	-	Non-Government Organisations
MTEC	-	Ministry of Tourism, Environment and Culture
NTP	-	National Tourism Policy
RTMS	-	Rural Tourism Management Strategy
SPTDL	-	Strategic Plan for Tourism Development in Lesotho
TNPCDMP	-	Ts'ehlanyane National Park Conservation Development and Management Plan
UNDP	-	United Nation Development Programme
UNEP	-	United Nations Environment Programme
UNWTO	-	United Nation World Tourism Organization

CHAPTER 1

PURPOSE OF THE RESEARCH

1.1 INTRODUCTION

This chapter discusses the introduction to the study, problem statement which motivated the choice of the study, as well as the significance and contribution of the study to be conducted. The research objectives and research questions are also discussed. The chapter also presents the hypotheses and explains the delimitation together with the limitations of the study. Lastly, the chapter displays the structure of the research.

1.2 BACKGROUND TO THE STUDY

Tourism is often considered as a vehicle for regional development due to the positive economic impacts of the industry (Kauppila, Saarinen & Leinonen, 2009:424), and to mitigate economic difficulties, many rural communities have adopted tourism as a new economic development strategy (Latkova & Vogt, 2012:50). In many southern African countries, rural tourism developments provide jobs for local communities. Rural tourism is globally gaining popularity, and it has been widely promoted as an effective source of income and employment, particularly in peripheral rural areas (Sharpley, 2002:233). In southern Africa too, rural tourism is a growing field representing an intersection of nature and culture (Lubbe, 2003:90). Therefore, participation of the local people in the operation, management and planning of tourism development in rural areas is an important element for the development of locally beneficial rural tourism. According to Cole (2006:630), local community participation is a widely accepted criterion of sustainable tourism, and the reasons for community participation in tourism development are well rehearsed in the tourism literature. Related to this, Keyser (2002:268) has stated that rural tourism is a planned use of resources of countryside areas that should lead to an increase in the general well-being of the environment, the local communities and visitors.

Rural tourism is an alternative source of income which retains communities in their own places of origins. Communities are increasingly turning to tourism to provide an alternative economic base and to help maintain their attractiveness as places to live (Murphy & Murphy, 2000). According to the Strategic Plan for Tourism Development

in Lesotho (2007), Lesotho believes rural tourism can have an economically positive impact. Manwa (2012:6667) indicates that in Ha-Lejone tourism has had positive impacts such as development of small and medium-sized enterprises and development of indigenous knowledge systems. The promotion of rural tourism is premised on the principles of sustainable tourism in that it brings new uses and value to rural resources, contributes to environmental conservation and enhancement, and can be used to supplement local peoples' incomes (Cater & Lowman, 1994:36; Fleischer & Felsenstein, 2000:1007).

Rural tourism development, like any other business, needs to be managed. One important aspect of rural tourism management is to have a specific focus on local people to participate and work in tourism developments. Local participation in tourism is usually referred to as functional management and can be seen as part of strategic management (Mason, 2008:104). Mason argues further that tourism management is also concerned with 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 focus of tourism management is concerned primarily with tourism impacts in tourism destinations.

This study is built on the collaboration theory and community tourism planning. Issues of coordination, collaboration and partnership are now at the forefront of much tourism research on finding new solutions to resource management and destination development problems (Hall, 1999:274). The inclusion of local communities at all management levels of tourism destinations could solve problems in tourism developments. A community approach to tourism planning is an attempt to formulate a bottom-up form of planning (Hall & Page, 1999:252). The community approach emphasizes development in the community rather than development of the community. Researchers have indicated that when local stakeholders have had an opportunity to participate in the planning process from the very beginning, they have more positive opinions regarding the development of their area than those who have not participate in the planning process (see Simmons 1994, Jamal & Getz 1995, Page & Thorn 1997). Thus involving local stakeholders to participate should be a crucial component of planning for an area (Tosun, 2000; Törn, Siikamäki, Tolvanen, Kauppila & Rämetsä, 2007; Jamal & Stonza, 2009).

The idea of sustainability has become an important policy issue in tourism management and development (Saarinen *et al.*, 2009:77). Many tourism planning scholars agree that sustainable tourism development can best be accomplished by involving local residents in decision-making and in the benefits of tourism, and by collaboration among various stakeholders in decision-making matters (see Timothy, 2001:149). Some authors suggest that members of the host community should be involved in tourism planning because they have a historical understanding of how the region adapts to change, would be the ones most closely affected by tourism, and would be expected to become an integral part of the tourism product (Nyaupane, Morais & Dowler, 2006:1374). Community participation should be a shared decision-making process at all levels of the programmes, such as setting goals, formulating policies, planning and implementation (Butler, Hall & Jenkins, 1998) and having a high degree of control or ownership of the tourism activities and resources (Hall & Page, 1999:195; Saarinen, 2006:1130). It is very important to consider local participation as the success and failure on any rural tourism development depend on local communities. Community participation is considered necessary to obtain community support and acceptance of tourism development projects and to ensure that the benefits relate to the local community's needs, especially in peripheral and rural contexts (Tosun, 2000:613; Cole, 2006:629).

Rural tourism exposes tourists to the natural and cultural settings of the host community. The distinguishing feature of rural tourism is the wish to give visitors personalized contact, a taste of the physical and human environment of the countryside and as far as possible to allow them to participate in the activities, traditions and lifestyles of the local people (Keyser, 2002:268). From a local perspective, one of the objectives of rural tourism is to enable local communities to receive various benefits from tourism that can improve their quality of life. It is essential for the community residents to be involved in the decision-making on planning, developing and managing tourism and to receive equitable benefits from this sector (Myburgh & Saayman, 2002:95). As a component of regional planning, rural tourism, where it is promoted, should at the same time stimulate local business, create employment opportunities and be a recognized and understandable factor in regional social and economic development. Moreover, such tourism should be clearly positioned in terms of its contribution to the various components of regional

development and be identified as a means of developing regional infrastructure, facilities and services, including recreational facilities that can be used by both rural residents and tourists (Butler *et al.*, 1998:29).

The Lesotho government realized the importance of the participation and involvement of local people in tourism during the 1990s (Lesotho Highlands Development Authority (LHDA), 1998). However, the theory and application of collaboration to tourism planning and protected areas management, as evolving as new forms of collaboration, arise to manage growing concerns over biodiversity loss, resource depletion and impacts of development on indigenous and local inhabitants (Jamal & Stonza, 2009:169). This related partly to the establishment of conservation areas and the development of three fully-fledged natural reserves - the Bokong Nature Reserve; Ts'ehlanyane Nature Reserve; and Liphofung Nature Reserve. The benefits of establishing these protected areas are (i) increasing the area of the country that is under conservation, (ii) increasing the conservation of Lesotho's valuable biodiversity, (iii) providing alternative means of income and entrepreneurial opportunities for the rural communities and (iv) providing increased protection to certain aspects of the diverse cultural heritage of the Basotho (LHDA *Framework for Planning the Katse and Mohale Priority Area* (2004). Each of the areas has a principal feature of either natural or cultural significance which is conserved within its bounds to serve the needs and expectations of visitors. Recognizing the importance of community participation as part of tourism management, the present study aims to analyse the perceptions of local communities' role in rural tourism development in selected areas in Lesotho. The respondents of this study are the local communities, local authorities, nature reserve managers, tourism officers, Conservation Committee Forum members and environmental/conservation officers. In addition, the study analyses their awareness of, interest in, benefits from, and participation or involvement in tourism in the Katse and Mohale Tourism Development Area (KMTDA), pertaining to the prevailing problem of communities' resistance to tourism.

1.3 STATEMENT OF THE PROBLEM

As the National Tourism Policy of Lesotho drawn up by the Ministry of Tourism, Sports and Culture in 2000 states, the government recognizes that there are constraints facing the Lesotho tourism industry: the environment, the very foundation of the tourism industry, is being dishonoured since most Basotho people, particularly those in rural communities lack the knowledge to effectively and successfully participate in the industry. This situation raises the question of whether there are any on-going tourism training, education and awareness programmes at community level and in the industry as a whole. Related to this, the present Ministry of Tourism Environment and Culture (MTEC) has a strategic action plan, and one of the proposed actions of this plan is to develop and implement a community tourism awareness and involvement drive which can be rolled out throughout Lesotho. The problem of tourism in Lesotho might be that the local rural communities lack knowledge about the benefits of tourism. Due to lack of control mechanisms, low levels of participation and tourism awareness, communities are not fully benefiting from tourism, although the National Tourism Policy (NTP) (2000) stipulated that the Basotho should benefit from tourism, especially those in the rural areas. As Simmons (1994:105) says the potential poor knowledge of tourism amongst local people makes considerable efforts necessary to persuade the general public to participate in the tourism development process; thus there is evidence of a need for greater public awareness about tourism, its benefits and its costs, how the industry is structured, about its current contribution to a community's welfare and about how tourism might evolve.

The Strategic Plan for Tourism Development in Lesotho (SPTDL) (Lesotho, 2007) indicates a need to launch a concerted awareness/training drive to improve knowledge and capacity, but how this is to be implemented is still open. At present Lesotho does not have a structure that could be utilized in the rural areas in order to change communities' perceptions of tourism through awareness campaigns which could promote participation and understanding of tourism and its benefits. The present study aims to come up with an appropriate local benefit-sharing model that illustrates perceptions, awareness, participation, control and the benefits of tourism for local communities.

1.4 SIGNIFICANCE AND CONTRIBUTION OF THE STUDY

Lesotho Ministry of Tourism, Sports & Culture National Tourism Policy (2000), which was adopted by the Parliament of Lesotho, states that the very cornerstones of the tourism industry are the conservation of the country's cultural and natural heritage and that the local people should be the prime beneficiaries of tourism development. It goes on to say that tourism should create employment and income and make a sustainable contribution towards the well-being of all people in Lesotho. Moreover, tourism should be used as an aid in the development of rural communities. However, the Lesotho people, especially in the rural areas, are often not aware of tourism benefits and are resistant, especially those who feel that they do not benefit from tourism.

Research on the communities' role and awareness is well-presented in tourism journals, but few deal with Lesotho. This study aims to produce articles that specifically deal with communities' roles and tourism awareness in rural areas of Lesotho. In Lesotho, limited research has been conducted to investigate the communities' role in regard to tourism. Few studies have been conducted to find out whether communities are aware of such potential tourism benefits. In relation to this, to provide research-based information on the level of local tourism awareness and involvement which are in general a subject little studied in Lesotho and southern Africa, in general (see Saarinen, 2010). Rogerson and Letsie (2013:487) state that Lesotho has been investigated as the most neglected country for Africa tourism scholarship. Therefore, this thesis will add value on tourism research in Lesotho, providing information for both the government and academics to enhance community involvement and participation in tourism and continuous tourism education and training programmes in Lesotho.

This thesis will contribute to the existing knowledge on the communities' role in and awareness of tourism. The study will also provide a model describing the elements influencing rural tourism benefit-sharing from a community perspective, which can be used by government to test its applicability in other areas of the country. The provision of a Lesotho local benefit-sharing model is drawn from the existing tourism awareness and community involvement literature and empirical results of this study.

1.5 RESEARCH AIM AND OBJECTIVES

1.5.1 Research aim

This study aims to analyse the perceptions of local communities' roles in and awareness of tourism amongst the local communities and authorities, nature reserve managers, tourism officers, Conservation Committee Forum members and environmental/conservation officers. Based on the analysis, the study aims to contribute to the development of a model describing the elements influencing rural tourism benefit-sharing from a community perspective.

1.5.2 Research objectives

The study is guided by the following objectives:

- To examine the perceptions of local communities' roles amongst local communities, local authorities, nature reserve managers, tourism officers, Conservation Committee Forum members and environmental/conservation officers;
- To investigate the communities' level of tourism awareness;
- To evaluate the local communities' participation in tourism;
- To assess the community's potential benefits from tourism;
- To develop a model of local benefits-sharing and related aspects.

The last objective above, development of a model, aims to promote the local community members' awareness of and interest in tourism, as well as to increase the participation and benefits of locals in tourism in selected areas of Lesotho. The main aim of this last objective is to set the platform for developmental guidelines for attracting locals to participate in tourism since, as and when they become aware of tourism, they will benefit more. The model can be used to promote rural tourism in the Katse and Mohale Tourism Development Area and could form part of a Rural Tourism Management Strategy (RTMS).

1.6 HYPOTHESES

In order to appropriately guide this research, the hypotheses formulated are based on the existing research literature and Lesotho government tourism policy and documents. The hypotheses will be further argued in the literature review and

description of the study sites. At this stage of the research the null and alternative hypotheses are broadly stated. The hypotheses will be stated more specifically when greater clarity has been obtained regarding the representivity of the sample.

Ho – There are no differences in the perceptions of the various respondent groups regarding their awareness of, participation in and benefits of tourism.

Ha – There are differences between the various respondent groups regarding their awareness of, participation in and benefits of tourism.

Based on results from the sample a test statistic will be calculated enabling the researcher either not to reject the null hypothesis (we conclude that it is due to chance) or reject the null hypothesis (we conclude that the result reflects what is happening in the population).

The specific hypotheses for this study are:

Ho: There are no lack of both awareness and knowledge about tourism among communities in the Katse and Mohale Tourism Development area; thus positive perceptions towards tourism exist.

H1: In the Katse and Mohale Tourism Development area, there is a lack of both awareness and knowledge about tourism among communities; thus negative perceptions towards tourism exist.

Ho: There are no perceptions that communities' involvement in tourism management are essential in improving their participation.

H2: Communities perceive involvement in tourism management as essential in improving their participation.

Ho: There are no perceptions that there is lack of benefits from tourism that has a strong impact on community participation in tourism.

H3: The perceived lack of benefits from tourism has a strong impact on community participation in tourism.

1.7 RESEARCH QUESTIONS

In order to achieve the broad objectives of the study, the following research questions were investigated in regard to rural tourism:

- What are the perceptions of local communities' roles regarding tourism amongst the local communities and local authorities, nature reserve managers, tourism officers, Conservation Committee Forum members and environmental/conservation officers?
- What is the level of community awareness of tourism?
- What are the opinions of local communities and authorities, nature reserve managers, tourism officers, Conservation Committee Forum members and environmental/conservation officers regarding participation in tourism?
- What are stakeholders' perceptions in regard to community benefits from tourism?
- What issues or elements could be included in a local benefit-sharing model of tourism?

1.8 RESEARCH METHODOLOGY

Below is a brief discussion of the approach that was utilized for this study in order to answer the research questions given above. Both a questionnaire and interview methods of data collection were used to conduct this study. The study was conducted in three villages around the parks. The sampling frame comprised the community members and local authorities of villages which are closest to the park, employees of Northern Parks of Lesotho and Conservation Committee Forum (CCF) members from the three villages, as they are well informed about the parks' operations. Convenience sampling was used amongst community members by self-selection of 278 respondents who were willing to participate in the study. Purposive sampling was used for parks employees and CCF members. The study population was 1163, which was justified by Census Lesotho 2008; and the information on the population was received from Census Lesotho after the field-work had been conducted.

Appointments with representative bodies were made telephonically and personally through the Parks Manager at Northern Parks' head office in Butha-Buthe in order to arrange interviews. The Parks Manager encouraged the researcher to contact CCF members for interviews on the day they would be having their monthly meeting in the parks, as all would be at one place. Questionnaires were designed to collect data from various parks employees and community members, while interviews were designed to collect data from CCF members.

Both qualitative and quantitative methods were followed in conducting this study in order to compare the findings from the two methods and assess the validity of the results of research. Tesch's approach of qualitative data analysis of looking for common themes from collected data was used. The analysis of coded data (from structured questionnaire and semi-structured interviews) was conducted with the use of Statistical Package for Social Sciences (SPSS). Hypotheses (H0 and H1) were used to state whether there was a statistically significant or no significant differences on opinions between the respondents. The significance of differences between means was examined by using the Mann-Whitney U test and for three or more groups the Kruskal-Wallis H test was used.

The cross-tabulations were applied to quantify the statistical differences noted among respondents using Chi-squared statistics and Cramer's V. The open-ended questions and interview responses were grouped by themes and used to explain the statistical relationships. The use of cross-tabulation was also intended to identify any similarities or differences in the analysed data and relate the findings to the literature in order to draw conclusions. The research methodology is more explained in detail in Chapter 5 of this study.

1.9 LIMITATIONS OF THE STUDY

Interviews that were scheduled after the CCF members' monthly meetings were well attended but there was not always enough time. Some members did not provide much of the information needed, as there was a lack of time to participate in the research. In some instances, the information provided was not clear as respondents filled in the questionnaires on their own, although it seems that some were helped by

students. Some respondents only started to answer questions when it was already time to collect the distributed questionnaires. Moreover, some respondents did not have adequate knowledge to be able to give the type of answers expected by the researcher. Related to the results of this study, because the non-probability convenient sampling was used when distributing questionnaires, the results cannot be generalised, unlike in random sampling where all members of the population have an equal chance of being included in the sample (Veal, 2006:288). The other related limitation was that the population number was not known before the field-work was conducted, which affected the representativity of the samples from each village.

The same questionnaire was used for all respondents, of which some questions were not really valuable to a certain group. The other limitation was that the park workers were included in questionnaires dealing with the management of the parks, and they tend to be in favour of or protect their specific ways of operating parks; as a result the valid results were not reflected.

1.10 DELIMITATIONS OF THE STUDY

The study undertaken comprised an investigation of perceptions of communities' role and level of awareness. It was conducted only in the three villages named Ha 'Mali, Phelandaba and Ha Lejone which are found in Katse and Mohale Tourism Development Area. KMTDA is in the highlands of Lesotho where most of the communities' members work in fields which are far from their homes.

The respondents included in the study were government officials (park managers, tourism officers and conservation/environmental officers) who fall under the Ministry of Environment, Tourism and Culture. Respondents also included members of local rural communities', such as local authorities, community members and Conservation Committee Forum members, because they are important stakeholders who are more knowledgeable about the area, parks operations and communities' roles as well as what is expected of tourism.

In the first village Ha-'Mali, the study was delimited to 368 community members (including 2 local authorities and 21 CCF members), 2 nature reserve managers, 3

tourism officers, 3 conservation/environmental officers. The second village Phelendaba, the study was delimited to 294 community members (including 2 local authorities and 14 CCF members), 2 nature reserve managers, 2 tourism officers, 3 conservation/environmental officers. The third village Ha-Lejone, the study was delimited to 501 community members (including 2 local authorities and 13 CCF), 2 nature reserve managers, 3 tourism officers and 4 conservation/environmental officers.

The study did not include all staff of the MTEC but only those who are stationed in the Ts'ehlanyane, Liphofung and Bokong Nature Reserves. Staff members of the Lesotho Tourism Development Corporation, private sector bodies and District regional tourism officers were excluded as respondents because at present they are not operating in or managing the nature reserves.

1.11 THE RESEARCH STRUCTURE

Figure 1.1 illustrates the structure of the study that was specifically developed to be utilized in this study. The figure aims to clarify and communicate the essence of this thesis.

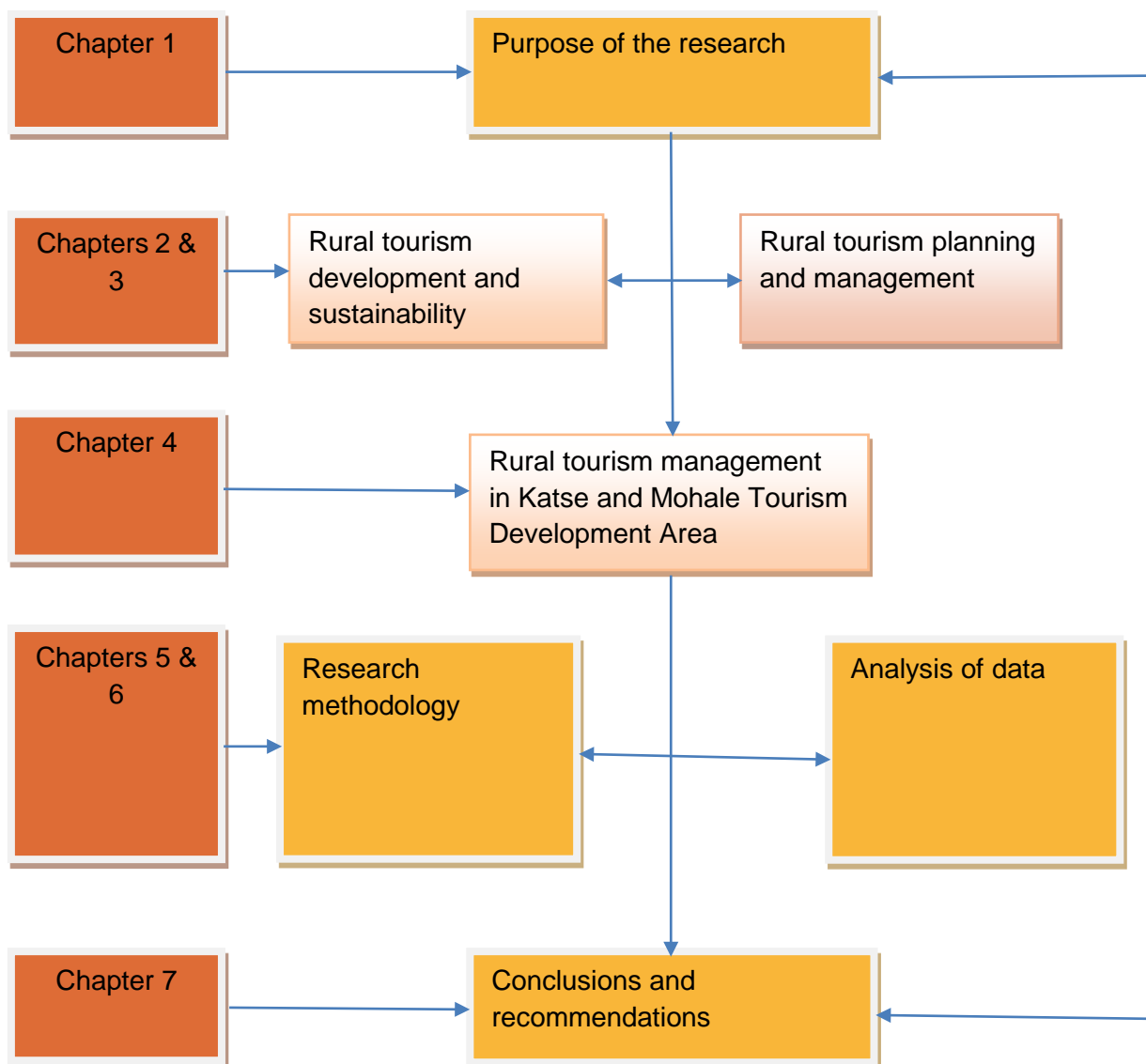


Figure 1.1 The research framework for the research

Chapter 1 is about the purpose of the purpose of the study. It broadly describes the focus areas of this research study. It introduces the research theme and explains the gaps which caused the study to be conducted. The chapter explains the statement of the problem, as well as the significance of and contribution made by the study. It also sets out the research aim and objectives together with the hypothesis of the study, and gives a brief description of the research methodology that was used in conducting this study. It further discusses the limitations and delimitations of this study. Finally, it outlines the research structure.

Chapter 2 gives an overview of rural tourism and the sustainability of tourism in general. It focuses on reviewing what researchers have written about rural tourism and sustainability in tourism. The chapter also reviews the impacts of tourism in the rural areas.

Chapter 3 reviews literature on rural tourism management and planning. Rural tourism awareness and participation are discussed in this chapter. The chapter also deals with the management of community tourism development and the host community's role in tourism management.

Chapter 4 focuses on rural tourism management in Katse and Molepolole Tourism Development in Lesotho. It explains the background to tourism and tourist attractions in KMTDA. The chapter outlines the role of the tourism industry in KMTDA. It also gives a view of Lesotho with tourism together with challenges in tourism management.

Chapter 5 is about the methodology used to gather information for perceptions of communities' role and awareness in tourism. This chapter also outlines the research methods and design. It discusses data collection procedure, data processing and analysis. The chapter identifies the reliability and validity of the survey instrument and ethical considerations in regard to the research study.

Chapter 6 is about analysis of data. It gives the findings on perceptions of local communities' role in and awareness of tourism in selected areas of Lesotho. It describes the demographic information on the respondents and includes a general description of data findings on perceptions on participation in tourism, awareness of tourism and benefits of tourism.

Chapter 7 presents the conclusions and recommendations of the research study. The chapter revisits the objectives and explains conclusions per each research objective and hypothesis of the study. Thus, this chapter discusses conclusions drawn from the results. The chapter also outlines a proposed local benefit-sharing model for rural tourism, as well as, recommendations drawn from the results and contributions of the theses then suggestions for further research.

1.12 SUMMARY

This chapter focused on the purpose of this study. The chapter explains the problem statement and then the motivation for the study. The aims and objectives of the study are identified in this chapter. It also outlines the hypothesis of the study. This chapter has a brief discussion of research methodology. The limitations and delimitations are highlighted in this chapter. Finally, a research framework was developed for the sequence in which the chapters follow each other, thus providing a research guide.

CHAPTER 2

RURAL TOURISM DEVELOPMENT AND SUSTAINABILITY

2.1 INTRODUCTION

The aim of this chapter is to explain rural tourism development and sustainability in tourism. It discusses relationships between rural tourism and sustainability in general. The chapter also indicates how the two can impact on the environment and the community in an area. The chapter further describes and discusses benefits and costs of rural tourism.

2.2 RURAL TOURISM DEVELOPMENT

The tourism developments established and activities of rural tourism are not always rural. It should be noted that not all tourism which takes place in rural areas is strictly rural, meaning it can be urban in form and merely be located in a rural area. In relation to this, Lane (1994:7) explain that rural tourism is tourism that takes place outside urban areas and in places which are populated by local communities and comprises modern and indigenous tourism attractions. Rural tourism contributes to the establishment of small-scale businesses that preserve local culture and heritage. Lane says further that rural tourism comprises small-scale local farms and their functional relationship with nature, heritage or traditional societies. Reichel, Lowengart and Milman (2007:451) support that rural tourism should be located in rural areas, built upon a rural world's special features, small-scale enterprises, open space and sustainability. Literature review reveals that there are multitudes of different ideas as to what constitutes rural tourism. Related to that, Bramwell (1994:2) describes rural tourism as a multi-faceted activity rather than farm-based tourism alone. Rural tourism comprises special interest nature holidays and ecotourism, walking, climbing and riding holidays, adventure, sport and health tourism, hunting, educational travel and heritage tourism and in some areas ethnic tourism.

It should be noted that not all rural tourism businesses and activities are nature conservation based. Common perceptions of rural tourism industries are influenced by a range of terms such as “green”, “nature” or “eco-” that position them as small-

scale, low-impact activities offering an alternative to mass tourism (Roberts & Hall, 2004:253). But rural tourism should promote sustainability of nature and heritage. The term rural tourism and sustainable tourism identify and define rural tourism as a specific form of tourist activity as well as exploring in some depth the processes and challenges of integrating tourism into sustainable rural development (Sharpley & Roberts, 2004:119).

In southern Africa, governments and private sectors are implementing rural tourism development programmes with the aim of improving the local communities' livelihood and sustainability of resources. Rural tourism development programmes have also become increasingly evident elsewhere, though not to the same extent as in Europe (Sharpley, 2002:233). In Western countries, rural areas have faced major changes and challenges in the past decades. The role of traditional economies has decreased rapidly and the economic transition of rural areas has turned increasingly towards tourism production (Saarinen, 2007:96). However, the need for the economic revival of rural areas, combined with the growing emphasis on sustainability, has created a new challenge for tourism, and the development of sustainable rural tourism has become a priority of national tourism policies and/or strategies in many countries (Marjanna, 1999: 191). Governments are introducing tourism policies to protect rural areas from being over-explored by business-focused stakeholders. In this regard, one of the most popular non-traditional rural development strategies has been tourism and its associated entrepreneurship opportunities because of tourism's ability to bring dollars, generate jobs and support retail growth (Wilson, Fesenmaier and Fesenmaier, 2001:132). Rural tourism has an economic impact in rural areas, but monitoring always has to be in place to promote sustainability.

2.3 SUSTAINABILITY IN TOURISM

The principles of sustainable tourism have special relevance to the development of rural tourism and those principles can be translated into practice by the writing and implementing of regional sustainable tourism strategies (Lane, 1994:102). Sustainability has become an important policy issue in tourism; it has brought increasing discussions all over the world. The increasing need to understand the nature of the limits of growth and sustainability rests on three integrated elements:

the ecological, social-cultural and economic (Saarinen, 2006:1123). Communities need to understand tourism's ecological, cultural and economic benefits in order to promote sustainability in tourism. Kauppila *et al.* (2009:425) argue that the focal factors in sustainable tourism planning are a long-term viewpoint and comprehensiveness. The latter refers to three basic elements of sustainability – ecological, economic and socio-cultural and how to take them into account in planning (see Hall, 2008).

The focus of the sustainability debate is that the three basic elements of sustainability should not be depleted. In promotion of sustainability, Timothy (1998:53) suggests that tourism should be planned and managed in such a manner that its natural and cultural resources are not depleted or degraded but maintained as viable resources on a permanent basis for continuous future use. Sustainable development has a primary objective of providing lasting and secure livelihoods which minimize resource depletion, environmental degradation, cultural disruption and social instability (Hall, 1999:279). Four basic principles that are critical to the concept of sustainability are: i) holistic planning and strategy formulation; ii) preservation of essential ecological processes; iii) protection of both human heritage and biodiversity; and iv) development in which productivity can be sustained over the long term for future generations (Bramwell & Lane, 1993:2). Therefore, all stakeholders should be involved holistically in planning and strategizing on how to avoid depletion and degradation on both natural and man-made resources.

Planning for rural tourism should always consider suitability. A community-based approach to tourism development is a prerequisite for sustainability (Timothy (1999:373). Sustainability has become an important topic and concept in relation to tourism planning and development (Chandralal, 2010:41). For a tourism development to be successful, it should be planned and managed in a sustainable manner, and one main key to the success and implementation of sustainable tourism development is the stakeholders (host community, entrepreneurs and community leaders). Recently, sustainability has featured to a large extent in both international and regional studies; these include debates on development and tourism planning (Cole, 2006:629).

Sustainable tourism development planning embraces a community-oriented approach, promotion of tourism benefits, and encouragement of community involvement and participation. Sustainable tourism planning aims to support the community and economic goals in regional development with elements that safeguard the environment (Kauppila *et al.*, 2009: 426). Sustainability should not be regarded only from an environmental perspective but also from a social and economic perspective. In relation to this, sustainability should great extent consideration to critical element in the exploitation of the whole potential of the tourist sector, which can in turn be a key to enhancing the economic development of many economies, including those of the less developed countries (Brau *et al.*, 2008:238).

All the parties involved in tourism need to work together to achieve the goal of sustainability. Conserving the natural environment in an area should not be the responsibility of the locals working on their own (Diamantis, 2004:10). Planning for sustainability regarding the tourism sector involves not only the host community but also the government at both regional and national levels, as well as private sectors and NGOs (Hall, 1999:276). The significance of planning in regard to sustainability is highlighted by the various national strategies for ecologically sustainable development (Wearing & Neil, 1999:25). Figure 2.1 below shows the perspectives of criteria used for sustainability in tourism.



Figure 2.1 Criteria perspectives often used for sustainability in tourism

Source: (Mowforth & Munt, 2009:101)

The idea of sustainability has many suggestions (Figure 2.1). Mowforth and Munt (2009:102) consider that the condition of ecological sustainability need broadly be stated, as it is often the only way in which sustainability can be publicly perceived as to avoid or minimize the environmental impact of tourist activities clearly explained by researchers. Social sustainability refers to the ability of a community, whether local or national, to absorb inputs such as extra people for short or long periods of time, and to continue functioning either without the creation of social disharmony as a result of these inputs or by adapting its functions and relationships so that the disharmony created can be alleviated or mitigated (Mowforth & Munt, 2009:104). The idea of sustainability in tourism has emerged as a new paradigm and has provided a platform on which different stakeholders in tourism can interact, negotiate and reflect on their actions' consequences for the environment (Saarinen, 2006:1123). Basically, sustainability in tourism involves consideration of ecological and socio-cultural sustainability which could be achieved through educating stakeholders to participate in conservation in order to gain economic benefits.

2.4 IMPACTS OF TOURISM IN RURAL AREAS

Rural tourism is expected to have an economic impact amongst local communities. Tourism has long been considered an effective catalyst of rural socio-economic development and regeneration, therefore rural tourism developments need to be sustained for the benefit of present and future generations (Sharpley, 2002:233). Over the past decade, many rural communities have been encouraged to incorporate tourism into their economic development strategies, since tourism is increasingly seen as a potential basic industry providing employment opportunities, income and economic diversity (Crotts & Holland, 1993:112).

In a rural context, although income is received from rural tourism, both negative and positive results are experienced. Tourists and tourism development always come with impacts and that these impacts can be both positive and negative for destination areas and local communities (Saarinen, 2010:714). Fortunately, on the supply side

the impacts of rural tourism, both positive and negative, are well documented, widely debated and the subjects of an increasing literature (Sharpley & Roberts, 2004:119). Several tourism planning paradigms have emerged from the broader traditions of urban, rural and regional planning, and these paradigms generally aim to reduce tourism's negative impacts while enhancing the positive impacts (Timothy, 1998:52).

In the rural areas, negative socio-cultural impacts cause a negative impact on the local culture. Negative socio-cultural impacts may include the loss of cultural identity, particularly when tourists are from the developed world and the hosts are located in a developing country (Mason, 2008:36). Although many of the impacts have a positive effect on the host population, negative impacts can also be experienced if stakeholders become insensitive to the potential of such impacts.

The impacts of tourism need to be measured, even though it is difficult to measure social and environmental impacts. Researchers are challenged when it comes to analysis of physical and environmental impacts. Although some of the social impacts are known and can be observed, it is often difficult to measure the known impact (Tosun, 2002:231). A number of factors have contributed to the economic emphasis of a majority of tourist impact studies, and compared with physical and social impacts, economic impacts are relatively easy to measure (Mathieson & Wall, 1982:36). Mathieson and Wall state further that physical and social impacts, particularly the latter, are difficult to subject to numerical analysis, for they are often composed of intangibles and incommensurables which are difficult to quantify.

Regardless of tourism impacts, some of which cannot be easily measurable, such as the quality of tourism-oriented features, attractions, products and services, tourism can bring substantial social, economic and environmental impacts to rural communities and the surrounding areas (Wang and Pfister, 2008:84). Tourism has become a global industry with increasing impacts on the environment and regional and local development (Saarinen *et al.*, 2009:3). Over the past decades, the impacts of tourism have received increasing attention in studies on rural tourism developments. Increasing attention to impacts has revealed a range of evident and potential problems as well as raising environmental, social, cultural, economic and political issues at various destinations (Saarinen, 2006:1121). The special attention

is given to impacts so that local communities can benefit from their environment and culture.

2.4.1 Benefits of tourism

Local communities should receive benefits from any tourism development taking place in their area. It is commonly noted that the more community residents benefit from tourism, the more likely they are to support tourism and protect the area's natural and cultural heritage (Tosun & Timothy, 2003:5). Economic benefits of tourism which have been documented in the literature include the contribution of tourism to foreign exchange earnings and the balance of payments, the generation of income, the generation of employment, the improvement of economic structures and the encouragement of entrepreneurial activity (Mathieson & Wall, 1982:52).

The tourism industry has the potential to provide economic benefits for tourist destinations. Studies have indicated that tourism-related activities can provide local communities with a source of income (Butler & Hinch, 2007:154). Studies have emphasized the economic benefits which accrue at the destination areas, and the development of recreational areas has frequently been viewed as a positive contribution to incomes and employment. Positive economic benefits usually include contributions to the local economy and job creation (Mason, 2008:37). Support for rural tourism is based upon a number of perceived benefits, and the development of rural tourism offers potential economic growth. Tourism is often seen as a good strategy for income generation development, but tourism-based growth does not automatically lead to socio-economic development in peripheral communities (Saarinen, 2012:149). In order for locals to gain benefits from tourism, educating the locals about the benefits of tourism is necessary. Increasing incomes, employment, and education of locals are the most apparent ways of involving community members in the benefits of tourism development (Timothy, 1999:372). Employment generated in the rural areas has affected local communities both positively and negatively. The most strongly perceived positive rural tourism development impact is the improvement of employment opportunities; the most strongly perceived negative impacts being a general increase in the price of goods and services (Richards & Hall, 2002:45). As regards Lesotho, tourism has created job opportunities but caused an increase in prices of local products that attract tourists; for example the price of

Basotho hats increases time and again as they catch the eye of a tourist (Manwa, 2012:6667).

The development should take into account production and producer services and fair trade to local communities. Fair trade branding involves both an ethical standard and a measurable economic position which need to be maintained at destinations. The reduction of economic leakage enhances local employment, continuity of trade and environmental improvements, which are obvious measurable economic indicators (Hall & Richards, 2006:141).

Rural tourism development can reduce economic leakages though improving on tourism activities in rural areas, which could be provided by local communities and most importantly through environmental conservation. Tourism is increasingly being advanced as a strategy to help address economic and social problems in local communities and as an appropriate and effective tool for environmental conservation (Garrod, 2004:195). But the aim of generating of revenue through conservation areas should be to retain it in the country or region. In southern African countries during the past decade, there are emerging parallel groups of people who enjoy sufficient income from environmental conservation and desire to travel both within their countries and to regional destinations (Saarinen *et al.*, 2009:28).

Local communities' benefits from nature or environmental conservation are directly and indirectly experienced. According to the Report on Tourism by the United Nations Development Project and United Nations World Tourism Organizations (UNDP & UNWTO, 2003), benefits to communities from the establishment and management of the protected areas are of both a direct and indirect nature. Such benefits include employment opportunities during both the developmental and operational stages of the reserves, and business opportunities within park management and the tourism market, as well as sustainable resource management.

Local communities' benefits should not be strictly employment opportunities. Local communities should be involved in the complete tourism development process, through consultation and partnership from the planning stage to the implementation and management of tourism projects. Participation by local communities in tourism should not be limited simply to employment opportunities (Wearing & Neil, 1999:79).

Based on this, the Lesotho government should provide jobs to communities around the nature reserves but it should also involve locals in the planning and management of the destinations. Tourism projects that focus on generating job creation without effectively addressing local participation are less likely to have widespread community benefits. Economic gain from involvement in both formal and informal sector activities can lead to empowerment for host communities (Ramchander, 2004:97). Communities should be empowered for tourism in order to enjoy all the benefits related to tourism. The communities should be given responsibilities at an operational level, thus being involved in tourism operation and management. The community-based tradition stresses the wider involvement and empowerment of various actors; in development, especially host communities, by emphasizing the elements of social capital in a local context (Saarinen, 2006:1125). On the other hand, tourism has the potential to be a tool, or can represent a partial solution for poverty reduction, as well as ensuring environmental sustainability and developing a global partnership for the development and empowerment of previously neglected communities and social groups (Saarinen, Rogerson & Manwa, 2011:1). Community empowerment has to do with governance, the level of control the community has over projects, and community-based sovereignty (Butler & Hinch, 2007:229).

By the late 1990s, there was a groundswell of opinion that communities should be empowered through being actively involved in planning for tourism. Related to this, an empowerment framework is proposed as a suitable mechanism for aiding analysis of the social, economic, psychological and political impacts of ecotourism on local communities (Scheyvens, 1999:245). However, it is evident that tourism development has not yet contributed sufficiently to community empowerment, participation and control over tourism activities (Saarinen, 2011:1). If communities are empowered, this will ensure access to productive resources in the tourism area. Empowerment occurs when a community's sense of cohesion and integrity is confirmed or strengthened by being involved with tourism (Telfer & Sharpley, 2008:130). Problems that might be experienced in the tourism industry could be solved through empowering local communities. Tourism has the potential to be a tool, or can represent a partial solution, for empowering previously neglected communities and social groups (Saarinen, Rogerson & Manwa, 2011:1). However, empowering locals needs planning for residents' involvement in tourism. A number of

researchers and planners suggest that effective tourism planning requires resident involvement to mitigate the negative impacts and to clarify the benefits associated with the tourism industry (Wang & Pfister, 2008:84). It has been stated that the people who enjoy or suffer the main impacts of tourism are those who live in the communities in tourist destination areas, and that therefore communities in the tourist destination should participate in planning decisions on tourism development (Tosun, 2000:616). There are some changes brought about by tourism development which need local communities' involvement in planning. These changes are effected by tourism and also by wider social, political, cultural, economic and environmental processes as well as characteristics of host and guest (Saarinen & Manwa, 2007:45).

2.4.2 Costs of tourism

Tourism has economic benefits but tourism development often generates social, cultural and environmental costs. However, benefits and costs have not always been distributed fairly among stakeholders because of the disconnection between local people, tourism and power structures among interest groups (Tosun & Timothy, 2003:8). There should be a fair distribution of tourism costs amongst stakeholders. Groups interested in tourism should also be afforded knowledge about both tourism benefits and costs. Much less is known about the economic costs of tourism than about the benefits (Mathieson & Wall, 1982:52). Costs mentioned in the literature include the danger of overdependence on tourism; increased inflation and higher land values; an increased propensity to import; and the seasonality of production, the low rate of return on investment and the creation of other external costs (Page & Getz, 1997:196; Telfer & Sharpley, 2008:185).

It is necessary to investigate the indirect costs related to tourism. Most studies have failed to address the hidden and indirect costs, such as the importing of goods for tourists, inflation, and the transfer of the profits of multinational cooperations, economic dependence and opportunity costs (Mathieson & Wall, 1982:86). Investigations have been limited largely to the measurement of the more obvious direct costs such as investments in facilities, promotion and advertising, transport and other infrastructure. Developments which cost governments and communities a lot of money for the operation of tourism are often neglected. All tourism activities

that involve economic costs, including the direct costs incurred by tourism businesses and government costs in regard to tourism infrastructure, must not be neglected. This will better serve tourists with congestion and related costs such as inflated prices borne by individuals in the community (Stynes, 1997: 1). Costs incurred by tourism companies in implementing pro-poor strategies include time and materials as well as money. The costs of providing capacity-building training and empowerment opportunities depend upon the strategies employed to provide them. Making existing facilities available for training and education purposes has organizational and time costs, but minimal financial implications (Spenceley & Seif, 2003:33).

In a world where resources are scarce, it is important to consider both benefits and cost of developments. Some researchers believe that measuring the economic benefit of tourism in an area without measuring the associated costs risks is wasting limited public funds (Frechtling, 1994:1). Suggested questions before developing a plan or deciding to add facilities to increase tourism potential are “Is it worth it?” “Will tourism do for this community what we want done?” The cost-benefit technique balances costs against benefits to show the estimated net effects of a plan (Goldman & Nakazana, 1994:1).

In most cases benefits and cost are evaluated because governments support tourism financially with public funds. Financial support needs stability, reliability and quick decision-making, which are expected to be delivered or supported by the government (Elliott, 1997:183). Financially tourism in communities usually requires the allocation of governments’ funds to develop an infrastructure of tourist facilities and developments. Such tourist facilities are often based on western standards, even in the poorest host countries (Tosun, 2000:624). The financial resources needed for tourism developments are very scarce and in most cases not readily available in developing countries. This shortcoming has emerged as a major limitation to the implementation of tourism development in developing countries, and even in relatively undeveloped regions of developed countries (Tosun, 2000).

2.5 SUMMARY

In summary, this chapter discussed rural tourism development, sustainability of tourism and impacts of tourism. The literature indicates that rural tourism needs to be developed in a sustainable way (sustainable tourism), and this can only be achieved through considering the impacts of tourism on the local communities. The chapter also discussed the importance of tourism (benefits) and challenges associated with tourism (costs).

CHAPTER 3

RURALTOURISM PLANNING AND MANAGEMENT

3.1 INTRODUCTION

This chapter discusses the concept of rural tourism planning in order to provide information for the role of local rural communities in tourism. The chapter outlines the importance of rural tourism awareness, the perceptions of and attitudes towards tourism. The chapter also explains rural tourism participation, as well as communities' involvement in implementation, monitoring, decision-making and control. The chapter furthermore describes rural tourism management.

3.2 RURAL TOURISM PLANNING

3.2.1 Tourism planning

Proper tourism planning is a core of success in any rural tourism development. Sound planning is widely viewed as a way of maximizing the benefits of tourism in an area while mitigating problems that might occur as a result of development (Timothy, 1999:371, 2001:149; Myburgh & Saayman, 2002:215). Members of the community should be involved in any tourism planning aimed at promoting sustainable tourism. According to Simmons (1994:98), the public has a right to participate in the planning activities that affect their daily life.

Involving local communities in tourism planning is now a widely accepted principle in democratic countries. Tourism planning is a decision-making process aimed at guiding future tourism development actions and solving future problems, and also a process of selecting objectives and deciding what should be done to achieve them (Williams, 1998:126; Myburgh & Saayman, 2002:215). Planning is regarded as a very important part of the process by which tourism is managed by governments at the national, local and organizational levels (Elliot, 1997:116). Planning for tourism deals with a variety of forms, structures and scales; thus the term “tourism planning”

does not merely refer specifically to the development and promotion of tourism, although these are certainly important in tourism planning (Cooper *et al.*, 1998:208; Hall & Page, 1999:249).

Tourism planning is conducted with consideration of other aspects related to tourism such as the country's economy and land-use planning. Tourism is affected extensively by many aspects of planning, such as the national government's economic planning; sectorial planning and land-use planning, which are often applied to tourist venues or national parks, and rural development (Elliot, 1997:116). Planning can also be seen as on-going process that complies with a country's policies. In many ways planning may be regarded as going hand-in-hand with tourism policy (Hall, 1994:35). The important role of policy-making and implementation in private and public agencies from regional to local areas is for the involvement in preparing and taking action on tourism (Gunn, 2002:1). There are a number of reasons why policy-making in tourism should involve local communities in drafting policies for their region. Community participation is premised upon shared decision-making at all levels of the preparation of programmes: setting goals, formulating policies, planning and implementation (Wisansing, 2000:47; Nyaupane, Morais & Dowler, 2006:1374). Public participation in both the planning process and the implementation of the policy is important, considering the fact that tourism development occurs in existing places with socio-cultural and political environments.

Researchers indicate that involving local communities in tourism policy-making for their areas has positive results as this give them a sense of ownership and promote fairness in the operation of the developments. Related to this, tourism planners are being asked to use greater community participation in tourism planning for two reasons: (i) the impact of tourism is felt most keenly in the local destination area, and (ii) community residents are being recognized as an essential ingredient in the hospitality atmosphere of a destination (Simmons, 1994:98). Importantly, political legitimacy would be enhanced if involvement means that community members would have a greater influence on decision-making which affects their lives (Hall & Richards, 2006:26).

Planning has a number of objectives which involve the inclusion of local communities in decision-making and coordination. Tourism planning has a number of key objectives: for example, the creation of a mechanism for the structured provision of tourist facilities over quite large geographic areas, and the coordination of the fragmented nature of tourism (Williams, 1998). There has recently been a shift in traditional tourism planning patterns and research. Planning has moved from narrow concerns with physical planning and tourism promotion aimed at the masses, and planning research now aims at a more balanced approach that supports the development and promotion of more sustainable or alternative forms of tourism (Timothy, 2001:149). The literature shows that this new direction of planning which protects developments and promotes sustainability can only be achieved through community involvement in planning.

3.2.2 Awareness of tourism in rural areas

Local communities can effectively participate in tourism activities such as planning, provided awareness programmes are conducted. To capitalize on the promises of community-based tourism, communication is very important, since the local people need to be sufficiently aware of and knowledgeable about tourism (Tosun 2000:621). However, the issue of local tourism awareness has not been studied widely in regard to community-based tourism in southern Africa (Saarinen, 2010:714). Researchers, especially in southern Africa, need to find out about the negative impact on tourism that may result from limited knowledge of tourism among residents. In general, most residents are not well-informed regarding tourism development; so that low public involvement often results (Tosun, 2000:620). In most developing countries, tourism data is insufficient, contributing to low tourism knowledge amongst residents (Butler & Hinch, 2007:132). Butler & Hinch (2007) further say that even the data that has been collected may not have been disseminated to the citizens in ways that are comprehensible to them. This does not only widen the knowledge gap between local communities and decision-makers but also accelerates the isolation of the local community from the tourism development process.

The need for dissemination of information and knowledge about tourism to communities is a world-wide concern and issue. The United Nations Environment Programme (UNEP) and International Council for Local Environmental Initiatives (ICLEI) (2003), say that listed among the tourism development policies on Agenda

21 was the need to keep the general public closely informed about the growth of tourism, including giving explanations about its development and contributions to the country's well-being. It is also necessary to encourage the general public to support the development of any local community public awareness programme for them to be able to answer four fundamental questions: what is there positive to say about tourism?, about which issues should the local community be consulted?, what help should be offered and to whom? and who are the tourists and what are they like? (Sethi, 2005:245). In a broader sense, the term "local tourism awareness" refers to the level of local knowledge about tourists, tourism and its impacts (Saarinen, 2010:714). Community members should be afforded opportunities to learn about tourism, its benefits, and its consequences (Timothy, 2005:164). In relation to these discussions, local communities will be better prepared for tourism in their local areas when they are knowledgeable or aware of both positive and negative impacts of tourism.

Literature shows that community learning is about acquiring knowledge and building capacity in the community. Knowledge can come from many different sources, including traditional knowledge passed down from generation to generation or from more formal institutional models (Butler & Hinch, 2007:222). Community knowledge about tourism can be provided through trainings and workshops. Knowledge acquired from any source is useful for decision-making concerning tourism. Knowledge of the decision-making process and the tourism system are essential if residents are to take an active part in tourism planning and management (Cole, 2006:631).

Knowledge and values are the cornerstones of decision-making in tourism development. Another key factor in achieving participatory planning is community readiness with respect to tourism knowledge, resources and commitment (Wisansing, 2000:52). Increased understanding of tourism results in changed attitudes and behaviours that lead, in turn, to a more just and equitable relationship between residents and non-residents people (Butler & Hinch, 2007:4). Communities need to be well informed about any tourism project that would take place in their areas in order to promote positive support for such tourism developments.

Awareness also contributes to a positive attitude of both tourists and communities towards the environment. As the awareness of environmental problems caused by tourism development has increased over the past few decades, especially in sensitive nature-based destinations, tourists are often given the responsibility for/of preventing negative environmental impacts of their activities (Bramwell & Lane, 2012:56). Knowledge of preserving nature started mostly with small numbers of stakeholders, but calls for responsible tourism have now expanded. If knowledge management is to be utilized at the destination level, then the focus on the organization which dominates its thinking needs to be expanded to embrace knowledge and flows within networks of organizations at the destination (Cooper, 2006:49).

More people need to be aware of and knowledgeable about tourism in the light of competition in the tourism industry. Tourism businesses are training employees to survive competition in the industry. The education, training and development of employees of all levels within tourism, hospitality and leisure are vital in maintaining the industry's competitiveness in the international arena (Baum, 2006:20). To achieve the best effect the processes of training need to include even disadvantaged rural populations. For example, before an ecotourism lodge is established, the locals need to be trained regarding exactly what is included in the topic of ecotourism, and what impacts on natural resources as well as on cultural and traditional values, in both positive and negative terms, are likely to result from having tourism coming to the area (Diamantis, 2004:303, Choi & Sirakaya, 2006:1275). Based on this, governments like Lesotho should provide tourism workshops and training for residents in villages next to nature reserves, as lack of awareness and information can result into negative impacts on tourism in the rural areas. By providing training about tourism that addresses critically the broader context of tourism as a social phenomenon; local people are further empowered through such knowledge to promote self-determination in the context of tourism (Butler & Hinch, 2007:36).

3.2.3 Attitudes towards and perceptions towards tourism

An attitudes towards and perceptions of tourism depend on each person's feelings about gains from tourism development. Attitude means those resident attitudes which indicate that residents' opinions of tourism development within a community can vary greatly; for example, people who benefit from tourism perceive a greater

economic but lesser social or environmental impact from tourism than those who do not (Jamal & Getz, 1995:194). Perception means resident perceptions of social and economic benefits, which may be influenced by the amount of tourism education of the residents (Jamal & Getz, 1995). Basically, attitude and perception are caused by the gains and losses made as a result of local communities' appreciation of tourism-related activities and in local areas changes. Most tourism studies are conducted by measuring residents' attitudes towards tourism and the effects that are perceived by community residents (Zhang et al., 2006:184). Prior research has identified residents' attitudes toward tourism as being an important factor in achieving successful sustainable tourism development (Wang & Pfister, 2008:84). The existing research points towards the way in which environmental attitudes and values might vary among different stakeholder or interest groups within the destination community (Sharpley, 2009:132). Since the success of tourism depends very much on the human factor, such as the attitudes and behaviour towards tourism of the residents of a destination, this seems to be an encouraging result for the future of tourism development (Hall & Richards, 2006:40).

The attitude of communities towards tourism is also determined by the age of residents. Age has been explored as a factor in residents' attitude towards tourism developments, and this should receive more attention (Harrill, 2004:251). The types of tourism development also contribute to attitude of residents towards tourism. Most recently, the reasons relating to an examination of residents' attitudes have included the degree, to which types of tourism initiatives are acceptable to residents, the nature of residents' positive and negative concerns regarding development options, economic investment and relational network factors among the community stakeholders (Wang & Pfister, 2008:84). The type of development and period of stay of visitors, together with the language used by tourists, can contribute to the attitude to tourism. Significant differences in residents' attitudes can be identified and related to personal and location characteristics with tourist contact, length of residence and language being major explanatory variables (Harrill, 2004:252). Tourism industries cater for people from different locations with different cultures and lifestyles. The interaction of people of different cultures and lifestyles inevitably introduces change, and affects the perceptions and attitudes of each participant (Keyser, 2009:392).

The two terms perceptions and attitudes interrelate. There is a strong relationship between attitudes and perceptions of residents towards tourism (Perdue *et al.*, 1990) cited by Ko and Stewart (2002:523). Figure 3.1 shows the relationships between residents' perceived tourism impacts and attitudes towards the host community.

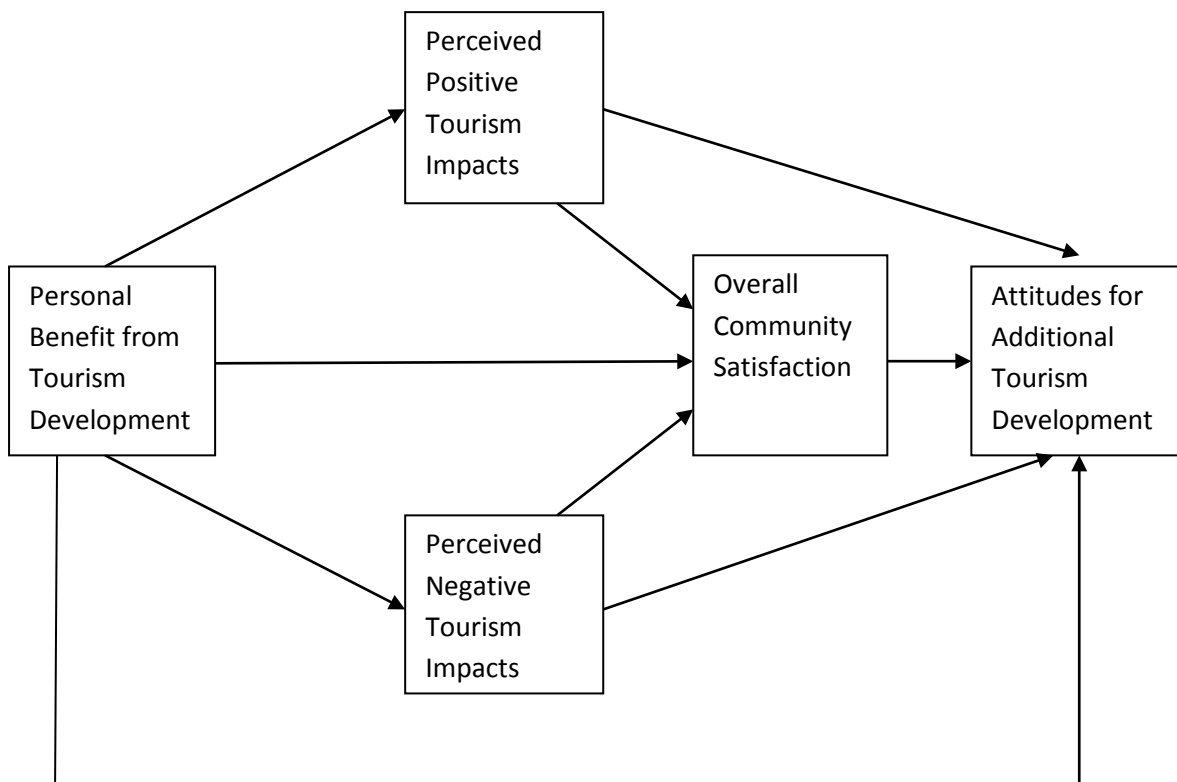


Figure 3.1: Relationship between residents' perceived tourism impacts and attitudes towards host community

Source: Perdue *et al.* (1990) cited by Ko and Stewart (2002:523)

Figure 3.1 shows that communities' benefit from tourism development could be perceived either as a positive or negative impact, which forms an overall community satisfaction. The personal benefits from tourism which are considered as positive impacts contribute to the communities' attitudes towards additional tourism development. The personal benefit from tourism development experienced by

residents can lead to positive or negative impacts and overall community satisfaction; thus impacts contribute to the attitudes towards additional tourism development (Ko & Stewart, 2002:523).

More research is needed regarding the relationships between perceptions and attitudes towards tourism. Little research has examined the relationships between residents' perceived impacts of tourism on their community and attitudes toward their own community (Ko & Stewart, 2002:521). Studies regarding attitudes and perceptions can successfully attend the objective of developers by analysing impacts brought by tourism, both positive and negative. Local authorities and all other parties are concerned with information on the host communities' perceptions of and attitudes to tourism development in their destination, so that perceived positive impacts can be reinforced and perceived negative impacts can be minimized (Richards & Hall, 2002:38). In this context, relationships between residents' perceptions of tourism impacts and community satisfaction are an important yet not well researched area in tourism research. In some developing countries, communities are not satisfied with tourism, thus giving rise to negative perceptions and attitudes. Linkages are explored between community satisfaction and tourism-related attitudes, meaning that residents' satisfaction with current opportunities is low while they perceive that the potential benefits of tourism development outweigh its negative impacts (Nepal, 2008:42). Based on this, governments have to promote tourism projects to promote more opportunities that allow community participation and satisfying local communities' interests rather than those of government.

3.2.4 Community participation in tourism

Community participation in tourism is a major issue facing governments. Community participation refers to a form of voluntary action in which individuals confront the opportunities and responsibilities of citizenship (Tosun, 1999:217). The opportunities for such participation include joining in the process of self-governance, responding to authoritative decisions that impact on one's life, and working co-operatively with others on issues of mutual concern (Tosun, 1999). Literature shows that being a community member and being invited to participate do not automatically give a resident/participant easy access to getting his/her issues addressed. Indeed, the right to participate does not always equal the capacity to participate (Bramwell & Lane, 2000:172).

Rural tourism and community-based tourism share community resources in destinations and both need to promote community participation. Community participation is considered necessary to obtain community support and acceptance of tourism development projects as well as to ensure that the benefits relate to the local community's needs (Tosun & Timothy, 2003:5). But citizens tend to participate only when strongly motivated to do so, which requires their ideas to be considered, otherwise community participation may be demotivated (Tosun, 2000:625).

Issues of participation, collaboration and partnership are at the forefront of tourism research trying to find new solutions to the problems of resource management and destination development (Hall, 1999:274; Hall, 2008).

Local community has to form part of a participatory group in tourism for a number of reasons. Local communities are more likely to know what would work and what would not in local conditions; and community participation can add to the democratization process and has the potential to increase awareness of and interest in local and regional issues (Tosun & Timothy, 2003:5). Timothy (1999) has designed a normative model of participatory tourism planning (Figure 3.2) which argues that participation can be viewed from two perspectives: taking part in decision-making and enjoying the benefits of tourism.

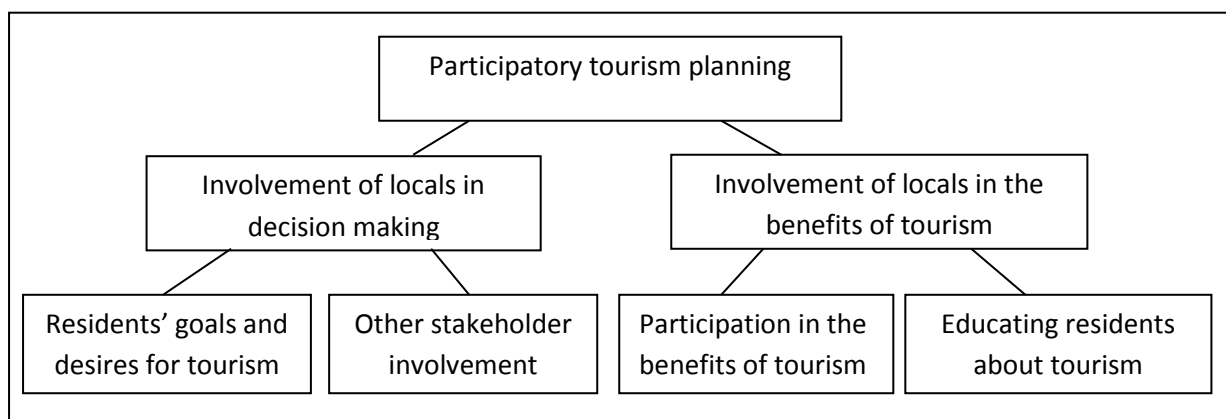


Figure 3.2 A normative model of participatory tourism planning

Source: Timothy, 1999:372

The model of participatory tourism planning shows that participation needs to be planned and that involvement of the locals in participation should be either in the form of decision-making, or in the form of benefits. The participatory model considers

the residents' goals and desires for tourism, other stakeholder involvement, participation in benefits achieved and the education of residents about tourism. Decisions concerning the communities must involve the locals. Resident participation in decision-making would promise a greater expansion of benefits throughout the community (Timothy, 1999:374). Based on this, communities need to participate in tourism because they will protect the tourism developments and be ready to host tourists, which will promote sustainable tourism.

Thus, community participation should be combined with and related to sustainable tourism. It is clear that community participation has become an indispensable part of sustainable tourism development (Tosun & Timothy, 2003:6). However, participation planning of sustainable tourism is essential. Planners rush to involve various publics in their work, but some do so without full consideration of the progress of public participation techniques employed in other aspects of planning (Tosun, 2000:613). Moreover, many authors support greater public participation while few have tested or evaluated the appropriateness of methods to secure local residents' interest (Gunn, 1988:116; Simmons, 1994:98). Indeed, the participation of locals often happens in theory, but to a lesser extent in practice (Tosun, 2000:613).

Participation practice improves misunderstandings amongst tourists and local communities. The rationale for community participation in tourism is that it can reduce potential conflict between tourists and members of the host community (Mason, 2008:120; Aramberri & Butler, 2005:13). When communities are participating, the constraints that confuse befuddle their involvement are identified and the difficulties facing public participation are discussed, as well as some provisional action steps (Haywood, 1988:105).

Literature shows that actual participation of a community in tourism depends on a number of factors. These include the following: the awareness of the tourism issue in the community; how the tourism issue is perceived by members of the community; and history of the community's involvement (or lack of it) in tourism-related issues (Mason, 2008:120). Participation is affected by both the background and future of tourism in a destination or country. Once tourism has not allowed local communities to participate in any tourism planning for their area, the tourism development project will most probably experience problems in the future (Haywood, 1988:105). The

community-based approach stresses the wider involvement of various actors in development, especially host communities (Saarinen, 2006:1125).

In consideration of the importance of community participation or involvement, negative issues regarding participation are also researched. Researchers indicate that there are some difficulties associated with participation of community members in the planning process in developing countries. Community participation has some challenges, as local communities that have to participate in tourism may lack information on the operational and necessary equipment for tourism. Related to this, Nyaupane *et al.*, (2006:1374) have identified some limitations of community participation in tourism management which are (i) local communities may not have the investment capital, know-how or infrastructure necessary to take the initiative in developing tourism, (ii) local communities may have cultural limitations to involvement in the planning and management of tourism, (iii) tourism may be a concept difficult to grasp by people living in isolated rural communities, and (iv) 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 the initiative. In addition, Hall and Page (1999:252) have identified seven impediments to incorporating public participation in tourism planning, but this study focused only on the following: the public are not always aware of or do not understand the decision-making process; there may be difficulty in attaining and maintaining representatives in the decision-making process; the decision-making process would be prolonged and there may be adverse effects on the efficiency of decision-making.

Regardless of negative issues relating to local community participation in tourism, residents have become more involved in participating in tourism. Increasingly rural people are becoming involved in tourism to help meet their own goals of independence and cultural survival, although tourism development carries special risks for them (Hall & Page, 1999:195). Community involvement in tourism development has become an ideology of tourism planning (Tosun, 2000: 613; Prentice, 1993: 218). In South Africa, for example, the idea that communities should be involved in tourism planning and management is seen as a crucial issue in the future of tourism at national level (South Africa. Western Cape. Department of

Economic Affairs, Agriculture and Tourism, (2001) Green paper on the management of provincial property).

At all levels, holistic partnership in promoting tourism amongst stakeholders is necessary. Promoting alliances in the management of natural and cultural resources by encouraging partnerships between parties, including the private sector, local communities and non-governmental organizations is a new theme in tourism (Saarinen *et al.*, 2009:169). Supported by Bramwell and Lane (2000:130), saying that a majority of tourism partnerships described as sustainable development often involve representatives from industry, government and the voluntary sectors. The importance of developing partnerships to achieve collaboration between the private and public sectors is important. Therefore partnership for sustainability means jointly negotiated and agreed approaches to tourism management in which the goals are jointly defined to achieve matching of demand and supply (Middleton & Hawkins, 1998:90). The partnership should include all stakeholders together with community members, and holistic decisions on how tourism developments are to be operated and managed should be researched.

3.2.5 Monitoring, decision-making and control in tourism development

The concept of partnership is recommended as well in monitoring, decision-making and control of tourism developments. Stakeholders should develop systems that could monitor destination management (Choi & Sirakaya, 2006:1275). Monitoring tourism development is about periodically determining whether the development falls within the guidelines and conforms to principles, taking corrective action where necessary (Keyser, 2002:387). Monitoring should be a compulsory element of a sustainable tourism strategy and expert advice should be sought on developing a programme of environmental monitoring (Hall & Richards, 2006:92). Nature-based tourism also considers monitoring important for sustainability of protected areas and ecotourism, parallel to debates over how to monitor and manage the parks in the wake of the ecotourism boom, and there have been ongoing conflicts with rural poor people living around the parks (Honey, 1999:142). Monitoring and measurement are the final steps in the planning process, since they can make sustainable tourism development operational (Choi & Sirakaya, 2006:1277).

Monitoring agreements are decided during decision-making, which involves all stakeholders. Decision-making and development processes require multi-stakeholder involvement at all levels of planning and policy-making, bringing together government, NGOs, residents, industry and professionals (Choi & Sirakaya, 2006:1275). However, community involvement in decision-making processes is a new concept in most of the developing world (Timothy, 1999:373). Researchers have identified the importance of involving local communities in tourism development decision-making. The new approach to tourism emphasises the benefits related to communities' involvement in decision-making and control.

Exercising control evaluates whether the tasks that were planned, organized and directed have been successfully carried out (George, 2008:182). In terms of community control and building community culture, case studies present some compelling evidence that if all aspects of a tourist attraction are controlled at the local level, in so doing the operation would have strengthened local identity (Hall & Richards, 2000:253). However, the control of tourism by players within the community and the pressure to increase visitor numbers could tend to widen community differences as well as creating another destination stereotype (Taylor, 1995:487). Other tourism projects can easily be managed, except for money, which brings conflicts among communities. It became difficult for locals to control funds in tourism development, as funds do not normally belong to local communities. Financial resources originate from non-local interests; the consequent loss of control is not easy to overcome and if residents do not own the tourism infrastructure, control over growth and style of development is difficult to achieve (Tosun, 2000:624).

Communities should be afforded a chance to control, manage and own tourism enterprises in promotion of tourism developments. However tourism enterprises develop and grow; it may prove difficulties to maintain control of community members, local business people and local authorities (Joppe, 1996:476). Ownership and control are closely related as ownership normally signifies control (Butler & Hinch, 2007). Members of the host community should take part in tourism control or management because they: (i) have a historical understanding of how the region adapts to change; (ii) would be the ones most closely affected by tourism; and (iii) would be expected to become an integral part of the tourism product. In support of

the above statement, local people should be part of the control or management of tourism developments because locals tend to be more knowledgeable about indigenous plants and animals found in the tourism development area that may attract the tourists to a destination (Simmons, 1994:98; Scheyvens, 1999:245). Despite the positive reasons related to local communities in control, management and ownership of tourism enterprises, negative thoughts also exist. Local communities may not have the investment capital, know-how or infrastructure necessary to take the initiative in control and management of tourism (Tosun, 2000).

A literature review revealed that communities' involvement should be considered in planning, decision-making, monitoring and control, all of which result in benefits. Figure 4.3 indicates that the community should be involved in tourism. It also illustrates that when communities are involved in tourism-planning, decision-making, monitoring and control, benefits are experienced. Related to this, communities receive various benefits from tourism that should lead to an improved quality of life; therefore it is essential for community residents to be involved in the planning, decision-making, monitoring, developing and managing of tourism, in order to receive equitable benefits from this sector.

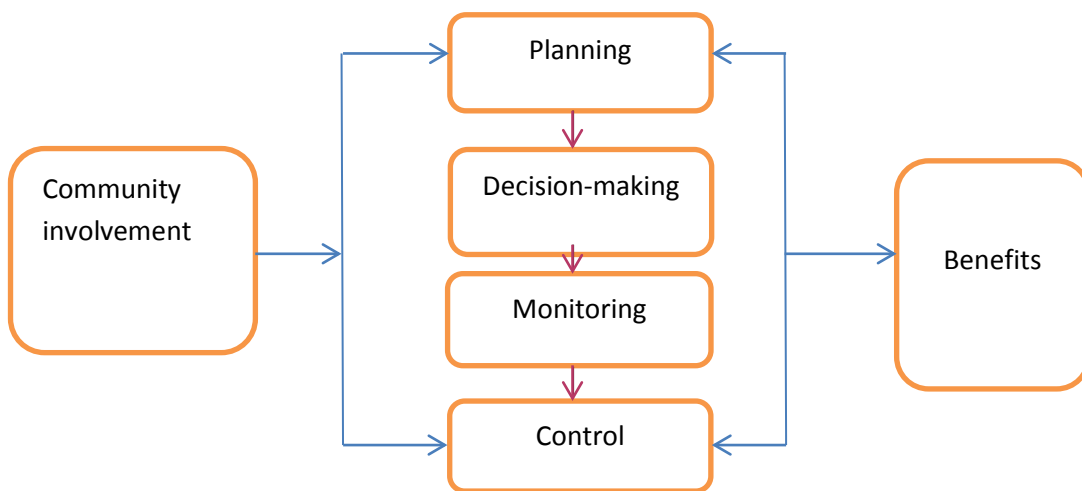


Figure 3.3 Community involvement

Source: Researcher's construction based on reviewed sources for this study

3.3 RURAL TOURISM MANAGEMENT

Rural tourism like any other business needs to be managed efficiently. Tourism management is defined as “strategies and action programmes using and coordinating available techniques to control and influence tourism supply and visitor demand in order to achieve defined policy goals” (Middleton & Hawkins, 1998:84). Tourism management term is also used to denote the processes through which a small and medium tourism enterprise tries to maintain and improve its ability to create and distribute value by co-ordinating the interaction of participants in the activities of the business as a system (Sanchez & Heene, 2004:114). Like any other business, rural tourism businesses need a formalized strategy or approach to be used during implementation and operation.

To operate tourism management strategies along business lines at community level requires a strategic approach operating within an open system that can incorporate as many considerations as possible with inputs from different stakeholder groups (Murphy & Murphy, 2004:61). Multiple stakeholder participation in a strategically oriented planning process is an effective model for sub-national tourism development (Simpson, 2001:12). In general, an approach to regional tourism which incorporates all considerations would have a potential for sustainability in the actual tourism strategies with positive results. An effective development process for sub-national tourism is one which incorporates the inputs of all affected stakeholders to determine an appropriate strategic direction which would maximize the equitable distribution of tourism benefits in the interests of local, regional and national sustainability (Hall, 2000:34).

Literature indicates that rural tourism management clarifies the need to consider the host or resident population in management. Stakeholders should form part of destination management, and management has many responsibilities at local level (Elliott, 1997:137; Choi & Sirakaya, 2005:1275). Management at local level include coordination or direction taken by different stakeholders in managing tourism. The lack of coordination within the highly fragmented tourism industry is a problem well-known to destination planners and managers (Jamal & Getz, 1995:186). It is important for a coordination strategy to be drafted to guide tourism businesses. Related to this, development of mechanisms for coordination between the formal

bodies of the public and private sectors, as well as with private enterprises is essential (Tosun, 2000:619). Coordination is a political activity which can as a result prove extremely difficult, especially when, as in the tourism industry, a large number of parties are involved in the management (Hall, 1994:33).

Coordination is necessary both within and between the different levels of government, in order to avoid duplication of resources in the various government tourism bodies and the private sector, and to develop effective tourism strategies (Hall, 1994:33). However, the remaining challenge is whether coordination is being achieved in tourism developments. Achieving such coordination among the various bodies that are involved is a challenging task which requires the development of new mechanisms and processes for incorporating the diverse elements of the tourism system (Jamal & Getz, 1995:187). The implementation of participatory development approaches in developing countries is likely to meet obstacles usually associated with the lack of co-ordination between the parties concerned and failure to make sufficient information available to the local people of the tourist destination (Tosun, 2000:618).

3.4 SUMMARY

In summary, this chapter discussed rural tourism and explained more about rural tourism awareness and participation. The discussion was followed by an analysis of communities in planning, considering communities' involvement in implementation, monitoring, decision-making and control. The chapter also reviewed rural tourism management, which includes coordination of tourism development.

CHAPTER 4

RURAL TOURISM MANAGEMENT IN THE KATSE AND MOHALE TOURISM DEVELOPMENT AREA

4.1 INTRODUCTION

The aim of this chapter is to examine the management of rural tourism in the Katse and Mohale Tourism Development Area (KMTDA) in Lesotho. The chapter presents the background to tourism and tourism attractions in KMTDA. The chapter also discusses the role of the tourism industry in KMTDA and the institutions that Lesotho uses to manage tourism. The chapter also shows the challenges and factors affecting tourism management at KMTDA.

4.2 BACKGROUND TO TOURISM IN KMTDA

The Lesotho government documents indicate that in 1987 the Ts'ehlanyane and Bokong Nature Reserves were laid out, and in 1994 Liphofung was also developed, as protected areas for nature, culture and heritage. Later the government called

these three parks the Lesotho Northern Parks (LNP). Related to this, the Lesotho Highland Water Project Contract: Ts'ehlanyane National Park Conservation Development and Management Plan (TNPCDMP) (1998:50), pointed out that the LNP principles were that management would be applied at minimal but effective levels within the parks, and that conservation of the natural environment, nature communities and scenic resources would receive priority attention. The plan indicated further that priority would also be given to encouraging non-consumptive uses of the parks, such as the provision of opportunities for public outdoor recreation or ecotourism and controlled limited consumptive uses of natural products.

The government of Lesotho drafted the National Tourism Policy (NTP) in 2000 in order to establish guidelines and a framework for the growth and development of tourism in the country. The aim and objective of the policy is the promotion of tourism as one of the key economic sectors, contributing effectively to GDP growth and encouraging private sector involvement. It is envisaged that the overall aim of sustainable tourism development will be achieved with government taking the role of facilitator and monitor of the industry, as well as stimulating private sector entrepreneurship and community participation (NTP, 2000). This policy outlines the vision of the Lesotho tourism sector, which is to develop Lesotho into a quality tourism destination and to make the tourism industry the biggest national employer and revenue earner by the year 2020. The mission is to use tourism as the main contributor to the growth and well-being of the people of Lesotho, through the development of a dynamic, competitive and customer-driven industry that will ensure that the rich cultural heritage and natural environment and beauty of Lesotho are conserved, and that local people are the prime beneficiaries of tourism development (NTP, 2000:4). The UNDP & UNWTO Project for the Government of Lesotho: *Tourism Master Plan* (2006:2) states that the mission of rural tourism development in Lesotho is to (i) ensure public awareness of the values of the resources, (ii) facilitate community and public access to the site and provide appropriate services including opportunities for interpretation, education and research, (iii) ensure effective integration of the protected area system in the social, economic and environment spheres, and iv) promote sustainable lifestyles and land use of communities who live adjacent to the site. Based on this, the Lesotho government should provide rural

tourism, with the emphasis on public awareness of social, environmental and economic benefits of tourism and improving the lives of local people.

4.3 TOURISM ATTRACTIONS IN KMTDA

In the Strategic Plan for Tourism Development in Lesotho (SPTDL): *Tourism towards 2020*, (2007:6), it has been indicated that the Ministry of Tourism Environment and Culture (MTEC), and the Lesotho Tourism Development Corporation (LTDC) embarked together on an investigation of the current tourism situation in terms of its inherent tourism advantages. Lesotho has comparative advantage in tourism, largely linked to its mountainous topography and altitude as well as its culture. Based on this, Manwa (2012:6671) says the results show that Lesotho has unique topography and natural attractions.

The country benefits from a range of natural attractions that are of potential advantage in growing tourism as a major sector of the economy. According to the NTP (2000:8), key features of attractions in Lesotho include:-

- aesthetically pleasing aspects – beautiful and unique landscapes and rock formations, including spectacular weathered sandstone formations and the highland basalt massif, clear mountain streams and waterfalls;
- wilderness – sense of remoteness and tranquillity;
- world Heritage Status for proposed Trans-Frontier Conservation Area – adds to Lesotho’s image and marketability;
- natural history – endemic and unusual flora and fauna not found elsewhere, including the ice rat, the Maloti minnow, the spiral aloe and numerous endemic Afro-Alpine plants.
- historical and paleontological features – caves with San paintings in the region, and dinosaur footprints; and
- cultural identity of the people – shepherds’ huts, arts and crafts.

Lesotho government documents show that the country’s mountainous features attract tourists. Key tourism features of Lesotho could be based on features resulting from its high-altitude mountainous topography. Marketing of the country stresses the

attractions of grand mountains (Rogerson, 2009:337). Lesotho is regarded as southern Africa's highest must-visit mountain destination (Strategic Plan for Tourism Development in Lesotho (SPTDL): *Tourism towards 2020*, 2007:16). With the country's high altitude, clean mountain air and abundant naturally clean water, the development of health and wellness resorts as well as high altitude sports training facilities are products which are targeted for future attractions (Rogerson & Letsie, 2013:492).

Lesotho attractions in KMTDA are also villages and people as well as caves. The main tourism resources are the Katse Dam, landscapes, the villages and people, and the caves and passes (Manwa, 2012:6669). The country has the potential of the tourism sector, which can rely on its natural beauty, rich flora and fauna and cultural heritage (The Lesotho Poverty Reduction Strategy Paper (LPRSP), 2012:110). Another Lesotho attraction is the unique culture of the Basotho. The communities do not only possess the indigenous knowledge systems they have used for generations to preserve their resources, but through their unique culture and heritage they are also part and parcel of the attractions that draw tourists to the destination (Manwa, 2012:6667).

4.4 THE ROLE OF THE TOURISM INDUSTRY IN KMTDA

Governments are committed to support and sustain tourism economic development programmes. The Lesotho Poverty Reduction Strategy paper (LPRS) (2004) indicated that tourism could contribute to economic development in Lesotho over the period 2004/2005 to 2006/2007, and the tourism sector is acknowledged as an important vehicle for poverty alleviation through generating employment and creating income. Governments have become involved in tourism mainly because of its economic importance, and furthermore that in periods of industrial and economic decline, world recession, massive unemployment and a growing gap between rich and poor, tourism is one of the few growth industries (Elliott, 1997:4). However, Hall (1994:20) says that the answer to the question of why governments should involve themselves with tourism should not lie solely in economic reasons.

The government contributes to the implementation of tourism development. Governments can assist tourism by providing services, and control the industry and its activities in order to ensure that such activities and safety standards are implemented in the public interest (Elliot, 1997:4). Government's role in implementation is a critical one in regard to several functions which could be: programming of development, adoption and administering of tourism-related legislation and regulations, developing major infrastructure, developing public-type tourist attractions such as nature parks, conserving archaeological and historic site, and cultural centres, organizing special events and carrying out some marketing of tourism for the area.

- **Economic, social and environmental objectives of tourism in KMTDA**

The KMTDA aims to provide jobs to local communities in improving their standard of living. The economic objectives of the tourism industry in Lesotho are to promote tourism as a generator of economic growth, to create employment and incomes and to create opportunities for small and medium-sized businesses (NTP, 2000:13). The Ha-Lejone village has experienced positive tourism impacts, which include the development of small and medium-sized enterprises (Manwa, 2012:6673).

Regarding the Lesotho Highland Water Project Contract, Ts'ehlanyane National Park Conservation Development and Management Plan (TNPCDMP) (1998:31) states that the nature reserves within KMTDA should ensure that as many economic benefits as possible accrues to the neighbouring communities. The TNPCDMP further says that material benefits for local communities around the reserves are likely to take the form of either income from community-based tourism or facilitation of community development projects. Therefore, it is important to ensure that communities living around the nature reserves benefit from tourism economically.

Tourism developers should promote tourism that respects the local socio-culture and heritage. Social impacts of tourism refer to changes in the quality of life of residents of tourist destinations (Mathieson & Wall, 1982:137). Positive social impacts of tourism can include the revival of traditional art or handicraft activity as a result of tourist demand, while negative socio-cultural impacts may include the loss of cultural identity, particularly when tourists are from the developed world and the hosts are located in a developing country (Mason, 2008:37). The social objectives for the

tourism industry in Lesotho include developing tourism with dignity and ensuring that tourism activities are conducted in harmony with the communities (NTP, 2000:14). Tourism should promote pride in aspects of human cultures.

As regards environmental objectives, natural resources need to be used wisely in a sustainable way for the benefits of present and future generations. The environmental objectives of the tourism industry in Lesotho are to develop tourism in a sustainable manner and to make the tourism industry in Lesotho a leader in responsible environmental practices (NTP, 2000:15). The environmental impact of tourism has been extensively reviewed in the tourism literature, and rural tourism has emerged as a prominent element (Hall & Page, 1999:195). Countries are assessing environmental awareness programmes, especially in the rural areas, to achieve the objective of environmental sustainability. The principles underlying the environmental awareness programme for neighbours of the Reserve should be promotion of the values of the area, the need for protection of the area and improvement of the understanding of environmental issues (Bokong National Park Conservation Development and Management Plan (BNPCDMP) (Lesotho Highland Water Project Contract, 1998:82).

4.5 INSTITUTIONS MANAGING TOURISM IN LESOTHO

The Lesotho government has a structure of tourism management and tourism institutions. The section below explains the tourism institutions as actors in Lesotho tourism management.

The Ministry of Tourism, Environment and Culture (MTEC) manages tourism in Lesotho. MTEC has to formulate tourism policies, strategies and acts of Lesotho. The Lesotho *Tourism Master Plan* (TMP) (UNDP & UNWTO, 2006:41) states that the Ministry of Tourism, Environment and Culture was formed in 2004, replacing the Ministry of Tourism, Sports and Culture.

The Lesotho Tourism Development Corporation (LTDC) was developed to help MTEC with the management of tourism in Lesotho. The *Tourism Master Plan* of Lesotho (UNDP & UNWTO, 2006) indicates that the Lesotho Tourism Development Corporation was established in 2002 in terms of the Tourism Act, replacing the

Lesotho Tourism Board which was dissolved in 2000. The NTP (2000) points out that the functions of the Corporation are broad and include formulating and implementing a national plan for tourism; marketing Lesotho and its sites and developing tourist markets; reviving cultural heritage; preserving and developing human resources for tourism; and assisting the private sector to develop and manage sites and premises for tourism.

The Lesotho Council for Tourism was established by the government for effective connection with the private sector, this was to ease management of tourism in the country. The LCT, which represents the private sector, was established in 1996 to represent individual operators as well as associations (TMP, 2006). The TMP states further that the LCT's role is to provide an umbrella organization for the private sector, representing its interests as well as being an effective mouthpiece for the industry nationally and internationally.

Local authorities form part of the actors in tourism management. The literature points out that in most developed countries municipalities and other local or district bodies play a very important role in the promotion and marketing of local tourism (Page & Thorn, 1997:64). Local authorities are required to plan for tourism development and activities without additional resources.

In regard to parastatals' action regarding the management of business tourism, bodies like the Lesotho National Development Corporation (LNDC) and Basotho Enterprise Development Corporation (BEDCO) were developed. The functional responsibility for business development issues is also of direct relevance to the tourism sector. The establishment of casinos in Maseru was targeted at the South Africa market and signalled the launch of Lesotho into international tourism (Rogerson & Letsie, 2013:491). Nevertheless, the World Bank (2012:14) says Lesotho is among countries that are still challenged in establishing themselves as competitive destination.

Business organizations help with the management of tourism to overcome obstacles in investment and business start-up, together with competitiveness. In Lesotho the following sectorial associations have been established and are to some extent active in the pursuit of business facilitation for their members: - associations for transport operators serve tourist needs, hotels, tour operators, museums and heritage

destinations; lodges; arts and crafts suppliers; performing arts operators; B&B's; and caterers (Lesotho Tourism Development Corporation (LTDC), 2011).

The private sector plays a critical role in the development and promotion of tourism. In Lesotho currently business enterprises play only a limited role in the facilitation of tourism development (LTDC, 2011). However, it would be wrong to ignore the actual or potential facilitation role of private tourism enterprises, because private enterprises play a creative role in employment creation, promoting tourism and investment in tourism. The role of private enterprise could be of particular significance in the demonstration of innovative practices and the encouragement of new types of tourism business activities.

Regional development bodies manage tourism business for a particular region. Lesotho's tourism development efforts may also be strengthened or facilitated by the support obtained from bodies like the Regional Tourism Support Agency (RETOSA) which focuses on the external marketing of southern African tourism attractions and is linked to the Southern African Development Community (SADC) (Caholo, 2010). Caholo further say tourism is also facilitated by a mega-project-facilitating agency linked to the African Union (NEPAD – New Partnership for Africa's Development) and national bodies in South Africa such as Satour, the South African Tourism Board, which may support programmes that directly or indirectly stimulate tourist arrivals or tourism investment in Lesotho.

4.6 SITUATION IN LESOTHO

4.6.1 Assessment of the current situation in Lesotho

The background of the physical environment includes the rich Basotho culture and lifestyle, stone architecture and blankets, as well as the rich heritage. Unfortunately, KMTDA has not managed to capitalize on these assets, as is evident from the fact that there is limited information available on the composition of the country's tourist market and no information on the profile and expenditure of existing tourists (SPTDL (2007:8). Tourism performance in Lesotho has been disappointing due to less marketing of natural and cultural resources on offer in the country, which could turn Lesotho into one of southern Africa's tourism success stories. Although Lesotho has

the potential to grow and has the raw materials to fuel tourism growth, many of the marketing activities are currently very limited. Much of the tourism product on offer in Lesotho is not market-ready, and as a consequence it is by-passed by most visitors to the Southern African Development Community region (SPTDL, 2007:3).

Lesotho records arrivals of tourists in the country through boarder gates and airports but without recording domestic tourists. In common with most African countries the collection of tourism data in Lesotho is limited, and no official statistics exist for domestic travel in the country (Rogerson & Letsie, 2013:493). Based on this, the researcher could not get statistics specifically for tourists' arrivals in KMTDA. Figures 4.1 and 4.2 below show Lesotho tourism statistics, indicating tourist arrivals in Lesotho including 2010, when it was suspected that the high figures were due to the FIFA World Cup tournament that was hosted in South Africa.

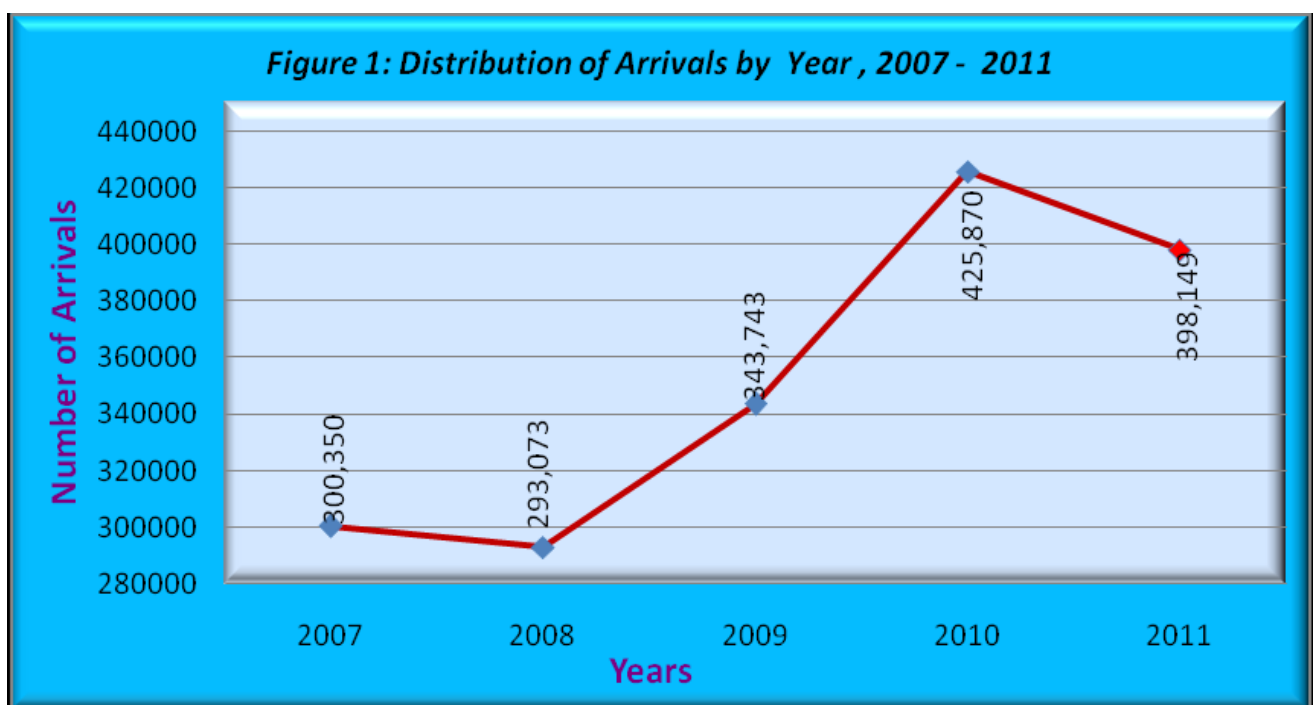


Figure 4.1: Distribution of Arrivals by Year 2007 - 2011

Source: Lesotho Tourism Development Corporation, 2009 visitor's arrival statistics report

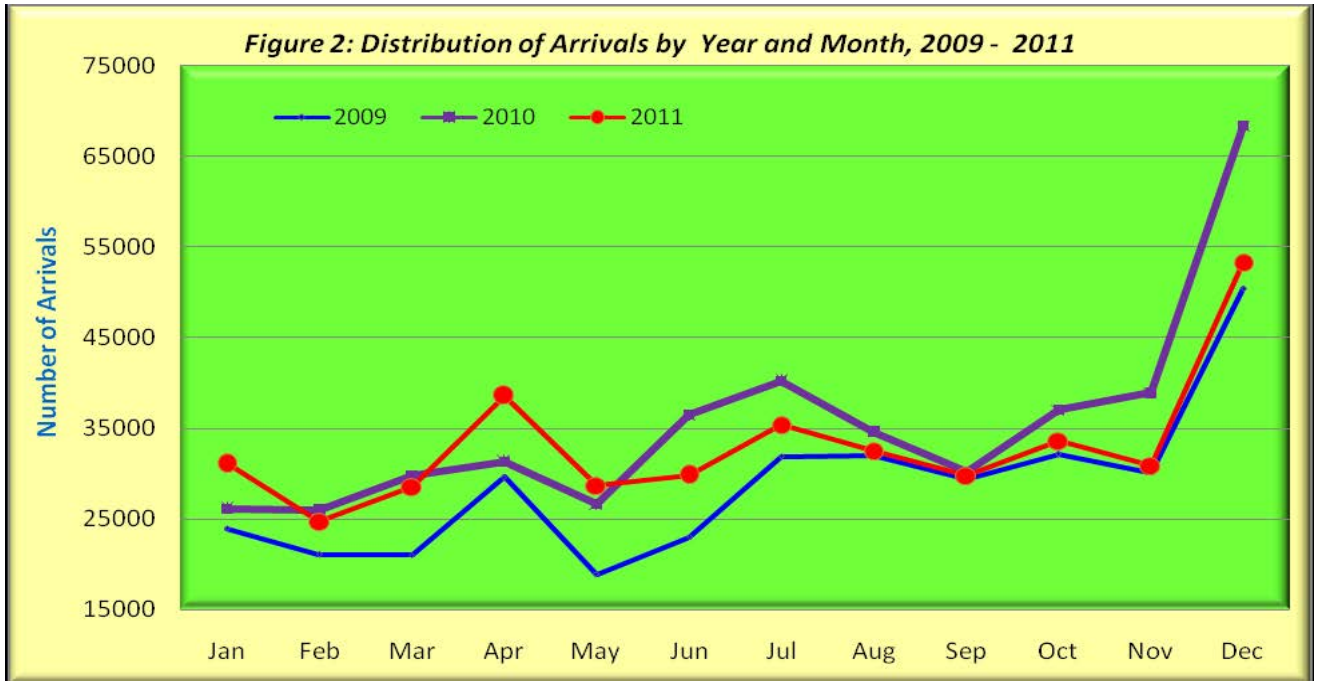


Figure 4.2 Distributions of Arrivals by Year and Month, 2009 – 2011

Source: Lesotho Tourism Development Corporation, International Travellers' Statistics Report 2011

Figure 4.1 shows that during the five-year period 2007 – 2011, arrivals in Lesotho declined in 2008 and in 2011. The highest number of arrivals to Lesotho was recorded in 2010. The LTDC (2012:5) point out that international arrivals in 2011 were recorded as 398-198 in total, with South Africa the main source market, accounting for more than 90% of visitors. Figure 4.2 illustrates that foreign arrivals in Lesotho by month assumed a fluctuating tendency with the peaks observed in the months of April, July and December in 2009 and 2011. The figure also shows that 2010 recorded the highest numbers of arrivals throughout all the months except for January, April and May. Despite the differences in the number of arrivals recorded for the respective months among all the years, peaks in April, July and December were observed. The reason is that the Easter holidays are in April, in July adventure tourists visit in large numbers for skiing, while December is a festive season month with plenty of tourism activities such as the Lesotho Jazz Festival.

4.6.2 Tourism activities and target market

4.6.2.1 Tourism activities

Lesotho has exciting rural tourism-related activities to offer tourists. Activities that are enjoyed in Lesotho include hiking and trekking, mountain climbing, abseiling, skiing, white river rafting, fishing, canoeing mountain biking and bird watching (*Tourism Master Plan* (UNDP & UNWTO, 2006:30). The areas also become well known for enjoyable pony trekking and pony trekking centres have been set up in various districts of the country. Lesotho experiences a large number of tourists during winter for skiing. The first ski resort in Lesotho, the Afri Ski resort, was developed within KMTDA at Mahlasela in 1994 (*Tourism Master Plan*, UNDP & UNWTO, 2006:30). Trout fishing is emerging as a tourism activity in KMTDA and can be enjoyed in many of its rivers. In addition to supplying water to South Africa, the Lesotho Highlands Water Project (LHWA) was also intended to generate income from the creation of jobs, fisheries and tourism in affected mountain communities (Manwa, 2012:6669). In addition, Lesotho has become famous for off-road 4X4 motorcycle and quad bike riding, and racing and the country hosts the Roof of Africa rally once a year (Lesotho Tourism Master Plan, 2006).

4.6.2.2 Resources available

With the highest mountain range in southern Africa, Lesotho has a considerable natural advantage which is and can be further exploited for tourism purpose. KMTDA has the highest peak in southern Africa, Thabana-Ntlenyana, at 3482m. The area includes the water schemes, distinct agriculture and vegetation and pure air. The Katse and Mohale dams, within the exceptional Afro-Alpine environment of the surrounding areas are world-class and offer some of the more beautiful nature attractions in the region (Lesotho Maloti Drakensberg Transfrontier Project (MDTP) Report 2, 2008:3).

KMTDA has three national parks which were converted into nature reserves in 1998. The objectives of the reserves are to promote protection of natural plants and animals. The Ts'ehlanyane Nature Reserve and the Bokong Nature Reserve, both north of the Katse Dam, are protected areas of ecological importance, where rare plants like the montane bamboo and endangered species such as the *Metisella*

syrix butterfly and the bearded vulture can be seen (*Tourism Master Plan (TMP)* UNDP & UNWTO, 2006:27).

The river system is an important feature of Basotho life and culture. It is a source of pride as well as a source of income through the selling of water to South Africa. The major rivers within KMTDA are the Senqunyanane, Malibamatso, Maletsunyane and Likalaneng which are sources of water sold to South Africa. The Lesotho Highlands Water Project (LHWP) originated from a treaty signed between the Lesotho and South African governments in 1986 to supply water to the Gauteng province of South Africa (Manwa, 2012:6669). Lesotho also has the highest waterfall in southern Africa. There are a number of waterfalls around the country, the most important of which is the Maletsunyane waterfall, the highest in southern Africa at 192 m, which is in found in KMTDA.

4.6.2.3 Analysis of the KMTDA target market

The domestic tourism market in Lesotho has the potential to grow, especially in the area of leisure tourism like KMTDA. The largest segment of business tourists in Lesotho is not the archetypal formal business tourist but instead consists of domestic business travellers (Rogerson & Letsie, 2013:492). Rogerson and Letsie (2013) further say that research on domestic tourism is made difficult because of the absence of reliable national data and, more so in the case of informal sector tourists due to their lack of visibility to both national governments and national tourism agencies. The most important approach here would be to implement a tourism awareness campaign domestically to remind the Basotho people of what is available in the country, as well as to encourage interest in visiting the tourism destinations. However, getting locals to travel in their country could be an important catalyst for social tourism change and for developing a tourism culture and awareness in the country (SPTDL, 2007:23). There is lack of knowledge in the domestic market regarding the tourism attractions and activities available in Lesotho, as well as a lack of motivation to explore these possibilities (Lesotho. Maloti Drakensberg Transfrontier Project (MDTP) Report 2 2008).

Business people and civil servants who are potential tourists can be targeted via the accommodation sectors, such as Katse and Mohale lodges, which host significant government workshop business and other commercial trade. With business travel,

especially for meetings and workshops, being the largest segment of the domestic market, there is an opportunity to encourage this segment to take leisure-based trips as well. Marketing professionals use various ways to segment markets, by means of a combination of appropriate geographic, demographic and psychographic approaches (Tassiopoulos, 2011:205).

Providing the major part of Lesotho's foreign tourism, KMTDA is a key target for development. Southern African associations such as the South African Tourism Board (Satour) (2011) conducted a domestic tourism campaign with the aim of developing more of a holiday culture among potential consumers. These are the consumers that Lesotho needs to attract by raising its profile among the key generating market areas. The Lesotho *Tourism Master Plan* (TMP), (UNDP & UNWTO, 2006:201) indicates that tourism awareness activities are also of prime importance for the southern African market, especially in order to counteract any negative perceptions. A significant number of potential consumers from the region are still nervous about coming to Lesotho because they do not know what standards to expect in Lesotho, or what kind of welcome they would receive.

Leisure tourists coming to Lesotho from overseas generally come as part of a wider trip to other areas of southern Africa, sometimes as an independent extension of a package tour of South Africa. In view of the interrelatedness of South Africa and Lesotho, it makes sense for Lesotho to piggy-back on the South African international market growth strategy and to attract international visitors based on the proposition of extending their South African visit to Lesotho (SPTDL, 2007:31). The Lesotho Tourism Development Corporation's, *International Travellers' Statistics Report 2011* indicates that Lesotho's tourism product complements the products of surrounding areas of southern Africa, and this should be highlighted when targeting the international market. European leisure visitors are generally seeking an authentic experience in an unspoilt environment, which KMTDA promotes. Aspects of Lesotho such as the mountainous landscape and distinctive culture are sufficient to differentiate its products from those found elsewhere in the region and therefore provide compelling reasons for visiting the country (UNDP & UNWTO. *Tourism Master Plan*, 2006:203).

4.6.3 Development of strategic action plan objectives

In 2006, recognizing the country's untapped tourism potential and the new tourism opportunities emanating from global development and regional tourism, the government of Lesotho compiled a strategic framework for tourism development (Strategic Plan for Tourism Development (SPTDL): *Tourism towards 2020 (2007)*). The strategic plan's objective was to develop a realistic national tourism strategy for Lesotho in consultation with all cross-sections of industry, the public and private sectors and the relevant communities. The Lesotho government's strategic plan supported the initiative of a comprehensive stakeholder engagement process.

4.6.4 Evaluating tourism strategy or framework

A number of constraints to tourism development, arising from the institutional structures that are currently managing tourism in Lesotho, have been highlighted in 5.6, and there is some confusion, with the LTDC being burdened with many functions. There is duplication of certain functions and a serious lack of communication between the institutions. Lack of proper planning on management, planning and coordination between institutions and various tourism development projects is currently being implemented in the country. Currently, there is a lack of capacity for tourism planning at national and local level. Tourism is challenged with lack of limited funds allocated for tourism. The *Tourism Master Plan (TMP)* for Lesotho (UNDP & UNWTO, 2006:24) states that few of the recommendations in the Strategic Plan for Tourism Development have been implemented to date, and lack of financial support from the government, a weak private sector, an inflexible regulatory system and the lack of a tourism planning capacity have all contributed to this situation.

4.7 CHALLENGES AND FACTORS THAT AFFECT TOURISM IN KMTDA

KMTDA has some challenges that affect tourism in an area which includes limited marketing for the country. Foremost among the factors affecting tourism is the general lack of knowledge and awareness in potential markets of what Lesotho offers as a tourism destination, or even of where Lesotho is (The Maloti Drakensberg Transfrontier Project (MDTP) (2008) of Lesotho, Report 2). The MDTP report states

further that among those who do know something about Lesotho, there may be some misconceptions relating to such things as safety and the kind of welcome and activities or sightseeing opportunities the visitor can expect to find in the country.

KMTDA needs to be marketed even though the SPTDL (2007) indicates that the budgets do not allow enough funding for marketing. This amounts to negative marketing or promotion and therefore makes marketing of Lesotho as a destination very difficult. Destination marketing and promotion are expensive, particularly at international level; and therefore the responsibility falls on government to market Lesotho as a tourism destination (Coopers, 2012:252). The Basotho are not benefiting much from KMTDA as it is not well marketed. The process of marketing involves analysing the market, setting marketing objectives, developing marketing tactics to deliver objectives through a coordinated marketing campaign utilising the marketing mix to direct products or services to a targeted consumer and meeting consumers' needs better and faster than competitors (Robinson, 2009:136).

Lesotho should publicise the number of tourists visiting the country in order for locals to realise the potential of the tourism business. This situation is supported by Sharpley's (2009:118) notification on a similar lack of knowledge or information in the Gambian context: he says that the Gambia Tourism Authority has limited information or statistical data at its disposal, and therefore, a lack of knowledge and understanding of tourist markets, tourist behaviour and needs and the contribution of tourism to the economy and development.

The roads system in KMTDA is being expanded but some tourist attractions and sites are only accessible by gravel roads. Transport is a key component of tourism, as it can either facilitate or hinder the safe, efficient and cost-effective movement of visitors or goods (Murphy & Murphy, 2004:309). Road services and online bookings are important to tourism as they tend to be the least expensive and most convenient. Online booking of accommodation can only be done with Sun International hotels, and this situation limits the numbers of tourists visiting KMTDA.

Technology plays a critical role in modern tourism, and a relatively low number of tourists visit the country owing to a lack of facilities. In the KMTDA, especially in T'sehlanyane, there is no mobile phone network signal for phones except at the Madiba Lodge. The Strategic Plan for Tourism Development in Lesotho (SPTDL)

(2007) indicates that tourist sites in many areas of the country rely on generators, which are very expensive to run. Therefore, there are limited infrastructure, services and accommodation to cater for the demands of the different market segments. The proper development of infrastructure is also very important to maintain environmental protection for properly built accommodation sectors, and from water pollution, congestion and other types of environmental problems (Inskeep, 1991: 119).

KMTDA does not have qualified tour guides and the locals are not given an opportunity to become tour operators thus there is no local participation in tour guiding. Tour operators in Lesotho are restricted, owing to the lack of the following: legal permits to operate tours, which the government still has to make available for tour operators; public liability insurance; access to the government workshop/business travel sector; market intelligence; and appropriate training (SPTDL, 2007). If Basotho tour operators are not provided with the right enabling framework, they cannot develop their products and will therefore have limited services to market, which affects the benefits of tour guiding in KMTDA (The *Tourism Master Plan* (TMP) for Lesotho, UNDP & UNWTO, 2006:102). Tour operators in other countries act on behalf of the identified interests of millions of customers, and the design of their brochures is a practical illustration of how to blend and communicate the five product components (Middleton & Clarke, 2001:123). Tour operators represent the travel trade's viewpoint on the relative tourism merits of the area concerned and any improvements that may be needed (Inskeep, 1991:110).

Limited use of technology affects the productivity and marketing of KMTDA, thus limiting benefits from tourism. Currently, the tourism attractions are marketed on the Internet, which makes worldwide marketing possible, but bookings are only made telephonically, even for popular places like the Ts'ehlanyane, Liphofung and Bokong Nature Reserves. As Middleton, Fyall and Morgan (2009:242) explain, having accurate and up-to-date information has always been the basis of good decision-making in any business, and computer technology has developed to supply this need. According to Sharpley (2009:167) tourists increasingly expect to be able to access information about products and services online. In other words, technological skills are becoming an essential requirement for tourism development and planning. KMTDA needs to improve on the technological system that is used to market tourist attractions. Mathieson & Wall (1982:42) support that technological advances in

transportation, information and communication systems have heavily influenced the growth of modern tourism. The lack of advised booking technology in KMTDA contributes to fewer tourists visiting the area, which leads to fewer benefits for local communities.

The strategic planning process is vital to the achievement of successful and sustainable tourism development. Today strategic planning also needs to consider the ethical and ecological implications of tourism activities and to be flexible enough to adapt where necessary to rapid changes in the business and social environment (Middleton *et al.*, 2009:181). KMTDA lacks crucial strategic planning, and developments are taking place without a clear idea. There is a lack of strategic planning for Lesotho, which should formulate a vision statement that is understood by all stakeholders and adopted as the guiding principle for the development of the country's tourism industry (Tourism Master Plan (TMP) of Lesotho, UNDP & UNWTO, 2006:97). Lesotho has significant challenges regarding the managing and planning of growth in the tourism sector. A Tourism Act would be helpful for the management of tourism, especially in the rural areas. The tourism legislation requires updating, since Lesotho government is the custodian of globally significant biodiversity and has prioritised a number of conservation management goals (Lesotho. MDTP, 2008:1).

Lesotho currently has difficulty in supporting the tourism sector with adequate financial resources and human capacity. Tourism has largely been overlooked as a strategic economic growth option, and as a result the MTEC has insufficient capacity and inadequate resources (SPTDL, 2007:48). The tourism business sector in Lesotho is still at the early stage of growth and private operators function individually with limited opportunities for collective marketing and government engagement. Tourism in protected areas is also seen as a mechanism to partly subsidize conservation management costs and generate economic benefits for neighbouring communities (Lesotho. MDTP, 2008:1).

There is a lack of capacity for tourism planning at national and local level and a lack of planning coordination between institutions and the various tourism development bodies. Planning and management functions within public sector organizations are the main vehicles for influencing, directing, organizing and managing tourism as a

human activity, with various effects and impacts (Page & Thorn, 1997:59). The Lesotho government needs to train both employees and community to improve on human capacity in the tourism industry.

4.8 SUMMARY

In summary, this chapter discussed the background of tourism in Lesotho. The roles of the tourism industry in KMTDA in relation to economic, social and environmental effects are also discussed. The chapter also explained some Lesotho institutions which contribute to the management of tourism. The tourist attractions found in KMTDA are also highlighted in this chapter. The current situation of tourism in Lesotho, and factors that affect the tourism industry together with challenges in tourism management in KMTDA, are examined.

CHAPTER 5

RESEARCH METHODOLOGY

5.1 INTRODUCTION

This chapter outlines the research methods and design used for this study; moreover it gives an explanation of and justification for how the methods and design were employed in the research. In this chapter, a literature review was utilised as foundation for the instruments used (questionnaire and interviews) for an empirical study. The chapter discusses the elements of the empirical study, including the section on the research approaches (quantitative and qualitative). The chapter also revisits the objectives and hypotheses which guided the study. The sampling methods, data collection, procedures of data collection and data analysis; as well as

validity and reliability of the instruments used for the study are explained in this chapter.

5.2 REVISITING THE RESEARCH OBJECTIVES AND HYPOTHESES

In order to achieve the objectives of the present study, this researcher used the literature as a guide with respect to the most suitable design for this research project. The literature given in previous chapters (Chapter 2, 3 and 4) provided a theoretical framework on the community's role in the sustainability and management of tourism in Lesotho. The main objective of this research was to:

- Investigate the perceptions of the selected groups regarding community's role in the aspects of tourism and awareness.

In order to achieve this main aim, the following objectives need to be realised, namely to:

- utilise a literature study to determine which core aspects of tourism are involved in the formation of perceptions about the advocated benefits of tourism and to use them in designing a structured questionnaire.
- probe the perceptions of various community groups about their extent of agreement with the core aspects of tourism identified in the literature study.
- utilise qualitative interviews with conservation committee forum (CCF) members to obtain their views on the planning of tourist activities.

5.3 THE RESEARCH DESIGN

The research design is important as it ensures that the evidence obtained enables us to answer the initial question as unambiguously as possible. The research design is also said to be the single most important factor that determines whether the findings would be reliable and valid (Light, Singer & Willett, 1999:16). This research combined both the deductive and inductive approaches to increase the validity of the findings. A deductive research design can be adopted when research is testing existing theory in new circumstances, while an inductive research approach provides a mechanism for understanding non-obvious issues in societies or communities

(Mswell, 2012:59). Therefore, the research design that guided this study was a mixed methods approach where both the deductive and inductive approaches were used to increase the validity of the findings.

The four types of mixed methods identified in the literature are data, investigator, theoretical and methodological mixed methods. For this study the methodological mixed methods approach was adopted whereby more than one method for gathering data is used. Mixed method entails the use of multiple methods, which could be combination of qualitative and quantitative methods, to study a single problem (Maree, 2012:268). The mixed method was used in this study to interpret quantitative results with subsequent qualitative data. Moreover, the mixed method was used to compare quantitative and qualitative data sets to produce well-validated conclusions. Mixed methods is a type of research design in which qualitative and quantitative approach are used in types of questions, research methods, data collection and analysis procedures (Tashakkori & Teddlie, 2003:65 Tashakkori & Creswell, 2007:107).

According to Creswell (2014:15) the three primary models of mixed methods found in the social sciences today are convergent parallel, explanatory sequential and exploratory sequential mixed methods. The study used a convergent parallel mixed methods design whereby the quantitative and qualitative data collection was analysed and then compared and interpreted. A convergent parallel mixed method is a form of mixed methods design in which the researcher converges or merges quantitative and qualitative data in order to provide a comprehensive analysis of the research problem. Creswell (2014) says further that the key assumption of this approach is that both qualitative and quantitative data provide different types of information – often detailed views of participants qualitatively and scores on instruments quantitatively – and together they yield results that should be similar. The advantages of mixed methods research are that it enables the researcher to simultaneously answer confirmatory and exploratory questions meaning it verifies and generates theory in the same study (Tashakkori & Teddlie, 2003:65). Mixed methods reside in the idea that all methods have bias and weaknesses and the collection of both quantitative and qualitative data neutralizes the weaknesses of each form of data collection. Since each method has its own limits and biases and single methodologies can result in biases and using multiple methods could pave the

way for more credible and reliable information (Decrop, 1999:159). In order to achieve the objectives set for this research the flexibility provided by the use of multiple strategies was deemed to be the most suitable approach (Maree, 2012:268).

A mixed methods research design is widely used by tourism researchers. Table 5.1 shows that different researchers in tourism used a mixed method design depending on the problem investigated. The relevant studies tabled below investigated the perception of communities about the impact of awareness of tourism management.

Table 5.1: Mixed methods studies

Author	Study title	Where the study was conducted	Objective/aim of the study	Year
Andereck K	Residents' perception of community tourism impacts	Canada	To investigate the resident's perception of tourism impacts on community	2005
Hausse J	Stakeholder perceptions of tourism development in Marahu/New Zealand: a role for participatory approach	New Zealand	To explore integration of community perceptions into the planning process	2001
Kernel, P	Creating and implementing a model for sustainable development in tourism enterprises	Denmark	To analyse how a project on sustainable tourism development in Mid- and North Jutland, Denmark, has engaged in an incremental change process towards	2005

			sustainable tourism	
Kruje D & Hasaj A	Comparisons of stakeholders' perception of sustainable tourism development and its impacts in Shkodra region	Albania	To discover if differences in perceptions of sustainable development and principles in Shkodra region	2010
van Breugel	Community-based tourism: local participation and perceived impacts - a comparative study between two communities in Thailand	Thailand	To explore in what way the community are involved in CBT projects both individuals and community level	2013

In the case of Lesotho, the study's research approaches and methods that have been used was also utilised on the study of communities' understanding of tourists and tourism industry: the Lesotho Highlands water project (Manwa, 2012) and on the research study named an analysis of community participation in handicraft projects in Lesotho (Tanga & Maliehe, 2011) which are similar to the present study. The chosen methods are also used in southern Africa in studies like the role of tourism employment in poverty reduction and community perceptions of conservation and tourism in southern Africa (Snyman, 2012). Moreover, Saarinen (2010) study of local tourism awareness: community views in Katutura and King Nehale conservancy Namibia also used one of the methods utilised in the present study showing that it is relevant to the context of perceptions of communities' role in and awareness of tourism developments. Furthermore, Mahony and van Zyl (2002) study of the impacts of tourism investment on rural communities: three case studies in South Africa and Mafunzwaini and Hugo (2005) study of unlocking the rural tourism potential of the Limpopo province of South Africa: some strategic guideline used the methods utilised in this study. The study's research methods were also used in

government documents like the impacts of tourism on rural livelihood: Namibia's experience (Ashley, 2000). In Africa as a whole the methods chosen are used by researchers like of Lepp (2007), residents' attitude towards tourism in Bigodi village in Uganda. In relation to this, the present study used similar methods with other rural tourism researchers. The differences is that the above mentioned studies used either qualitative or quantitative while the present study utilised both.

Potential research methods and frameworks such as qualitative and quantitative that have been used in the study found suitable compared to single methods used on other community attitudes and involvement in tourism studies. Single method was rejected and not utilised for the present study.

Although a mixed methods design is considered by most tourism researchers, there are limitations attached to a mixed methods design. The mixed methods researcher can give equal priority to both qualitative and quantitative approaches or emphasize qualitative or quantitative more. However, such an emphasis could also be the result of practical constraints of data collection because the researcher needs to understand one form of data before proceeding to the next. The other challenge is that the research participants may prefer either qualitative or quantitative research, while some readers tend to believe that more effort is taken to collect qualitative data. On the other hand it is also possible that, because qualitative research involves much more writing to clarify the themes identified, some readers may deem such an approach as having more substance than the use of numbers and calculations. Another study might express a different priority through the length of discussions, such as the inclusion of extensive discussions about the qualitative data collection with minimal information about the quantitative instruments used in the study (Clark & Creswell, 2008:173).

On a more practical level it is important that the researcher makes an informed decision about the data collected, and a mixed methods approach allows the researcher to make such a decision. Therefore, in this study mixed methods data was collected in the area that the Lesotho government refers to as Tourism Development Areas (TDAs) (refer to Figure 5.1) in December 2011 and January 2012. The site chosen by this researcher for the collection of data was the Katse and

Mohale Tourism Development Area (KMTDA), which covers the northern and central parts of Lesotho and is located in the highlands of Lesotho (see Figure 5.1).

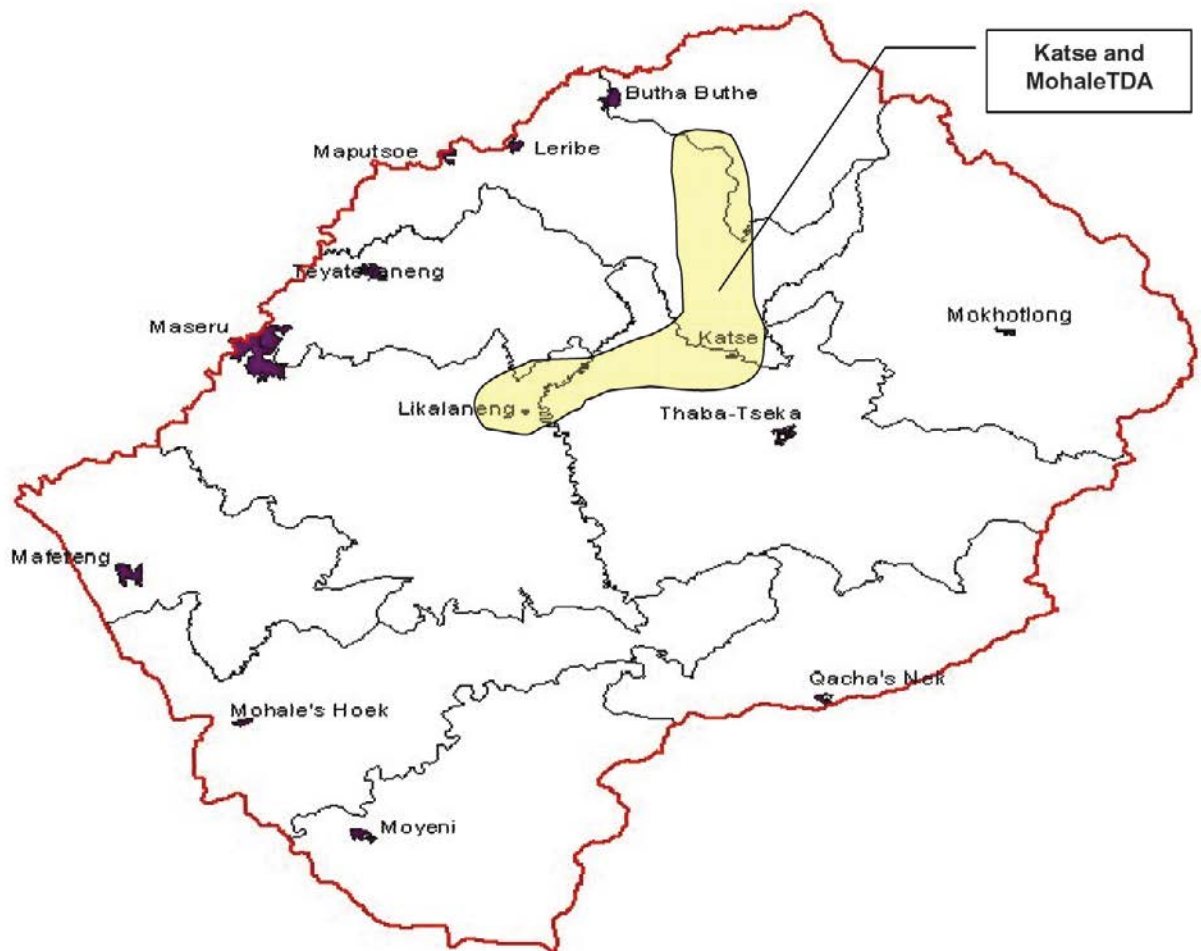


Figure 5.1 The Katse and Mohale Tourism Development Area map

Source: (UNDP & UN WTOL Report on tourism priority areas, Lesotho, 2006)

The KMTDA is made up of three parks, namely the Ts’ehlanyane Nature Reserve, the Bokong Nature Reserve and the Liphofung Nature Reserve, which were called Ts’ehlanyane National Park, Bokong National Park and Liphofung Cave Culture Heritage Site when they were developed. The tourism development area lies across four districts of Lesotho known as Butha-Buthe, Leribe, Thaba-Tseka and Maseru. The Katse and Mohale Tourism Development Area was chosen because it has three well established nature reserves (Ts’ehlanyane, Bokong and Liphofung).

The aim of collecting data using a mixed method approach in this area was to collect data from well-established nature reserve workers and local communities from adjacent to nature reserves, and especially their perceptions regarding the communities' role in tourism, awareness, participation and benefits. The impacts of tourism are most keenly felt at the local destination area and community residents are being recognized as an essential ingredient in the hospitality atmosphere of a destination (Simmons, 1994:98).

5.3.1 Qualitative approach

In this study, a structured open interview was used. An interview involves a one-on-one verbal interaction between the researcher and a respondent. Goddard and Melville (2001:49) and Maree (2008:87) support the view that an interview is a two-way conversation in which the interviewer asks the participant questions to collect data and to learn about the ideas, beliefs, views, opinions and behaviours of the participant. Interviews allow the researchers to gain new insights regarding the investigated issues. Moreover, interviews allow the tourism researchers to identify both positive and negative perceptions about tourism impacts. In some investigations a qualitative approach allows examination of experiences, feelings and opinions better than closed-ended questions. Cohen, Manion and Morrison (2002:275) say that a qualitative approach allows interviewers' to make an assessment of respondents' real beliefs.

The present study investigated the perceptions of the community's role in tourism, their level of awareness and participation rates related to tourism activities, as well as the perceived community benefits derived from tourism. A qualitative approach was found suitable for acquiring relevant information about complaints concerning the community's role in tourism. Qualitative research is an approach for exploring and understanding the meaning individuals or groups impute to a social or human problem (Creswell, 2014:4). The qualitative method was also seen as appropriate for the current study as it allowed the researcher to focus on issues such as the collaboration theory and community tourism planning in practice, following a similar approach to that of Jamal and Getz (1995). Qualitative information was gathered from Conservation Committee Forum members, whom are considered the community's representatives in the management of nature reserves. The qualitative approach involves gathering a great deal of information from a small number of

people rather than a limited amount of information from a large number of people (Veal, 2006:40). Thus, this research material consists of 42 CCF members for the qualitative approach. In a similar vein Keogh (1990:449) used information gained from resident representatives of Cap-Pelé in New Brunswick, Canada, to identify the main issues at stake with respect to a proposal to establish a tourist park in the community. Similarly Senyana and Tibabo (2011) studied community participation in a community-based tourism enterprise in the Khama Rhino Sanctuary Trust, Botswana, based on the data collected by using semi-structured interviews with a key community focus group.

5.3.1.1 Interviews with Conservation Committee Forum members

This study used purposive sample when selecting CCF members based at three villages where the study was conducted, namely Ha 'Mali, Phelandaba and Ha Lejone. Purposive sampling is where respondents are selected from the targeted population on the basis of their positions (CCF members). In purposive sampling elements are not selected simply on the basis of their availability or convenience or self-selected from the targeted population but on the basis of their positions (Daniel, 2012:88). Respondents were purposively selected because they satisfied specific inclusion and exclusion criteria for participation in the study. Inclusion of CCF members for participation in this study was deemed appropriate as they are supposed to be more knowledgeable about information that concerns both the community and the nature reserves. Judgement was made that the CCF members are the community's representatives in the operation and management of the nature reserves and thus it was considered appropriate to include them in the interview procedure.

5.3.1.2 Data collection using semi-structured interviews

The head office noted that some CCF members cannot read or write. Therefore a semi-structured interview was found suitable in the case where respondents have low literacy rates or they find it difficult to read and complete a questionnaire (see Vos *et al.*, 2011:186). This was useful because the researcher could ask the respondent to clarify unclear answers and could then conduct appropriate follow-ups should they be necessary. The researcher had an opportunity to explain questions that were not understood. This was beneficial for the study and also for introducing

the interview needs to the people. On the basis of this approach most of the targeted respondents participated.

Vos *et al.* (2011:186) say that the disadvantages of the structured interview are that the method is time-consuming and that respondents may sometimes be reluctant to answer accurately or directly in the presence of the interviewer, while Leedy and Ormrod (2013:190) say that in a structured interview, the researcher may follow the standard questions with one or more individually tailored questions to get clarification or probe a person's reasoning. A further advantage of the interview data collection method is that the fieldworker has more control over the response rate (Vos *et al.*, 2011:186), as indicated in the above. The interview also allowed the researchers' some flexibility. The structured interview further had the advantage of being to some extent open-ended so that it permitted a more thorough understanding of the respondent's opinion (Matshe, 2001:25). Structured interviews also provided an opportunity for the fieldworkers to listen to and write down all information related to the numerous research variables.

5.3.2 Population for qualitative method

According to the senior park official, there are 48 Conservation Committee Forum (CCF) members with 21 being from Ha 'Mali, 14 from Phelandaba and 13 from Ha Lejone (personal communication). Due to the language and writing constraints mentioned earlier, this researcher deemed it appropriate to divide the 42 participants into six groups each containing seven persons. The researcher consequently handed each CCF member a piece of paper in which a number from 1 to 42 was enclosed. Participants 1, 8, 15, 22, 29 and 36 were then placed in the first group and participants 2, 9, 16, 23, 30 and 37 in the second group. In this way the opinions were more or less equally divided in the various groups although Ts'ehlanyane had more than one person in three of the six groups. Each group then reported their answer/s to a particular question via one of the group members. One person in each group was appointed as a scribe to provide a written record of the answer/s of the group. The researcher also made notes of each answer from each of the six groups and also collected the written answers from the appointed scribes. As many of the answers to the questions were the same, only the core of the answer is provided as evidence.

5.3.3 The quantitative approach

The study also utilized a quantitative approach to data collection to gather information from participants. A quantitative approach involves numbers of respondents together with results, findings and interpretation used to establish interrelationships amongst variables in frequencies and percentages, for example. According to Leedy and Ormrod (2013:100) a quantitative approach is used when the study is designed to determine the incidence, frequency and distribution of certain characteristics in a population and where the data collected can be expressed in numbers and analysed using statistical procedures.

The study utilised a large number of participants (community members and leaders from the three villages) answering the same questionnaire. The aim of this survey research was to learn more about the larger population by utilising a representative sample of that population (Leedy & Ormrod, 2005:184). Mouton (2008:39) further says that quantitative research is a form of conclusive research involving large representative samples and a fairly structured data collection procedure. Quantitative procedures can also be used to compare large quantities of data and to test hypotheses statistically. In this research project the perceptions of groups from the local community were obtained in order to investigate their level of awareness, the benefits concerned and their involvement in tourism activities. A quantitative research approach typically tries to measure variables in some numerical way (Leedy & Ormrod (2010:132). In this research project the independent variables were obtained from the various biographic and demographic variables used, while the dependent variables were obtained using a process of factor analysis to represent the perceptions of the participants' regarding various activities associated with tourism.

In this study a structured questionnaire was designed using the literature study as a basis. Types of surveys vary in terms of how data is gathered. Quantitative methods typically involve non-experimental designs and self-reporting from a sample of cases (Kervin, 1992:418). Tourism researchers' commonly use questionnaires rather than experimental methods. For example Simpson (1993:164) examined the development of employees and its impact upon cultural traditions; Choi and Murray (2010:575) the residents' attitude toward sustainable community tourism, and Pongponrat and Pongquan (2007:27) used a sample of 70 households to gain information about their

perceptions in participatory planning and factors associated with their participation in the local planning process. In southern Africa as well, tourism researchers have utilized quantitative data collected from the questionnaires, where a 5-point interval (Likert) scale has been used to examine community participation in tourism (Snyman, 2012:395), for example Novelli & Gebhardt (2007) on community-based tourism in Namibia used questionnaires. Spenceley (2008:159) also shows the use of questionnaires on impacts of wildlife tourism on rural livelihoods in Southern Africa.

5.3.3.1 Population used in the research

A population is any group that is the subject of research interest (Goddard & Melville, 2001:34). There are seven villages around the Northern Parks of Lesotho but for the purpose of this study three villages adjacent to the three nature reserves were of interest and hence they formed the target population. Inclusion of local communities from villages closest to the reserves was relevant and important as they happen to be the most affected by the daily nature reserves operations and management. Community members who participated in the research from the three villages of the target population amounted to 278 respondents. Of these 278 there were 95 from Ha 'Mali, 72 from Phelandaba and 111 from Ha Lejone. Furthermore, there were 23 community leaders namely 6 from Ha 'Mali, 10 from Phelandaba and 7 from Ha Lejone. If one considers the Census data provided in Table 6.1 then the sample was about 25% of the population. The Table 5.2 shows the populations from the three villages in terms of male and female respondents as determined by Census Lesotho in 2006. According to the Lesotho Census (2006), Ha Lejone village had a larger population of 501 (male and female), followed by the Ha 'Mali (368) and Phelandaba (294). Thus, although the sample could be said to not have been randomly chosen, it was convenient only to extent that those respondents who were present participated and this amounted to about one in every four possible respondents. One could thus expect the sample to produce scores similar to those to any or all others in the population. In other words we can assume that the sample will be representative of the population and that the characteristics and behaviours of the participants accurately reflect those of individuals in the population (Heiman, 2001:30). Thus, a representative sample of respondents from the villages contained the same proportion of respondents from the three villages which contained the same

proportions of respondents who are aware of, who participate in and who are knowledgeable about the benefits of tourism.

Table 5.2 Number of people in each village studied

VILLAGE NAME	HOUSEHOLDS	POPULATION		
		MALE	FEMALE	TOTAL
Ha Lejone	139	248	253	501
Phelendaba	90	103	191	294
Ha 'Mali	109	169	199	368
Total				*1163

Source: Lesotho Census population statistics by village (2006)

*Total includes local authorities

The majority of respondents in the quantitative research were thus local community members living adjacent to the nature reserves. In this study a local community is understood as a human group sharing a territory and involved in different but related aspects of livelihood such as managing natural resources, producing knowledge and culture (Borrini-Feyerabend, Kothari, Oviedo & Phillips, 2004:29). Borrini-Feyerabend *et al.* (2004) further describe local communities as those people that are likely to have face-to-face encounter or direct mutual influences in their daily life. There are two theories that support the inclusion of local communities in developments that have an impact on their lives. The first theory considered is collaboration and tourism planning theory which indicates that local communities should be included in the process of decision-making pertaining to any pending developments envisaged for the area inhabited by the community (Taylor, 1995:487, Araiyo & Bramwell, 1999:356). Collaboration is a process of joint decision-making among autonomous, key stakeholders of an inter-organisational community tourism domain to resolve planning problems of the domain and manage issues related to the planning and development (Jamal & Getz, 1995:187), which is supported by partnerships. A partnership is the pooling of resources between two or more parties to accomplish collaboration goals (Selin & Chavez, 1995:845). An example of such a partnership could be between the Government of Lesotho and a private company to build a tourism attraction such as a dam using the labour from the local community. Collaboration is believed to improve the coordination of policies and related actions,

and promotes consideration of the economic, environmental and social impacts of tourism (Bramwell & Sharman, 1999:392). Therefore, in this study local communities are utilized in gathering data in support of collaboration theory.

The second theory is social exchange theory which specifically indicates that our daily lives are based on a whole range of social interactions among a large range of actors, either in groups, networks, organisations or institutions in which we live and work (Emerson, 1976:335). In the early 1960s, Homan (1961) established one of the major theories of social interaction and social structure. He referred to social exchange theory as an exchange of activity, tangible or intangible and more or less rewarding or costly between two parties. Because the local communities form part of stakeholders sharing both tangible and intangible resources with tourists and developments, and again are supposed to receive returns, the social exchange theory was considered an appropriate theoretical framework.

Any envisaged developments cannot carry on without first considering the opinions of the leaders in the areas under consideration. Although the Katse and Mohale tourism development area (KMTD) has different community leaders appointed by the Lesotho government, this study used community leaders who are considered to act as park managers, environmental officers, conservation officers, tourism officers and local authorities. Leaders are thus both government officials and non-government officials. Government officials are nature reserves employees while non-governmental are the elected chiefs of the villages. The role of government officials in tourism development is to contribute on policy-making, legislation and planning for the development. The government officials are also responsible for marketing, co-ordination and monitoring of tourism developments. The roles of chiefs are to protect the local communities and also tourists visiting an area. Chiefs should ensure that local community members and tourists are fairly treated and that they feel safe and protected. Therefore, quantitative approach used both government officials in nature reserves and local authorities because of their crucial roles in tourism developments operations.

5.3.3.2. Sampling for quantitative data

The study used non-probability convenience sampling in which the community members in the population did not each have an equal chance of being included in

the sample. Non-probability sampling is technically defined as sampling where the chance of selection for each element in a population is unknown (Mouton, 2008:108). For the said reasons, the non-probability sampling was realistic for this study as members who were available and willing to participate formed the sample. However, this could also be said to be a purposive or judgmental sampling as this researcher used those who were available and hence were likely to have knowledge about tourism in their area. Leedy and Ormrod (2013:214) support the idea that only people who are available and volunteer form part of a sample in non-probability sampling.

The sampling was used to select community members, based on the following:

- It takes people or other units that are readily available (Leedy & Ormrod, 2013:214). The questionnaires were completed by community members who were available and willing to participate when the researcher and her assistants were collecting data.
- Non-probability sampling is a considered method in determining sample size (Daniel, 2012:101), meaning in selecting sample the questionnaires were distributed to community members whom voluntary participated.
- Community members are sometimes reluctant to participate in research especially if they have not heard from the chief announcing that the researcher would be collecting data from the village. Therefore, a convenience sample was appropriate for both those who had heard the announcement from the chief or those who had not heard but were willing to complete questionnaire. Together they formed the community sample for this study.

Among the distributed questionnaires (n=500) to community members and government officials, 301 (n=301) questionnaires were completed and collected. This represents response rate of 60.2%. Baruch (1999) conducted a study that was to explore what could and should be a reasonable response rate in academic studies. The most notable finding was the decline in response rates through the years (average 48.4) for communities, the lower level found in studies involving top management or organizational representatives (average 36.1). Baruch (1999:421)

says it was suggested that the average found in this study should be used as a norm for future studies, bearing in mind the specific reference group, and he recommended that a distinction should be made between surveys directed at individual participants and those targeting organizational representatives. Based on this response rate the present study is acceptable as it is over the suggested average, although it should be noted that the sampling was based on convenience approach, which may provide better participation rate than a probability sampling systems.

Researchers have long been considering sufficient response rates. In tourism studies surveys with only 30 percent response rates are regularly reported in the research but according to Veal (2006:241) questions should be raised as to their validity when 70 per cent of the target sample is not represented. Tables 5.3 and 5.4 shows distributed and collected/returned questionnaires in the case of this study.

Table 5.3: Leaders questionnaire respondents for the study

Position	Number of copies distributed	Number of copies completed and collected/returned
Nature Reserve Managers	6	4 (67%)
Local authorities	7	6 (85%)
Tourism officers	8	6 (75%)
Conservation/environmental officer	9	7 (78%)

Table 5.3 indicates that the response return rates were almost uniform from all respondents. The local authorities' response rate was 85%. The tourism officers' response rate was 75% and conservation or environmental officers was 78%. The lowest rate of 67% was from the nature reserve managers. In the case of community members the total number of questionnaires distributed to the communities were 470 and 278 were returned, which is a 59.14% return rate.

Table 5.4: Communities questionnaire respondents for the study for communities

Position	Number of copies distributed	Number of copies completed and collected/returned
Community members	470	278 (59 %)

*Community members from the three villages.

5.3.4 Data collection tools for quantitative method

Questionnaires and interviews were used for this study. The main aim of using these data collection techniques was measuring people's perceptions on the communities' role and awareness about tourism and its espoused benefits which needed to be validated by using more than one data collection method. The questionnaire and interview design are reliable instrument for measuring people's attitude or capabilities but require careful planning (Goddard & Melville, 2001:46). Efficiency was ensured while structuring a questionnaire and interviews, and data collection instruments were planned ahead. Goddard and Melville (2001) further say questionnaires and interviews require planning beforehand to ensure that the data could be objectively analysed afterwards (see Appendices B & C).

5.3.4.1 The questionnaire

Questionnaires are commonly used for collecting data in tourism research. Questionnaire surveys vary from the one-page to lengthy questionnaires. Prior contact by letter or telephone can increase respondents' interest and improve response rates (Kervin, 1992:421). One of the advantages of a questionnaire survey is that questionnaires are distributed to targeted respondents at lower costs. A questionnaire-based survey relies on information from respondents, and usually involves only a proportion or sample of the population in which the researcher is interested (Veal, 2006:231).

In order to achieve the objectives of this study, field-work was conducted by distributing questionnaires in three villages, each village being situated close to one of the three nature reserves in the KMTDA:- Ha 'Mali (Ts'ehlanyane), Phelandaba

(Liphofung) and Ha Lejone (Bokong). All questionnaires were hand-delivered to respondents and hand-collected. Anonymity was provided when the questionnaires distributed to park workers were collected from the secretary's office. In support of anonymity the questionnaires distributed to the local authorities were distributed and collected from them, but the researcher emphasized that NO names or village names should be written on the questionnaires. Questionnaires were separated per village when collected to permit responses to be compared. Questionnaires allow for anonymity of the respondents, and that gives them liberty to express their views freely, especially on controversial issues (Mouton, 2008:63). Questionnaires were the best data collection technique as the study dealt with or investigated people's perceptions or opinions, which are regarded to be sensitive topics.

The questionnaire for the survey was in a form of open-ended and close-ended questions (see Appendices B). The respondents were free to answer open-ended questions in their own words and to express any ideas that they thought were applicable. Closed-ended questions where respondents had limited choices or alternatives offered were also included in the questionnaire. In closed-ended questions the respondents were given the limited options of selecting a response based on a five-point interval scale anchored at one end by strongly agree and the other end by strongly disagree. The five-point Likert scale provides the possibility of neutral answers and, thus, does not force a respondent's decision to agree or disagree (Goddard & Melville, 2001:49). The Likert scale was considered because the study is based on stakeholders' perceptions on the communities' role and awareness in tourism.

5.3.4.1.1 Questionnaire design

The questionnaires distributed to respondents were all designed in English for consistency. The most important principle in designing questionnaires is to make the questions as short and simple to understand as possible. This should be done by remembering the reason for the research and by including questions that are relevant to the research only (Veal, 2006:249).

The questionnaire was formulated by considering the research questions for this study and the following:

- The researcher should have sought out as much previous research on the topic or related topics as possible which is done during the literature review.
- The objectives were also considered in designing the questionnaire in order to achieve the aim of the study.
- Inclusion of questions on the same theme in both questionnaires and interviews.
- The factors of open-ended and closed-ended questions, as well as their importance or benefits were considered; and
- A senior researcher in Tourism Management guided the researcher on structuring the questionnaire from a technical point of view and in regard to format.

The following section explains the format together with the content of the questionnaire used in this study.

5.3.4.1.2 The questionnaire structure (format) (see Appendix B)

In the development of the questionnaire, necessary instructions and guidelines were provided in respect of each question (see Appendix B). A six page questionnaire was designed which contained Sections A-D consisting of closed-ended questions with five-point Likert type interval scales. Sections E and G contained open-ended questions. Section F asked respondents to provide certain demographic information such as his/her role in the community. There were five categories for the respondent to tick showing into which category he/she fell. The five categories were nature reserve manager, local authority, tourism officer, conservation/environmental officer and community member.

Section A required the respondents to provide information on perceptions of tourism awareness amongst the village communities in and around the nature reserves. This section contained eleven statements/items (Questions A1 – A11), and the respondents were asked to reveal their perceptions by rating the items on a five-point interval scale of strongly agree, agree, neither agree or disagree, disagree and strongly disagree. .

Section B required the respondents to provide their perceptions of the possible impact of tourism on the village communities in and around the nature reserves. A five-point scale of strongly agree, agree, neither agree or disagree, disagree and

strongly disagree was also used in all questions in Section B. This section had ten statements/items (Questions B12 – B21), and the respondents were asked to rate their responses on a five-point interval scale of strongly agree, agree, neither agree or disagree, disagree and strongly disagree.

Section C required the respondents to provide their perceptions of certain environmental factors that could affect tourism. This section also presented nine statements relating to environmental factors (Questions C22 – C30). The various response options were also scaled from strongly agree to strongly disagree.

Section D required the respondents to give their perceptions on the management of tourism, presenting six statements on this topic. Respondents were again asked to provide their perceptions on the management of tourism using a five-point interval scale with strongly agree at one end of the scale and strongly disagree at the other end (Question D31 – D36).

Section E had two open-ended questions (Question E37 and E38). These questions were concerned with problems/challenges and suggestions for improvement in regard to tourism. Question E37 required the respondents to identify and indicate the problems/challenges experienced in their villages, while Question E38 requested the respondents to provide suggestions for improvements in regard to the tourism problems/challenges experienced.

Section F of the questionnaire required respondents to provide the demographic information about them which could serve as independent variables in the research. It contained ten questions (Questions F39 – F48), where respondents were to tick or comment on the space provided on the questionnaires.

Section G of the questionnaire was for general comments. Questions in Section G (Question G49 and G50) were two open-ended questions. Question G49 asked the respondents to comment on or raise questions relating to the research or study. For Question G50, the respondents were invited to put forward comments and questions on tourism and rural development in general.

5.3.5 Data collection procedure

5.3.5.1 Permission to conduct the study

Permission to conduct this study was obtained from Lesotho Northern Parks (LNP) and the Lesotho Tourism Development Corporation (LTDC), as the researcher was intending to use some information from their records. LNP's role is to manage nature reserves within the Katse and Mohale Tourism Development Area. Veal (2006:273) says it is important to remember that permission is often needed to interview in public places because of local by-laws. Therefore, the letters of permission to perform this study were distributed through the LTDC and LNP, as well as at the Ministry of Tourism, Environment and Culture. The necessary arrangements were made by means of person-to-person encounters as well as telephone contacts with the managers of the LTDC and LNP together with MTEC in order to proceed with this research.

5.3.5.2 Ethical considerations

The study was conducted under the University of Pretoria's name so the researcher had to apply for ethical clearance for the research through the University's Ethical Committee. The study was conducted in the three nature reserves which are under the Lesotho Ministry of Tourism Environment and Culture and the Lesotho Tourism Development Cooperation. These reserves are classified as Lesotho Northern Parks. The researcher had to comply with the Northern Parks ethical procedure, which was incorporated into the application and during the data collection, for instance a researcher had to be introduced to the local authorities (chiefs) of the three villages by one of the parks workers (government official) before conducting research.

Before the data was collected, the Chief Executive of LTDC, the Manager of Northern Parks offices in Butha-Buthe and the University of Pretoria's Ethics Committee looked at the research application and approved the ethical standards. The most important issues that were looked at were confidentiality, anonymity as well as consent of the respondents. In regard to participation in this study, the researcher provided the space for respondents to sign to indicate that their participation was voluntary, thus the declaration of voluntary participation. With regards to interviews, personal visits and telephone calls regarding how interviews

would be conducted were made by the researcher and also explanations on the purpose of the interviews and target group for interviews, as well as the arrangements of the interviews schedules to the interviewees were made.

A covering letter (see Appendix A) was attached to all distributed questionnaires in order to inform the respondents who the researcher is, the purpose of the study, and why they have been chosen to participate in the study. The letter also informed the respondents not to write their names on a questionnaire, and in addition that their answers would be treated as strictly confidential and respondents were also requested to be honest in their responses.

5.3.5.3 Questionnaire for all respondents

The intention of was to collect data from two groups of people (communities and community leaders). Both groups were cooperative in answering questionnaires and participation. The distribution of the questionnaire to respondents took approximately 10 minutes per respondent to introduce the research topic and provide assurance of anonymity.

The procedure was such that the researcher and assistants would distribute questionnaires to communities in their own settings (their homes or villages). It was made clear that a questionnaire should be left with an interested respondent and be collected the following day. This increased time for questionnaire return was an effort to increase the response rate.

It was also possible in certain instances that the researcher administered the questionnaire to a group of community members found at chiefs' offices during the introduction of the researcher by park workers to chiefs of the villages. In this case the respondents were asked to take as much time as they wished to complete the questionnaire and this also increased the response rate.

In the case of park workers, the researcher dropped off or administered the questionnaires in the parks. Respondents were approached individually and asked to drop questionnaires in the box in the park managers' secretary's office. Individual administering was with the purpose of explaining the research aim and importance of the research. Where the park workers were busy with tourists, questionnaires were left with colleagues. The questionnaires were left with park workers and collected the

following day in the secretary's office (box). Self-administered questionnaires generally have high response rates and if respondents experienced any difficulties with the questionnaire, clarification of the matter could be provided by the researcher on collection (Vos *et al.*, 2011:188). Self-administering was also preferred because this study (PhD) had time limitations that were already highlighted by the University higher degrees committee. In the case of park workers clarification was provided during distribution.

5.4 DATA PROCESSING AND ANALYSIS

Data analysis for quantitative data followed the sequence of the questionnaire as a technique used in collecting data and for qualitative was tailored from the common themes. Data analysis needs to be straightforward and should follow logically from the type of information collection techniques used (Veal, 2006:68). In analysing the data, the three flows of activities: data saving, data display and conclusion on both descriptive and inferential statistics were used.

5.4.1 Qualitative data analysis

The comments and statements that were made by the CCF members (42) from the three villages during the interviews were used as a sample for analysis of qualitative data. Qualitative analysis means making sense of relevant data gathered from sources such as interviews, on-site observation and document then responsibly presenting what the data reveal (Caudle, 2004:417). Qualitative method was used as it describes variables tested. The researcher used the method described by Caudle (2004:419) in analysing qualitative data. Caudle's method states that the qualitative data analysis starts with the first interview, the analyst listens to interviews and notes written during the course of collecting the information. This method was found suitable for qualitative as the researcher could refer to the recoded data on field note book. Qualitative data is that scrutinised data before reporting aspects that form part of qualitative data. Veal (2006:206) says that traditionally qualitative data have been analysed by manual means, and this continues but in recent years computer software has become available to aid the manual process but of course the task of interpretation remains with the researcher. The present study used Tesch's approach. Tesch's approach of qualitative data analysis is about looking for common themes from collected data (Poggenpoel, 1998: 343). Data analysis in qualitative

research by De Vos et. al. (2011) in *Research at grass roots level: a primer for the social science and human professions* has as well been used.

5.4.2 Quantitative data analysis

The respondents (local communities, local authorities, conservation/environmental officers and tourism officers) generated quantitative data collected by completing research questionnaires. The quantitative data analysis was done through the help of a statistician from the University's research division. SPSS 21.0 was used for analysis of the collected data. The data was checked for omissions and consistency with the questionnaire by the researcher after entering it on SPSS 21.0. Kitchin and Tate (2000:73) indicate that errors in data capturing could occur in typing, repetition and recording.

5.4.3 Descriptive statistics

The study used descriptive statistics for both the qualitative and quantitative approaches. Descriptive statistics such as the mean, mode and distribution of data was used to indicate and compare data obtained from respondents. This method was used in the study because the descriptive analysis provides a means of presenting the data in a transparent and understandable manner with tables and graphs, as well as for construction of frequency distributions. Moreover, descriptive statistics enabled the researcher to summarise data from different villages. Leedy and Ormrod (2013:10) indicate that descriptive statistics summarizes the general nature of the data obtained, for instance, how certain measured characteristics appear to be on average and how closely two or more characteristics are associated with one another. The study is about stakeholders' perceptions and therefore descriptive analysis provides a very useful initial examination of the data for examining the representivity of the selected sample (Ligthelm *et al.*, 2005:104).

5.4.4 Statistical data analysis

The sampling procedure in this research made use of a purposive or judgmental procedure but this does not mean it cannot be representative of the population. The data thus needs to be investigated to determine whether we may use parametric tests or non-parametric tests. If the assumptions of normally distributed data, homogeneity of variance, interval data and independence are met then parametric tests can be used to analyse the data. This process is further elaborated on in

Chapter 6 where it can be seen that most of the data distribution are positively skew and as such need to be analysed using non-parametric tests where data is ranked. The lowest rank is given a score of 1 and next highest score a rank of 2 and so on (Field, 2009:540).

In this research project the significance of differences between means was investigated by using the Mann-Whitney (U) test and for three or more groups the Kruskal-Wallis (H) test was utilised. Such tests are normally first stated as hypotheses in the form of a null and an alternative hypothesis. For example a null hypothesis for two independent gender groups would be:

H_0 - There is statistically no significant difference between the male and female respondents (independent variable) with respect to their perceptions of tourism awareness (dependable variable).

H_a - There is a statistically significant difference between the male and female respondents (independent variable) with respect to their perceptions of tourism awareness (dependable variable).

If the p-value is less than 0.05 we reject the null hypothesis and conclude that the population means are different (Graziano & Raulin, 2010:106). The null hypothesis (H_0) could thus be accepted or rejected. If the null hypothesis is accepted this means that it is unlikely that the results represent the population described by H_0 and we say the results are non-significant and hence we are not convinced that the relationship exists in nature. If, however, the probability value is less than 0.05 we cannot accept the null hypothesis and conclude that the alternative hypothesis is correct. In this case we call the result significant and describe and interpret the relationship in nature. For example, should the p-value for the difference in gender means be <0.05 then it means that one of the two groups agreed to a statistically significantly greater extent with the factor being tested than did the other gender group.

If the data, on analysis of normality, should indicate a significant degree of skewness then one needs to make use of non-parametric procedures. In this research the independent sample Mann-Whitney U test was used to reject or accept the null

hypothesis. Mann-Whiney U test works on the principle of ranking the data. This involves finding the lowest mean score and giving it a rank of 1, then finding the next highest score and giving it a rank of 2 and so on. This process results in high scores being represented by large ranks, and low scores by small ranks (Field, 2009: 540). As indicated, for three or more independent groups this research made use of the Kruskal-Wallis (H) test. Any significant differences found at this level were further investigated using the Mann-Whitney U test

Any significant differences for parametric data found between three or more groups at the multivariate level were further investigated using pair-wise comparisons such as the Scheffé test or the Dunnett T3 test.

When doing cross-tabulations of categorical data the Chi-squared statistics as well as Cramer's V was used. This Cramer' V value is useful if there are more than two categories of data (Field, 2009:698). An example would be the villages that respondents stayed in namely Ha Lejone, Phelandaba and Ha 'Mali.

5.5 RELIABILITY AND VALIDITY OF THE SURVEY INSTRUMENTS

5.5.1 Validity of the instruments

Validity is about whether your measuring instrument actually measures what you intend it to measure (Mouton, 2008:58). Mertens (2011:3) says researchers are aware of the criteria for quality (reliability and validity) typically associated with quantitative data. Indeed, validity means that the measurements are correct; thus the instrument measures what it is intended to measure (Goddard & Melville, 2001:41). Veal (2006:41) in turn views validity as the extent to which the information collected by the researcher truly reflects the phenomenon being studied and the degree to which the instrument measures what it is supposed to be measuring. The researcher was careful when developing the questionnaire, to make sure that all questions were relevant to what was supposed to be investigated. Questionnaires were reviewed by an expert and this researcher used simple language and contextualised the information to facilitate validity. However, "leisure and tourism" research is filled with difficulties in the area of validity, mainly because empirical research is mostly concerned with people's behaviour and with their attitudes, and for information on these the researcher is reliant on people's own reports in the form of responses to

questionnaires and interviews. Furthermore, these instruments are subject to a number of imperfections, which means that the validity of leisure and tourism data can rarely be as certain as in the natural sciences (Veal, 2006:41).

5.5.2 Reliability of the instruments

Reliability is defined as an assessment of the reproducibility and consistency of an instrument (Williams, 2003: 249). Goddard and Melville (2001:41) define reliability as those measurements that consistently reproduce similar results. The researcher used the same questionnaire to maintain consistency in answers from respondents. The researcher also ensured that all respondents understood the questionnaire and interview questions. However, it should be noted that total reliability is not common in the case of the social sciences, because they deal with human beings in differing and ever-changing social situations (Veal, 2006:41). Based on this, this study used respondents from three villages with not exactly the same background and situations. In relation to this, the researcher opted to utilise research assistants to explain or clarify issues related to the questionnaire rather than doing a pilot study.

CHAPTER 6

ANALYSIS OF DATA

6.1 INTRODUCTION

This Chapter presents the analyses of the quantitative data which was collected from the structured questionnaire and the qualitative data collected from semi-structured interviews with the CCF members. The data from the structured questionnaire and from the semi-structured interviews was analysed using SPSS 21.0, while the qualitative data was analysed by searching common themes using Tesch's approach (Poggenpoel, 1998:343). The first part of the analysis begins with a description of the sample used. Next follows an analysis of the semi-structured interviews and finally the analysis of the qualitative data are dealt with. The empirical research objectives that this research will attempt to realise are:

- To investigate the perceptions of nature reserve managers, local authorities, tourism officers, conservation officers and community members regarding their awareness of, and the impact of, the role of environmental factors and the management of tourism.
- To investigate the perceptions held by CCF members about certain issues involved with tourism.
- To probe the views held by community members about possible benefits of tourism, their perceptions of some of the issues they have regarding tourism and their extent of involvement in the planning activities associated with tourism ventures.

In order to determine the representivity of the sample selected from the research population it is necessary to provide a description of the sample, which is best done via descriptive statistics. In retrospect this researcher should have placed all the demographic data under one section and not confined it to Section F in the questionnaire. However, the descriptive data in Section F will be discussed first.

6.2 DATA ANALYSIS APPROACH

The data that was collected from the respondents about perceptions and awareness of, participation in and benefits of tourism (Appendix 2), the questionnaire statement on the five point Likert scale “strongly agree – strongly disagree” and interview questions (Appendix 3) was generally of a “Yes/No” (and positive/negative) nature. To facilitate this analysis, numeric codes were assigned to the respective responses to the questions as follows: 1 = strongly agree, 2 = agree, 3 = neither agree nor disagree, 4 = disagree, 5 = strongly disagree. Likert scale data can be treated as continuous data (as opposed to discrete), although that interpretation is a subject of debate in the literature (see Jamieson, 2004; Norman, 2010). Data can be summarized using measures of central tendency such as mean, median and mode, and analysed using procedures appropriate for interval scale data among others (Boone & Boone, 2012:3). Therefore, descriptive statistics was utilized.

Descriptive statistics are procedures that describe numerical data in that they assist in organizing, summarizing and interpreting sample size, and descriptive statistics are most commonly used in quantitative research studies (Vos *et al.*, 2011:252). In this research, in addition to descriptive statistics was used to explain or clarify the statistical significance of the figures on findings or results in relation to the location from which the samples were obtained. In this study, the 0.05 level of significance was used to obtain accurate results. This implies that there is a 95% chance that a true relationship exists.

Conservation Committee Forum members were interviewed using a separate interview schedule different from the questionnaire that was administered to the nature reserve managers, local authorities, tourism officers and conservation/environmental officers. The views of the CCF members as derived from the interviews are summarized. These views were then used to cross-check the responses obtained from the questionnaires.

6.3 DESCRIPTIVE STATISTICS OF THE DEMOGRAPHIC INFORMATION IN THE SAMPLE

6.3.1 Do tourists visit your village? (F39)

The frequencies associated with this item are displayed in Table 6.1.

Table 6.1: Frequency of tourists visiting villages (F39)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	281	93.4	93.4	93.4
	No	19	6.3	6.3	99.7
	Other	1	.3	.3	100.0
	Total	301	100.0	100.0	

Of the 301, an overwhelming 93.4% answered affirmatively. It thus appears as if tourists do visit the three villages, but how regularly this is done was unknown. The assumption can be made that most tourists would probably visit the parks in the months where school holidays are present, namely in April, July and December of each year.

6.3.2 Receiving a direct income from tourism (F40)

The relevant data for receiving a direct income from tourism is given in Table 6.2.

Table 6.2: Frequency of income received during last year (F40)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	99	32.9	32.9	32.9
	No	202	67.1	67.1	100.0
	Total	301	100.0	100.0	

Of the 99 respondents who received an income from tourism, 40 (40.4%) were from Ha 'Mali, 22 (22.2%) were from Phelandaba and 37 (37.4%) were from Ha Lejone.

With respect to income received it would thus appear as if Ha Mali and Ha Lejone benefitted the most while Phelandaba had the smallest benefit.

6.3.3 Any other benefits received from tourism? (F41)

The responses to a question of whether they had received any other direct benefits from tourism are provided in Table 6.3.

Table 6.3: Frequencies of other direct benefits from tourism (F41)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Farming	5	1.7	9.1	9.1
	School fees	4	1.3	7.3	16.4
	Tree planting	13	4.3	23.6	40.0
	Sewing	4	1.3	7.3	47.3
	10% from the Park	2	.7	3.6	50.9
	Gifts such as football jerseys	3	1.0	5.5	56.4
	Temporary employment	9	3.0	16.4	72.7
	Pony trekking	4	1.3	7.3	80.0
	Handcrafts	3	1.0	5.5	85.5
	Any other	8	2.7	14.5	100.0
	Total	55	18.3	100.0	
Missing	System	246	81.7		
Total		301	100.0		

Only 55 (18.3%) of all respondents indicated that there were other direct benefits from tourism of which tree planting 4.3% was mentioned most often. It is disappointing to see temporary employment at only 3%, as one would expect that

the reserves, lodges and rest camps in the three nature reserves would employ many more people even if it was only in a temporary capacity or in the form of secondary workers. It would also appear as if the 10% received from the Park was a rather meagre amount.

6.3.4 What is your gender? (F44)

There were no respondents' restrictions regarding gender in collecting the data. The gender of respondents is illustrated in Table 6.4 below.

Table 6.4: Frequency of gender of respondents in the sample (F44)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	female	103	34.2	34.2	34.2
	male	198	65.8	65.8	100.0
	Total	301	100.0	100.0	

There were more male respondents in the sample (65.8%) than female respondents (34.2%). One would expect the gender ratio to be closer to 1 female for every 1 male. When a cross-tabulation of gender versus village of residence was conducted the males were also in the majority and it was especially in Ha Lejone (2.47 males for every one female) where the male respondents predominated. In Ha 'Mali the ratio was 1.8:1 and in Phelandaba it was 1.4:1.

6.3.5 What are your main sources of income? (F46)

The responses regarding the main source of income are given in Table 6.5.

Table 6.5: Frequencies of main source of income (F46)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Farming	74	24.6	38.9	38.9
	Salary	51	16.9	26.8	65.8
	Selling handcrafts	9	3.0	4.7	70.5
	Pony trekking	9	3.0	4.7	75.3
	Self employed	22	7.3	11.6	86.8
	Pension/government grant	6	2.0	3.2	90.0
	Any other source of income	19	6.3	10.0	100.0
	Total	190	63.1	100.0	
Missing	System	111	36.9		
Total		301	100.0		

The largest percentage was in the column which contained the missing information, namely 36.9% of the respondents filled in nothing, and the assumption was that they had no source of income. Of the remaining respondents, 24.6% indicated that farming was their main source of income while 16.9% indicated a salary, but it is uncertain from whom it was received. Many men from Lesotho work in the mines in South Africa and it is likely that this would be the salary referred to.

6.3.6 What is your educational level? (F48)

The frequencies of responses provided according to educational level attained are given in Table 6.6.

Table 6.6: Frequencies of educational level attained (F48)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No formal education	108	35.9	35.9	35.9
	Primary	64	21.3	21.3	57.1
	Secondary	73	24.3	24.3	81.4
	Tertiary	56	18.6	18.6	100.0
	Total	301	100.0	100.0	

Of the four categories allowed for, it is disturbing to see that 35.9% of the samples indicate that they have had no formal education. Hence these four educational levels can be collapsed to two, namely none with primary as one group and secondary with tertiary as a second group, shown in Table 6.7

Table 6.7: Frequencies of collapsed groups regarding educational levels attained (F48 Recoded)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None/Primary	172	57.1	57.1	57.1
	Secondary/Tertiary	129	42.9	42.9	100.0
	Total	301	100.0	100.0	

Collapsing the categories as shown in Table 6.7 allows one to make a comparison of the educational levels attained versus the monthly income received, as shown in Table 6.8.

Table 6.8: A cross-tabulation of monthly income versus educational level attained

Educational level	Monthly income	
	< 500.00	>2500.00
None/Primary	93 (58.9%)	3 (1.9%)
Secondary/Tertiary	31 (25.8%)	42 (35%)

The Table 6.8 shows that the lower the education level attained the less the income, but the higher the level of education the higher the income. The table shows 58.9% of non/primary level of education having less than M500 per month and 35% of secondary/tertiary who have monthly income of more than M2, 500.

The first three items in the questionnaire asked respondents for information about the village they came from and the position they occupied in the community. There were three nature reserves and one village from each of the reserves involved in the completion of the questionnaire. Instead of using three separate tables this researcher deemed it more appropriate to make use of a cross-tabulation, and hence to show the data in two tables, namely 6.9 and 6.10. The nature reserves, the village associated with them and the number of conveniently selected respondents from each village is provided in Table 6.9.

Table 6.9: A cross-tabulation of the reserves (AA1) versus the villages (AA3) that the respondents come from

			AA1.Nature Reserve names			Total
			Tsehlanyane	Liphofung	Bokong	
AA2.Name of village	Ha 'Mali	Count	101	0	0	101
		% within AA2.Name of village	100.0%	0.0%	0.0%	100.0%

		% within AA1.Nature Reserve names	100.0%	0.0%	0.0%	33.6%
	Phelandaba	Count	0	82	0	82
		% within AA2.Name of village	0.0%	100.0%	0.0%	100.0%
		% within AA1.Nature Reserve names	0.0%	100.0%	0.0%	27.2%
	Ha Lejone	Count	0	0	118	118
		% within AA2.Name of village	0.0%	0.0%	100.0%	100.0%
		% within AA1.Nature Reserve names	0.0%	0.0%	100.0%	39.2%
Total		Count	101	82	118	301
		% within AA2.Name of village	33.6%	27.2%	39.2%	100.0%
		% within AA1.Nature Reserve names	100.0%	100.0%	100.0%	100.0%

There were 301 respondents who participated in the survey, with approximately the same number of respondents from each of the villages who participated (see shaded areas in Table 6.9). Thirty-three point six percent (33.6%) of the respondents were from Ha 'Mali (Tsehlanyane), 27.2% were from Phelandaba (Liphofung) and 39.2% came from Ha Lejone (Bokong).

With respect to the position occupied in the community, the respondents were nature reserve managers, local authority members, tourism officers, conservation/environmental officers and community members. However, as the

nature reserve managers, local authority members, tourism officers and the conservation officers are all concerned with the management of tourism, they were grouped together under the collective of community leaders. The frequencies of community leaders and community members are provided in Table 6.10.

Table 6.10: Frequencies of villages versus position occupied

			Position recoded to 2 groups.		Total
			Community leaders	Community members	
AA2.Name of village	Ha 'Mali	Count	6	95	101
		% within AA2.Name of village	5.9%	94.1%	100.0%
		% within Position recoded to 2 groups.	26.1%	34.2%	33.6%
	Phelandaba	Count	10	72	82
		% within AA2.Name of village	12.2%	87.8%	100.0%
		% within Position recoded to 2 groups.	43.5%	25.9%	27.2%
	Ha Lejone	Count	7	111	118
		% within AA2.Name of village	5.9%	94.1%	100.0%
		% within Position recoded to 2 groups.	30.4%	39.9%	39.2%
Total	Count	23	278	301	
	% within AA2.Name of village	7.6%	92.4%	100.0%	
	% within Position recoded to 2 groups.	100.0%	100.0%	100.0%	

The data in Table 6.10 indicates that the representation of community leaders in Ha Lejone and Ha 'Mali was the same (5.9%), whereas in Phelandaba it was 12.2%.

Thus one could say that Phelandaba was slightly over-representative of respondents representing community leaders when compared to the other two villages.

6.3.7 Challenges experienced with some tourism issues (E37/E38)

Section E of the questionnaire asked respondents to provide the issues or some of the challenges that they experienced with tourism (Table 6.11). Based on the results it seems as if most of the challenges or issues are concerned with what communities expect the Government to provide. Aspects such as selling areas, marketing of the nature reserve, information centres to train tourists, community centres, park management and infrastructure are things normally associated with the government, as it is their Departments that market and attract tourists to the country. There were 56.9% (N=171) of responses that fell into this category, and should one add the protection of natural resources to this list it increases to 68.2%. However, each one of the issues raised could also be seen as suggestion for resolving a problem. For example, marketing could be seen as an activity to attract tourists, as could the provision of information centres and providing selling areas and community and training centres.

Furthermore, it is uncertain whether the changing of park management referred to changing the persons concerned or changing the organisation, such as for example the frequency of meetings, as they are something that could improve the co-ordination of activities. It does, however, appear as if most challenges and improvements are laid at the door of the government, with little entrepreneurial innovation from the community seems forthcoming and this appears to be especially so with Phelandaba residents (see later).

Table 6.11: Frequencies of the problems/challenges experienced with tourism

Problems/Solutions		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Meetings	5	1.7	2.3	2.3
	protection of natural resources	34	11.3	16.0	18.3

	selling area	7	2.3	3.3	21.6
	marketing of the parks	29	9.6	13.6	35.2
	information centre to train tourists	52	17.3	24.4	59.6
	Interpreters	2	.7	.9	60.6
	community centre	30	10.0	14.1	74.6
	changing park management	14	4.7	6.6	81.2
	proper infrastructure	39	13.0	18.3	99.5
	any other	1	.3	.5	100.0
	Total	213	70.8	100.0	
Missing	System	88	29.2		
Total		301	100.0		

6.4 ANALYSIS OF THE DATA OBTAINED FROM ALL RESPONDENTS REGARDING THE ISSUES ASSOCIATED WITH TOURISM

This researcher separated the items asked into Sections A to D. As the items were specified in Sections A to D the analysis will be conducted separately for each section. In Section A of the questionnaire there were 11 items which probed the perceptions of respondents as to their agreement or disagreement with the items posed *under tourism awareness and perceptions*. A five-point Likert type interval scale was used with 1 representing strongly agree and 5 strongly disagree. In an attempt to reduce the items to a more manageable size while retaining as much of the information as possible, this research made use of Principal Component Analysis (PCA) with varimax rotation. Items A9, A10 and A11 first had their scales inverted as the questions were asked in a negative way, and then they were removed from the analysis because their Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy (MSA) values were less than the recommended 0.6 (Field, 2009: 644). The resulting KMO value of 0.984 and Bartlett's sphericity of $p < 0.0005$ indicated that such a reduction would be plausible. The remaining eight items formed one factor with a Cronbach reliability coefficient of 0.86 and was named *community awareness of the*

benefits of tourism (F1). The items together with their factor loadings and mean scores are provided in Table 7.12.

Table 6.12: The items and their mean scores and loadings in the factor community awareness of the benefits of tourism (F1)

F1. Community awareness of the benefits of tourism			
Item	Description	Mean	Loading
A1	Community members of this village are knowledgeable about tourism	1.61	0.782
A3	There is a positive attitude of community members of this village towards tourism	1.80	0.738
A8	There is interest in tourism among the community members	1.88	0.711
A4	Tourists' and community members' interrelationships are very good	1.64	0.684
A2	Community members of this village participate in tourism	1.78	0.671
A7	In summer, this village experiences a large number of tourists	1.74	0.806
A5	This village is a place of interest to tourists in Lesotho	1.40	0.801
A6	Community members are aware of events that attract tourists to visit this village	1.85	0.632
Average		1.71	0.728

The mean score of 1.71 indicates that the respondents agreed with the items as posed. This means that their perception is that the various items as posed *should enable communities to become aware of the possible benefits associated with rural tourism (F1)*. Item A5, which asked if their village was a place of interest to tourists in Lesotho, had the lowest mean score and thus the respondents agreed most strongly with it. The distribution of the data in this factor is shown in Figure 6.1.

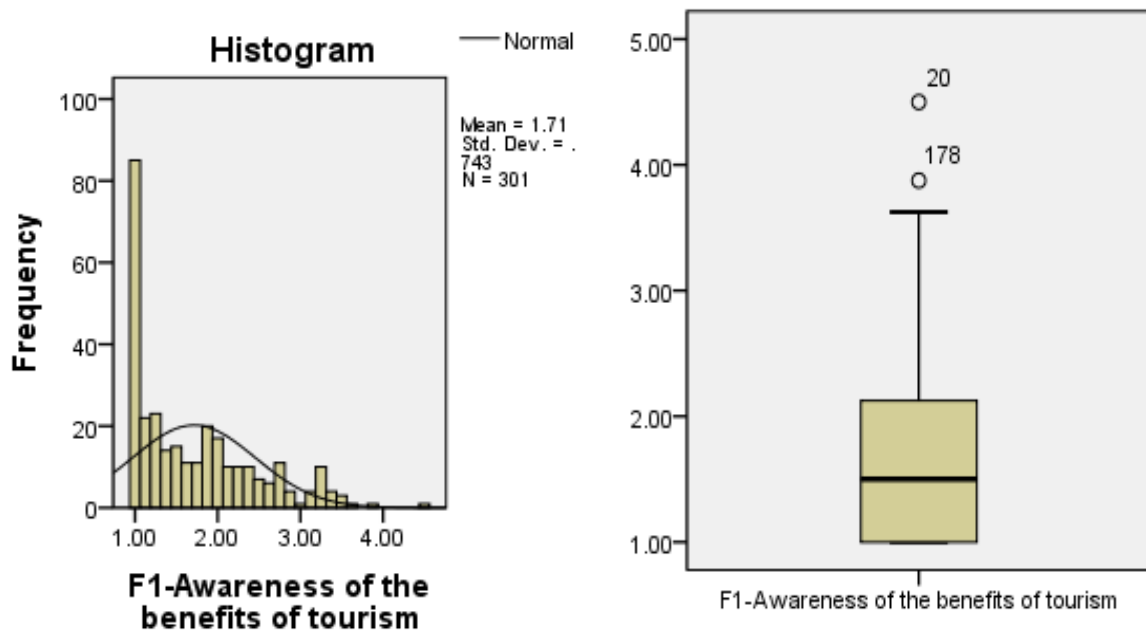


Figure 6.1: A histogram and box-plot of the community awareness of the benefits associated with tourism (F1)

The median value of 1.50 and mean of 1.71 indicate a positive skewness of data distribution as most respondents agreed with the items in the factor indicating a positive perception of the possible benefits of tourism. Items B9, B10 and B11 were asked in such a way that they were not facilitative to fostering positive attitudes of the benefits of tourism and in hindsight they should have been posed differently. Having discussed the distribution of the data this research investigated possible significant associations between the various independent groups and the awareness of the benefits factor (F1).

6.4.1 Significance of differences between independent groups with respect to the awareness of the benefits of tourism (F1)

When there are two independent groups then the t-test can be used for parametric data. However, when the data does not meet the parametric assumptions such as normality of data, then non-parametric procedures need to be utilised. Two independent groups were compared using the Mann-Whitney U-test.

6.4.1.1 Testing for significant differences between the gender groups (F44) with respect to the awareness of the benefits of tourism (F1)

The data as provided by SPSS 21.0 is given in the hypothesis summary and the Mann-Whitney U-test data in Figure 6.2. The null hypothesis cannot be accepted because the mean rank of female respondents (170.40) is statistically significantly higher than the mean rank of male respondents (140.91). Hence the alternative hypothesis is accepted. The Mann-Whitney U value was 8199.00 with a $Z = -2.823$ and $p < 0.01$. The effect size was small ($r = 0.16$). Female respondents thus agreed ($\bar{X}_F = 1.84$) to a statistically significantly smaller amount with the factor awareness of the benefits of tourism than male respondents ($\bar{X}_M = 1.64$).

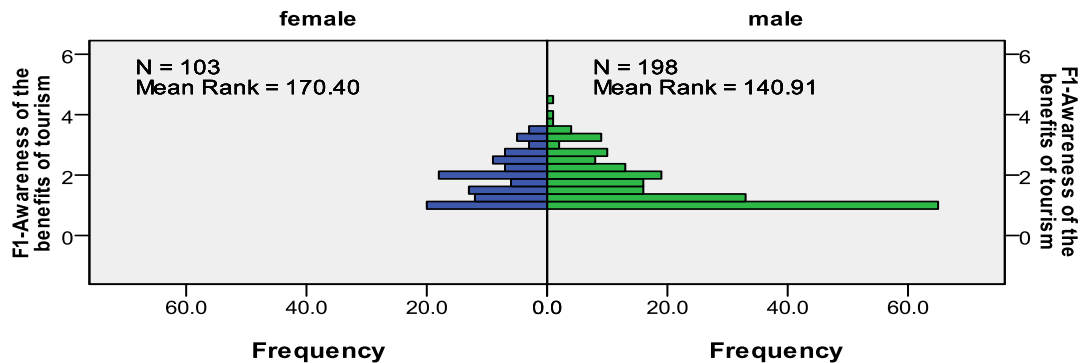
Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of F1-Awareness of the benefits of tourism is the same across categories of F44. Gender of responded.	Independent-Samples Mann-Whitney U Test	.005	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Independent-Samples Mann-Whitney U Test

F44. Gender of responded



Total N	301
Mann-Whitney U	8,199.000
Wilcoxon W	27,900.000
Test Statistic	8,199.000
Standard Error	707.632
Standardized Test Statistic	-2.823
Asymptotic Sig. (2-sided test)	.005

Figure 6.2: The data for the two gender groups regarding the possible benefits associated with tourism in the rural areas

This is not an unexpected result as the male respondents are more likely not to be involved in the core household responsibilities as these are typically performed by females in African countries. Male respondents thus have more time to give to tourism activities than females do and also act as traditional breadwinners for the family should any income accrue.

6.4.1.2 Testing the independent variable “have you received any direct income from tourism during the last year?” (A 40)

Respondents who answered yes to having received a direct income from tourism had a statistically significantly higher mean rank (176.37) than those who had

answered no (138.56). The appropriate values were $U = 7487.00$; $Z = -3.585$; $p < 0.0005$; $r = 0.22$. Persons who received a direct financial benefit would be expected to have a more positive disposition towards the benefits of tourism than those who had not. *But this was not the case*, as those who received no direct financial benefit agreed more strongly with the awareness of the benefits of tourism ($\bar{X}_{No} = 1.63$) than those respondents who indicated that they had received a direct financial benefit ($\bar{X}_{Yes} = 1.88$). It is possible that not receiving something leaves one with a stronger need of how it could have benefited him/her if it was received and that this could be especially true where one is involved with poor rural communities. In such communities the physiological needs for food, water, shelter and safety are especially high, and not receiving any direct monetary means to meet these needs could leave one with an acute awareness of their benefits especially if someone else in the community does receive such monetary benefits. It is also possible that if one does not receive a direct financial reward that one could compare oneself to the person receiving such reward, and the feeling of inequity in monetary terms could also be the cause of the difference in agreement with the factor. The box-plot in Figure 6.3 clearly indicates the difference in the median values of the yes and no respondents. Respondents who indicated “no” had a median of 1.2, which means that 50% of these respondents had a score of less than 1.2 and hence they strongly agreed with the benefits of tourism. Respondents who indicated “yes” had a median of 1.9, and hence 50% of respondents had scores less than 1.9, indicating agreement with the benefits of the tourism factor.

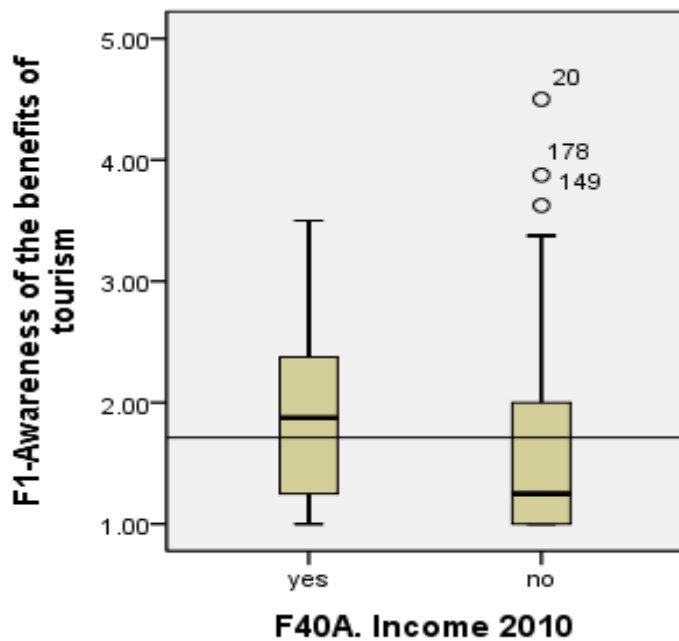


Figure 6.3: A box-plot of respondents who received a direct income from tourism compared to those who did not regarding their awareness of the benefits of tourism

6.4.1.3 The position occupied by the respondent who completed the questionnaire (AA3)

The questionnaire was completed by persons serving as nature reserve managers, local authorities, tourism officers, conservation officers and community members. As the first four categories all have to do with the leadership/management of tourism they were grouped into one group, while community members served as the second group. As one would expect the persons in management positions to have differing opinions from the community members regarding the benefits of tourism, the Mann-Whitney test was utilised and its results are given in Figure 6.4.

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of F1-Awareness of the benefits of tourism is the same across categories of Position recoded to 2 groups. .	Independent-Samples Mann-Whitney U Test	.111	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Figure 6.4: Summary of the comparison of the mean ranks of the two position occupied groups regarding the awareness of the benefits of tourism (F1)

Thus while both groups strongly agreed with the awareness of the benefits factor

($\bar{X}_{Man.} = 1.84$; $\bar{X}_{Com.} = 1.70$) the difference in agreement was not statistically significant. The findings could thus be the result of sampling error and would not be considered.

6.4.1.4 Testing for significant differences between the various educational levels (F48A)

The four original categories were collapsed to two namely none/primary and secondary/tertiary. Using the Kolmogorov-Smirnov test the following results were recorded by SPSS 21.0 ($Z = 1.448$; $p < 0.05$; $r = 0.10$). This indicates that there was a statistically significant difference present between the two educational level groups which is most easily explained by stating the mean scores obtained namely ($\bar{X}_{None/Prim} = 1.79$; $\bar{X}_{Sec/Ter.} = 1.60$). Hence respondents with the higher educational level agreed more strongly with the awareness of the benefits of tourism than did those with lower educational levels. This was expected as the more educated persons are expected to be more aware of the various efforts at stimulating the economy and thus attempting to create job opportunities which are associated with tourism.

6.4.2 Testing for significant differences between three or more independent groups

When testing for the significance of differences between three or more independent groups then one normally uses Analysis of Variance (ANOVA) to test for differences

between the mean scores of the three groups together, and should any difference be found here then post-hoc tests are conducted. However, where the data distribution is not normal then the non-parametric equivalent, namely the Kruskal-Wallis (H) test, is utilised.

6.4.2.1 Testing for significant differences between the three village groups in the sample regarding the awareness of the benefits of tourism (F42)

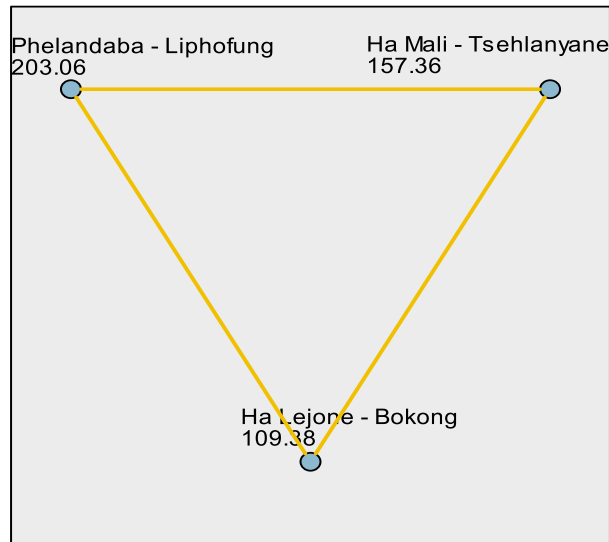
The results of the Kruskal-Wallis test was that the alternative hypothesis be accepted namely, that the mean scores of the three groups considered together do differ significantly with respect to their awareness of the benefits of tourism. The pair-wise comparison is displayed below the hypothesis test summary

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of F1-Awareness of independent the benefits of tourism is the same Samples across categories of F42.Village stay.	Kruskal-Wallis Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Pairwise Comparisons of F42.Village stay



Each node shows the sample average rank of F42.Village stay.

Sample1-Sample2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj.Sig.
Ha Lejone - Bokong-Ha Mali - Tsehlanyane	47.975	11.654	4.117	.000	.000
Ha Lejone - Bokong-Phelandaba - Liphofung	93.680	12.360	7.579	.000	.000
Ha Mali - Tsehlanyane-Phelandaba - Liphofung	-45.705	12.779	-3.577	.000	.001

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same. Asymptotic significances (2-sided tests) are displayed. The significance level is .05.

Figure 6.5: The data for the three village groups with respect to the awareness of the benefits of tourism (F1)

As Figure 6.5 show, it can be observed that the largest difference lies between the Ha Lejone (Bokong) and the Phelandaba (Liphofung) villages ($Z=7.579$; $p<0.0005$; $r=0.44$). The second largest difference in ranks is between the Ha Lejone (Bokong) and Ha 'Mali (Tsehlanyane) villages namely ($Z=4.12$; $p<0.000$; $r=0.24$). The smallest difference was present between Ha 'Mali (Tsehlanyane) and Phelandaba (Liphofung), namely ($Z=3.577$; $p<0.005$; $r= 0.21$). Arranging them in order of the effect sizes (r) indicates that the Ha Lejone versus Phelandaba difference is the most important one.

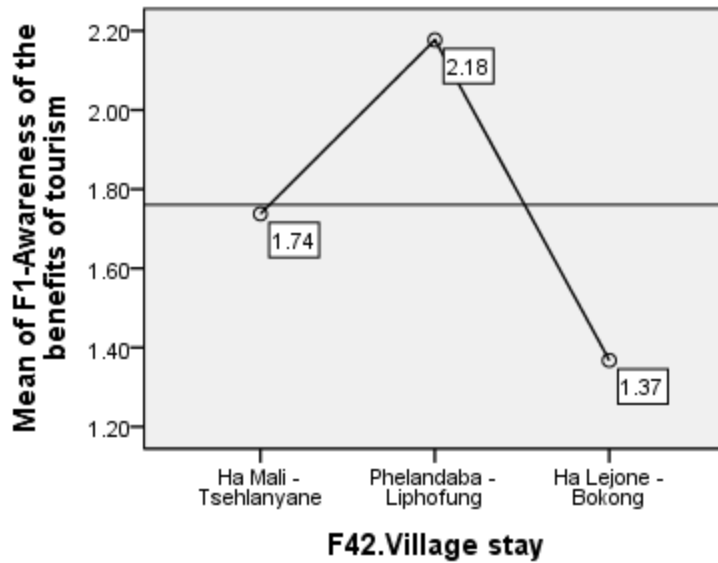


Figure 6.6: A line graph showing the mean scores of the three village groups with respect to their awareness of the benefits of tourism (F1)

Figure 6.6 shows that although all villages agree with the awareness of the benefits of tourism, the respondents from Ha Lejone agreed most strongly with it. Residents from Phelandaba thus agreed to the smallest extent with the benefits of tourism. This is most clearly shown by a line graph of the mean scores of the three villages in Figure 6.6.

6.5 ANALYSIS OF THE DATA OBTAINED FROM ALL RESPONDENTS REGARDING THE IMPACTS ASSOCIATED WITH TOURISM

Section B of the questionnaire contained 10 items under the sub-heading of impacts of tourism. However, the questions were posed in such a way that it appears more as if the items are referring to the unintended consequences of tourism. The scales of items B19, B20 and B21 were firstly reversed. The KMO value (MSA) of item B18 was < 0.6 and it was removed. Furthermore, the MSA value of item rB20 was still less than 0.6 and it was also removed. The remaining eight items had a KMO of 0.833 and Bartlett's sphericity of $p < 0.0005$, indicating that they could be further reduced to a smaller number of factors. One factor resulted which explained 62.14% of the variance present and had a Cronbach reliability of 0.858. It was named *the unintended consequences of tourism (F2)* and the items in the factor are provided in Table 6.13.

Table 6.13: The items and their mean scores and loadings in the factor unintended consequences of tourism (F2)

F2- The unintended consequences of tourism			
Item	Description	Mean	Loading
B14	Community members do not benefit from tourism projects taking place in this village	3.61	0.859
B12	Tourism does not create employment for the community members.	3.53	0.838
B16	Skiing and pony trekking do not benefit the community members	3.48	0.838
B13	Community members do not participate in making or selling handicrafts to tourists.	3.78	0.8
B15	Big events such as 4X4 for Africa do not bring money to this village.	3.19	0.774
B17	Tourism has not improved the infrastructure of this village	3.59	0.599
rB19	Tourism has taken community members' land	4.28	0.689
rB21	Tourism has changed the community members' behaviour	3.62	0.767
Average		3.64	0.771

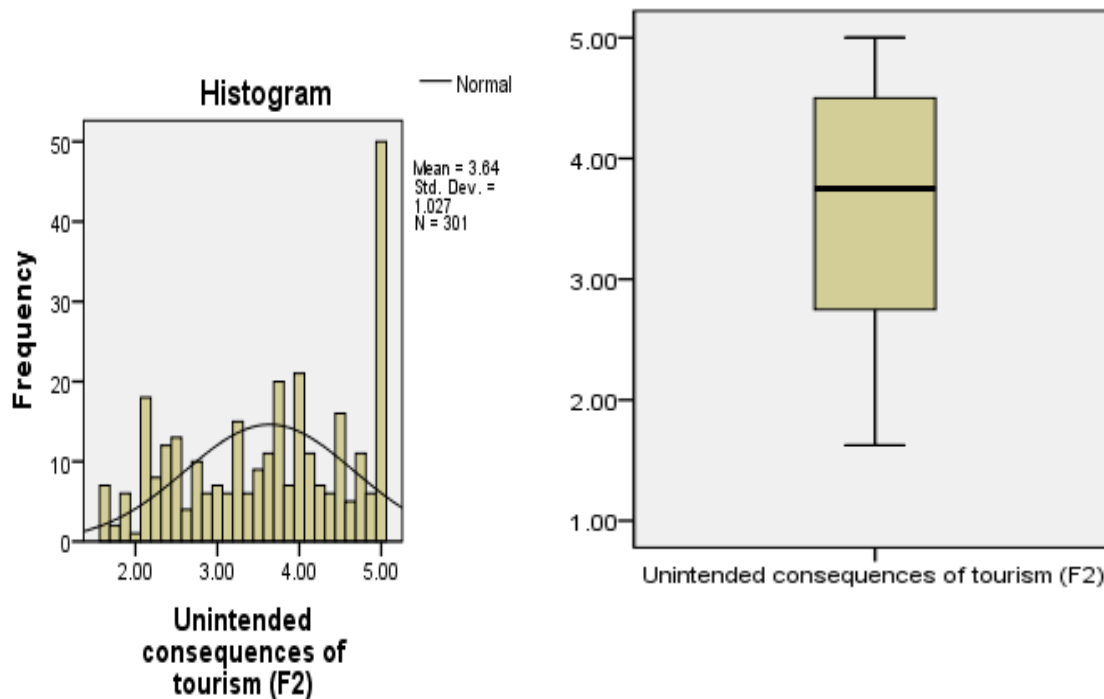


Figure 6.7: Histogram and box-plot of the unintended consequences of tourism (F2)

The mean score of 3.64 and median of 3.75 indicate uncertainty towards partial disagreement with the items in the factor . Item rB19 had a mean score of 4.28 on the reversed scale and hence this indicates disagreement with the item that tourism has taken some community members' land. The mean score of the uncertainty factor is typical of unintended consequences as they leave people unsure as the originally well intentioned procedures were not expected to produce negative results. For as Morgan (1997:292) indicates "potential new futures always create oppositions with the status quo". Tourism, can for example, result in a nature resort being established with the accompanying benefits of job creation and money for the community but the unintended consequences such as the social evils of alcoholism and prostitution which arose were not intended. As the distributions of the scores in this unintended consequences factor are only slightly negatively skew parametric procedures would be utilised and only those groups where statistically significant differences were present would be discussed.

6.5.1 Significant differences between three or more independent groups regarding the unintended consequences of tourism (F2)

The three village groups produced the factor mean scores as shown in Table 6.14

Table 6.14: Factor means of the three village groups with respect to the unintended consequences of tourism factor

Factor	Group	Mean	ANOVA (p-value)	Pair-wise comparisons (Dunnett T3)			
				1	2	3	
Unintended consequences of tourism (F2)	Ha 'Mali (1)	3.75	0.000 **	1	/	**	**
	Phelandaba (2)	2.47		2	**	/	**
	Ha Lejone (3)	4.35		3	**	**	/

** Statistically significant at the 1% level ($p < 0.0005$)

From the data in Table 6.14 it can be seen that the respondents from Phelandaba agreed most strongly with the unintended consequences of tourism while residents from Ha Lejone tend to disagree (4.35) with the items in this factor. It is thus obvious that the respondents from Phelandaba believe that tourism has contributed towards some of the unintended consequences such as not creating employment, not selling handicrafts to tourists, not owning tourism businesses and no funding from big events such as the 4x4 for Africa. This difference is more clearly indicated in Figure 6.8.

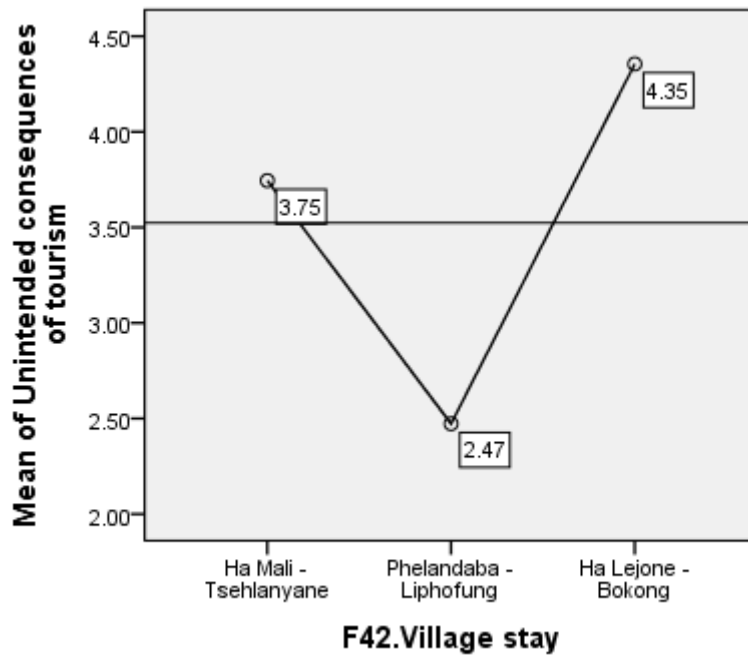


Figure 6.8: A line graph showing the factor mean scores of the three village groups regarding the unintended consequences of tourism (F2)

6.6 ANALYSIS OF THE DATA OBTAINED FROM ALL RESPONDENTS REGARDING THE ENVIRONMENTAL FACTORS ASSOCIATED WITH TOURISM

Section C of the questionnaire had nine items which were placed under environmental factors. Respondents had to choose between strongly agree (1) and strongly disagree (5) on an equal interval scale. Item C 27 was removed because of its low MSA value. Then items C26, C28, C29 and C30 had their scales inverted as they were negatively correlated with other items. Even after inversion item C26 had a MSA <0.6 and it was also removed. The KMO value of 0.731 and Bartlett's sphericity of $p < 0.0005$ indicated that the remaining items could be further reduced into factors. One factor resulted which explained 59.29% of the variance present and had a Cronbach reliability of 0.725. The factor was named *environmental aspects that attract tourism (F3)* and the items and their mean scores and factor loadings are shown in Table 6.15

Table 6.15: The items and their mean scores and loadings in the factor aspects in the environment that attract tourism (F3)

F3- Environmental aspects that attract tourism			
Item	Description	Mean	Loading
C23	The Local weather and climate attract tourists to visit this village	1.40	0.755
C24	Unique landscape of this village attracts tourists	1.45	0.827
C25	The National Park around the village has protected plants and animals	1.49	0.837
C22	Village has facilities for tourists e.g. accommodation, roads, attractions and others.	1.82	0.391
rC28	Government is not providing environmental awareness campaigns to community members	3.05	0.91
rC29	Government has not developed environmental education/training centres in the villages	3.32	0.867
rC30	Community members are not trained on how to protect the environment	2.97	0.848
Average		2.21	0.776

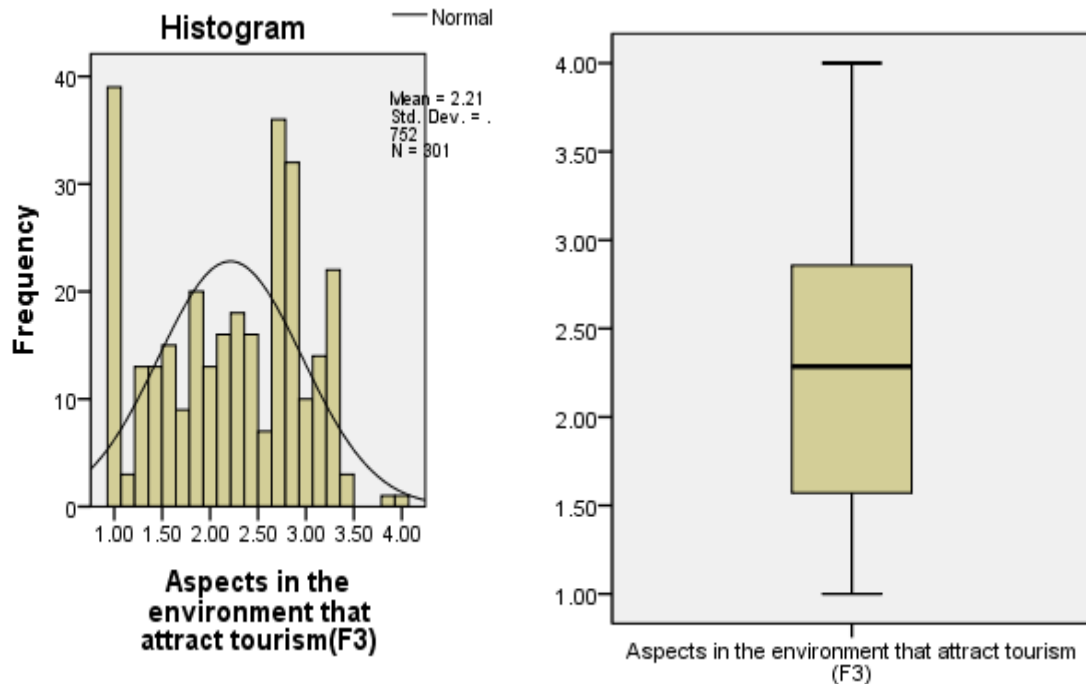


Figure 6.9: Histogram and box-plot showing the distribution of data in aspects in the environment that attract tourism (F3)

The mean score of 2.21 and median of 2.28 indicate that the majority of the respondents agree with the items in the factor aspects of the environment that attract tourism (F3). All three of the items applicable to the Government were reversed and the answers still remained neutral but they could be said to partially disagree that the Government was not developing environmental training centres in the villages. The item with the strongest agreement (1.40) was “the local weather and climate attract tourists to visit this village”. This indicates that the natural beauty of the environment was the strongest force of attraction for tourism with the implication of what can “we possibly do” to enable tourists to enjoy this natural beauty while at the same time benefiting the community.

6.6.1 Significant differences between three village groups (F42) with respect to the environmental factor (F3)

The data applicable to this factor are provided in Table 6.16.

Table 6.16: The mean scores of the three village groups with respect to the aspects in the environment that attract tourism (F3)

Factor	Group	Mean	ANOVA (p-value)	Pair-wise comparisons (Dunnett T3)			
				1	2	3	
Aspects in the environment that attract tourism (F3)	Ha 'Mali (1)	2.23	0.000 **	1	/	**	**
	Phelandaba (2)	2.89		2	**	/	**
	Ha Lejone (3)	1.72		3	**	**	/

** Statistically significant at the 1% level ($p < 0.0005$)

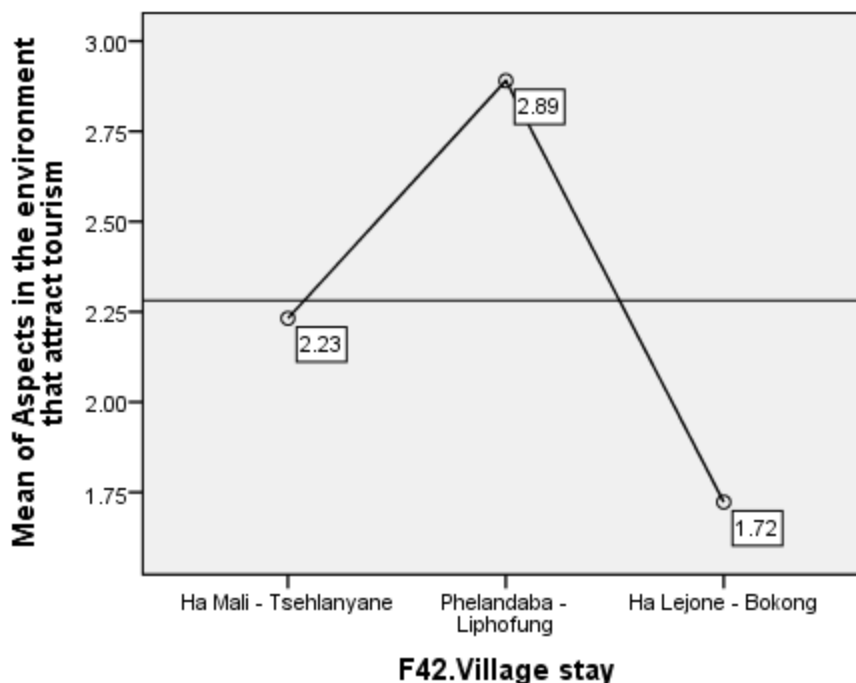


Figure 6.10: A line graph showing the factor mean scores of the three village groups regarding the aspects in the environment that attract tourism (F3)

The data from both Table 6.16 and Figure 6.10 indicate that respondents from Ha Lejone agreed most strongly with the items in the factor and that they differ statistically significantly from the respondents in the other two villages. It is also interesting that the graph in Figure 6.10 is virtually the opposite of the unintended consequences graph in Figure 6.8. The respondents from Ha Lejone disagreed with the unintended consequences factor while here in the natural environmental attraction factor they agreed most strongly. Also residents from Phelandaba agree

least strongly with this factor and they do not appear to be that positive about the ability of their environment to attract tourists.

6.7 ANALYSIS OF THE DATA OBTAINED FROM ALL RESPONDENTS REGARDING THE MANAGEMENT OF TOURISM

Section D of the questionnaire contained six items grouped under management of tourism. All six items were characterised by having high standard deviations indicating disagreement among the respondents. All six items had their scales inverted and then each one of D31, D33 and D35 were removed as their MSA values were still below 0.6. This left only three items in the factor with a KMO value of 0.677 and Bartlett's sphericity of $p < 0.005$. Hence the resulting PCA with varimax rotation resulted in one factor only which explained 63.98% of the variance present. It had a Cronbach alpha of 0.718 and was named *management of tourism (F4)*. The items and their mean scores and factor loadings are given in Table 6.17.

Table 6.17: The items and their mean scores and loadings in the factor the management of tourism (F4)

F4- Management of tourism			
Item	Description	Mean	Loading
rD34	Monitoring of tourism activities is done by the government bodies	4.05	0.856
rD36	Community members have no control over tourism projects	3.91	0.793
rD32	Only government bodies make decisions about tourism	3.91	0.747
Average		3.96	0.799

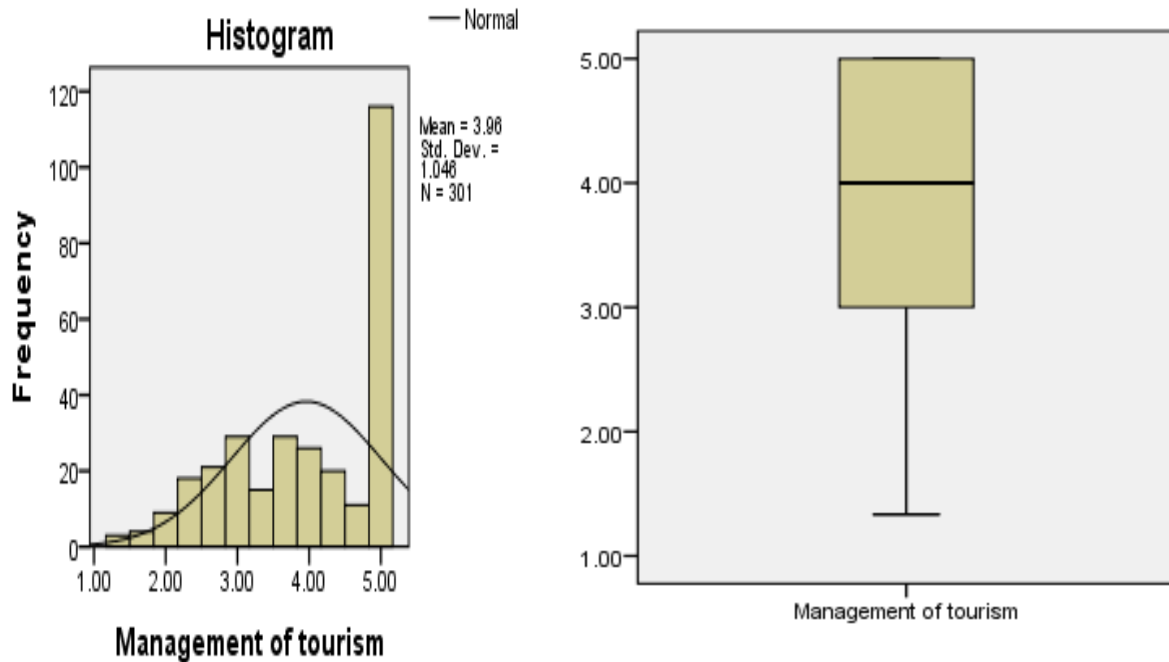


Figure 6.11: Histogram and box-plot showing the distribution of data in the management of tourism (F4)

The mean score of 3.96 and median of 4.00 should be interpreted against the inversion of the scales. Respondents thus disagreed with the items in the management of tourism factor. Items B31 (the community is involved in planning), B33 (community representatives participate in the formulation of laws and regulations relating to tourism) and B35 (assessment and evaluation are done by the community) were all answered unreliably and had mean scores indicating neutral opinions, which are often found in items which may have political connotations and as such are viewed with suspicion. They were, however, removed from the factor analytic procedure.

6.7.1 Significant differences between two independent groups regarding the management of tourism (F4)

The Mann-Whitney U-Test can be utilized for two independent groups

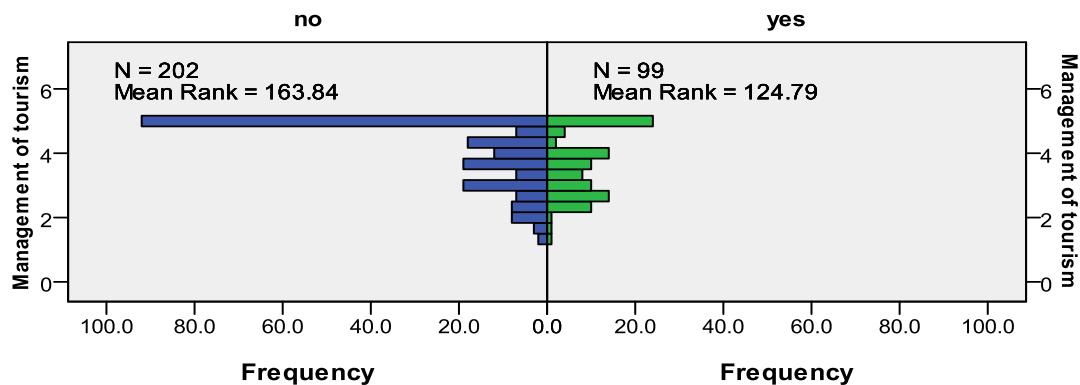
6.7.1.1 Testing the direct income from tourism groups (A 40) regarding the management of tourism

The data distribution in Figure 6.11 indicates a negatively skew distribution of data and hence non-parametric procedures were utilized in the analysis of the independent groups. The relevant data is given in Figure 6.12.

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Management of tourism is the same across categories of F40A. Income 2010.	Independent-Samples Mann-Whitney U Test	.000	Reject the null hypothesis.
Asymptotic significances are displayed. The significance level is .05.				

Independent-Samples Mann-Whitney U Test

F40A. Income 2010



Total N	301
Mann-Whitney U	12,593.500
Wilcoxon W	33,096.500
Test Statistic	12,593.500
Standard Error	687.553
Standardized Test Statistic	3.774
Asymptotic Sig. (2-sided test)	.000

Figure 6.12: The data for the two received income groups with respect to the management of tourism (F4)

The relevant values are $U = 12593.00$; $Z = 3.774$; $p < 0.0005$; $r = 0.22$. Bearing the scale inversion in mind, the respondents who indicated that they had received some income from tourism agreed more strongly ($\bar{X}_{Yes} = 3.66$) than the group who indicated that they had not received any income from tourism ($\bar{X}_{No} = 4.11$) with respect to the management of tourism. It thus appears as if the management of tourism and income received are positively associated with one another.

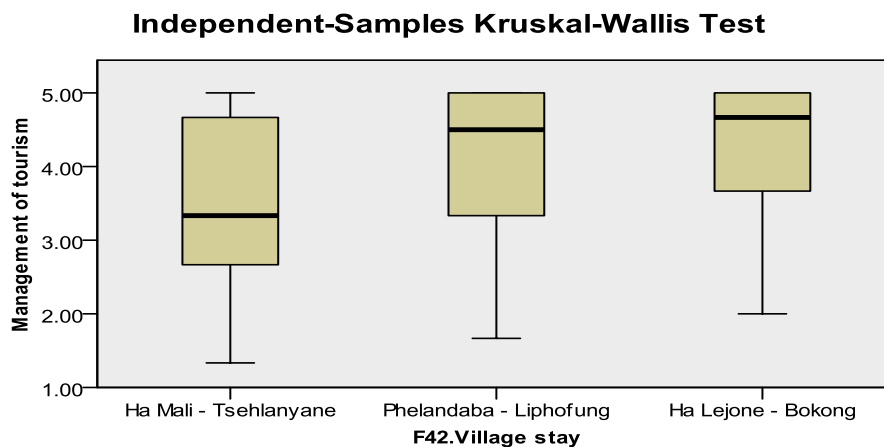
6.7.1.2 Significance of differences between the positions occupied groups (AA3) with respect to the management of tourism (F4).

The respondents concerned with managing tourism had a mean score of 3.39 while the community respondents had a mean score of 4.00. Respondents occupying management positions agreed more strongly with the management of tourism than did community members. As these members in management positions are concerned with the daily management of tourism and are acquainted with both advantages and disadvantages of tourism one would have expected a more positive response although a value of 3.39 can be interpreted as partial agreement. The non-parametric values were $U = 4216.50$; $Z = 2.622$; $p = 0.009$; $r = 0.15$.

6.7.2 Significant differences between three or more independent groups regarding the management of tourism (F4)

Item F42 asked respondents to indicate which village they lived in. Responses were from three categories namely Ha Mali (101), Phelandaba (82) and Ha Lejone (118). These three groupings are likely to see the management of resources differently and the results of the Kruskal-Wallis (H) test are provided below

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
1	The distribution of Management of tourism is the same across categories of F42.Village stay.	Independent-Samples Kruskal-Wallis Test	.000	Reject the null hypothesis.
Asymptotic significances are displayed. The significance level is .05.				



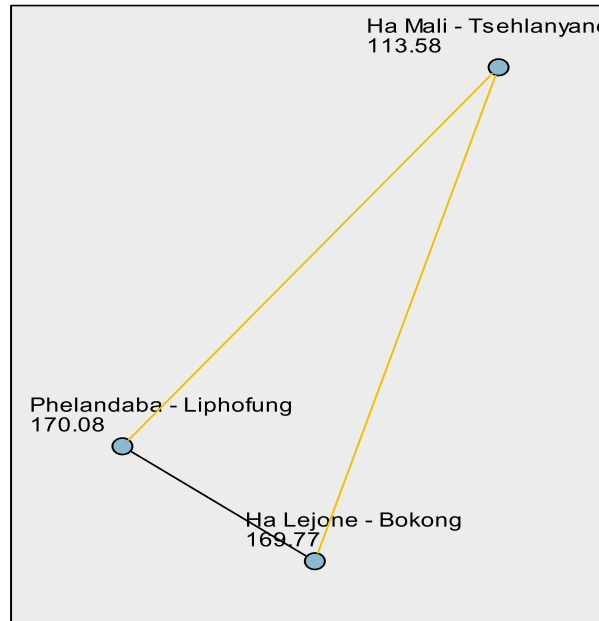
Total N	301
Test Statistic	29.908
Degrees of Freedom	2
Asymptotic Sig. (2-sided test)	.000

1. The test statistic is adjusted for ties.

Figure 6.13: The hypothesis for the three village groups with respect to the management of resources (F4)

The data in Figure 6.13 indicates that the null hypothesis cannot be accepted because the three groups differ statistically significantly regarding their mean scores when considered together, The Kruskal-Wallis H value of 29.91 has a significant p-value ($p < 0.0005$). Thus the three village groups do differ but one would need to do a pair-wise comparison to see which groups differ from which. However, if one observes the graph in Figure 6.13 it seems as if the difference lies between the median value of Ha Mali and Phelandaba and also Ha Mali and Ha Lejone. The pair-wise comparisons are given in Figure 6.14.

Pairwise Comparisons of F42.Village stay



Each node shows the sample average rank of F42.Village stay.

Sample1-Sample2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj.Sig.
Ha Mali - Tsehlanyane-Ha Lejone - Bokong	-56.183	11.434	-4.913	.000	.000
Ha Mali - Tsehlanyane-Phelandaba - Liphofung	-56.495	12.539	-4.506	.000	.000
Ha Lejone - Bokong-Phelandaba - Liphofung	.312	12.127	.026	.979	1.000

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same. Asymptotic significances (2-sided tests) are displayed. The significance level is .05.

Figure 6.14: The pair-wise comparison of the three village groups regarding the management of tourism (F4).

If one views the box-plot in Figure 6.13 along with the plot in Figure 6.14 then it should be obvious that the main difference in mean ranks and in median scores is between Ha ‘Mali and Ha Lejone ($Z=-4.913$; $p<0.0005$; $r = 0.28$). The second largest difference is between Ha ‘Mali and Phelandaba ($Z=-4.506$; $p<0.0005$; $r = 0.26$). There is statistically no significant difference in factor mean scores between Ha Lejone and Phelandaba. As the scale was inverted, respondents from Ha Mali ($\bar{X} = 3.48$) agreed more strongly with the management of tourism than did respondents from Ha Lejone ($\bar{X} = 4.20$) and respondents from Phelandaba ($\bar{X} = 4.21$) both of whom could be said to disagree with the management of tourism

factor. The negative view of the Phelandaba residents is also corroborated by the findings in Section 6.8 where the semi-structured interviews with the CCF members were analysed.

6.8 SYNTHESIS OF QUANTITATIVE DATA

Issues around rural tourism management in Lesotho can be said to be founded on four underlying factors or sub-dimensions namely:

- community awareness of the benefits of tourism (F1)
- the unintended consequences of tourism (F2)
- aspects in the environment attracting tourism (F3)
- the management of tourism (F4)

The factor concerning the community awareness of the benefits of tourism (F1) was associated with gender, direct income received or not from tourism, the position the respondent occupies in the community, the levels of education and the particular village the respondent came from. Male respondents agreed more strongly with the benefits factor than females while respondents who received no income from tourism agreed most strongly with the benefits factor. The higher the educational level of respondents the greater the extent of agreement with the benefits of tourism. Furthermore there was a strong association between the location of the village and the agreement with the benefits of tourism factor. Residents from Ha Lejone agreed most strongly with the awareness of the benefits of tourism factor and differed statistically significantly from both Phelandaba and Ha 'Mali.

The unintended consequences of tourism factor (F2) could be seen as the paradoxical consequences arising from the marketing of tourism. In order for the community to benefit from the positive aspects of tourism the community would need to cope with the negative consequences generated. Thus the task of management would be to integrate both sides by retaining the desirable qualities of both sides while minimising the negative dimensions. The unintended consequences factor was associated with the place of residence where respondents from Phelandaba agreed with the unintended consequences factor most strongly. Residents of Ha Mali

partially disagreed with the items in the factor while residents of Ha Lejone disagreed with the unintended consequences of tourism factor.

The aspects of the environment that attract tourism Factor (F3) were also associated with the village of residence. Residents from Ha Lejone strongly agreed with the aspects of the environment that attract tourism factors and the assumption is that this village lies in a particularly beautiful part of Lesotho. Ha 'Mali and Phelandaba residents also agreed with the factor but not as strongly as the Ha Lejone residents did. The context of residence thus has an inherent part due to its natural beauty to play in attracting tourism.

With respect to the management of tourism (F4) the respondents tended to disagree with the three items in the factor. The items were related to the bodies appointed by Government and it seems as if the residents would prefer greater involvement and greater decision-making power or more autonomy in the management of tourism. Respondents who indicated that they received a direct income from tourism were more favourably disposed towards the management factor. Persons occupying management positions partially agreed with the management factor while the community members disagreed with it. In the sense of position in the community one could thus say that the relationship between position and agreement with the management of tourism was a direct relationship; the lower the position in the community hierarchy the lower the agreement with the management of tourism factor. With respect to the village of residence the residents of Ha 'Mali partially agreed, tending towards being neutral with the management factor, while residents from Ha Lejone and Phelandaba disagreed with the management of tourism factor.

6.9 PRESENTATION OF SEMI-STRUCTURED INTERVIEWS WITH THE CCF MEMBERS

While conducting interviews with the 42 CCF members from three villages (18 were from Ha 'Mali, 13 from Phelandaba and 11 were from Ha Lejone) the researcher first obtained their opinions via the questions analysed below. The response to each question was determined by a show of hands as the items were of a binary nature. The CCF members were specifically asked to refrain from being uncertain about their answers as either a positive or a negative response was requested. The

opinions of interview respondents are summarised via cross-tabulations in various tables which follow.

6.9.1 Do you think people in the village are knowledgeable or aware of tourism? (Q2QLT)

Table 6.18: A cross-tabulation between “Do you think people in the village are knowledgeable or aware of tourism” versus village of residence

			Q2QLT.Do you think people in the village are knowledgeable or aware of tourism		Total
			Yes	No	
Nature reserve QLT	Ha 'Mali	Count	17	1	18
		Expected Count	15.4	2.6	18.0
		% within Nature reserve QLT	94.4%	5.6%	100.0%
		% within Q2QLT.Do you think people in the village are knowledgeable or aware of tourism	47.2%	16.7%	42.9%
		% of Total	40.5%	2.4%	42.9%
		Std. Residual	.4	-1.0	
	Phelandaba	Count	8	5	13
		Expected Count	11.1	1.9	13.0
		% within Nature reserve QLT	61.5%	38.5%	100.0%
		% within Q2QLT.Do you think people in the village are knowledgeable or aware of tourism	22.2%	83.3%	31.0%
		% of Total	19.0%	11.9%	31.0%

		Std. Residual	-.9	2.3*	
Ha Lejone		Count	11	0	11
		Expected Count	9.4	1.6	11.0
		% within Nature reserve QLT	100.0%	0.0%	100.0%
		% within Q2QLT.Do you think people in the village are knowledgeable or aware of tourism	30.6%	0.0%	26.2%
		% of Total	26.2%	0.0%	26.2%
		Std. Residual	.5	-1.3	
Total		Count	36	6	42
		Expected Count	36.0	6.0	42.0
		% within Nature reserve QLT	85.7%	14.3%	100.0%
		% within Q2QLT.Do you think people in the village are knowledgeable or aware of tourism	100.0%	100.0%	100.0%
		% of Total	85.7%	14.3%	100.0%

The Cramer's value was $V = 0.467$; $p = 0.01$. Thus there is a significant association between the CCF members' opinion about the people in the village being knowledgeable or aware of tourism and the village they come from. The effect size ($r = 0.47$) is considered to be moderate in size. If one considers the standardised residual (R) of each of the six cells in the 2x3 matrix, in order to determine which of the cells in the table makes the greatest contribution to the association, then any R value greater than 2 and positive means that the observations made are more than can be expected by chance (Norusis, 2009:352). Thus in the Phelandaba/No cell where the value is $R = +2.3$, more persons answered no (5) than would be expected by chance (only 1.9). This "no answer" from the CCF members of Phelandaba accounts for 5 (83.3%) out of the 6 no answers from all three villages taken together. Thus the CCF members from Phelandaba do not think that the residents of this

village are knowledgeable and aware of tourism and have a rather negative view when compared to the CCF members of Ha Mali and Ha Lejone. The graph in Figure 6.15 shows this relationship.

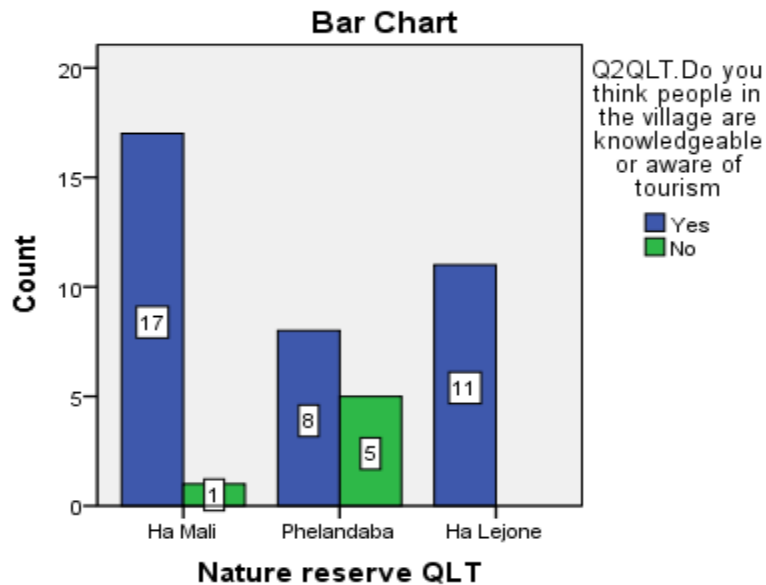


Figure 6.15: Bar graph of the opinions of the CCF members of the awareness and knowledgeability of the three village groups

According to Figure 6.15, it is clear that Ha ‘Mali and Ha Lejone CCF members perceive the awareness and knowledge about tourism among their communities in a positive light, whereas among 13 members of Phelandaba, five perceived that their community was not aware or knowledgeable with tourism.

6.9.2 What is the attitude of community members towards tourism? (Q3QLT)

Table 6.19: A cross-tabulation between “what is the attitude of community members towards tourism” versus village of residence

			Q3QLT.What is the attitude of community members towards tourism?		Total
			Positive	Negative	
Nature	Ha Mali	Count	17	1	18

reserve QLT		Expected Count	12.0	6.0	18.0
		% within Nature reserve QLT	94.4%	5.6%	100.0%
		% within Q3QLT.What is the attitude of community members towards tourism?	60.7%	7.1%	42.9%
		% of Total	40.5%	2.4%	42.9%
		Std. Residual	1.4	-2.0*	
	Phelandaba	Count	2	11	13
		Expected Count	8.7	4.3	13.0
		% within Nature reserve QLT	15.4%	84.6%	100.0%
		% within Q3QLT.What is the attitude of community members towards tourism?	7.1%	78.6%	31.0%
		% of Total	4.8%	26.2%	31.0%
		Std. Residual	-2.3*	3.2*	
	Ha Lejone	Count	9	2	11
		Expected Count	7.3	3.7	11.0
		% within Nature reserve QLT	81.8%	18.2%	100.0%
		% within Q3QLT.What is the attitude of community members towards tourism?	32.1%	14.3%	26.2%
		% of Total	21.4%	4.8%	26.2%
		Std. Residual	.6	-.9	
	Total	Count	28	14	42
		Expected Count	28.0	14.0	42.0

	% within Nature reserve QLT	66.7%	33.3%	100.0%
	% within Q3QLT.What is the attitude of community members towards tourism?	100.0%	100.0%	100.0%
	% of Total	66.7%	33.3%	100.0%

Cramer's V for the association was 0.736 with a probability of $p < 0.0005$. The effect size ($r = 0.74$) is large and hence the effect is considered to be important. There is thus a strong association between the CCF village members and their perception of the attitude of their community members towards tourism. The most noteworthy cell with the highest standardised residual is again the Phelandaba CCF representatives who indicate that their community has a negative attitude towards tourism. Of the 13 Phelandaba CCF members 11 had a negative view against an expected 4.3 while only 2 had a positive view against an expected 8.7. *Thus the Phelandaba CCF members believe that their village residents have a negative attitude towards tourism while the CCF members of Ha 'Mali and Ha Lejone believe their residents to have positive views.*

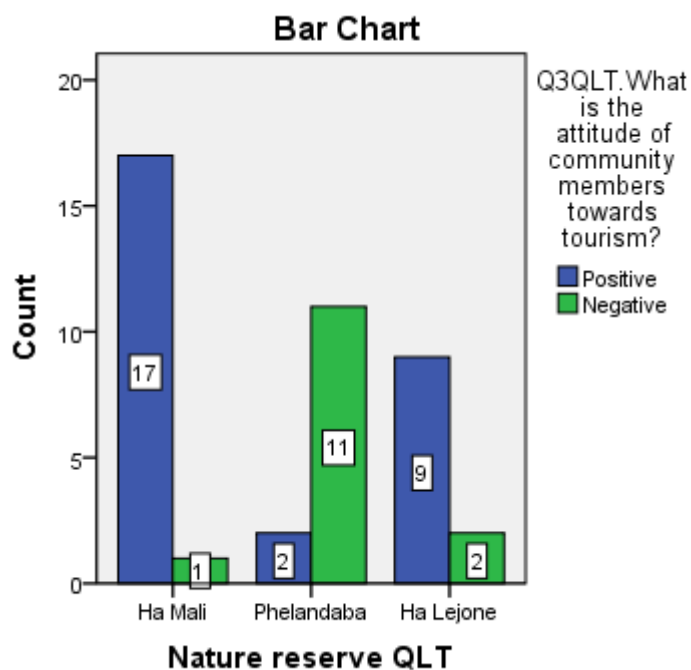


Figure 6.16: Bar graph of the opinions of the CCF members of the attitudes of the community members towards tourism

In Figure 6.16 it is obvious that the Phelandaba CCF members have the perception that their community members have negative attitudes (11 observed) rather than positive attitudes (2 observed) towards tourism. The other two groups of CCF members have positive perceptions about their community members' attitude towards tourism.

6.9.3 How do community members perceive tourism? (Q4QLT)

The responses from the three CCF village groups were almost identical to question three above, with only the CCF members of Phelandaba having a negative view of how their village community members perceive tourism. Of the 13 CCF members all 13 indicated a negative perception of Phelandaba village residents towards tourism. The Cramer's $V = 0.780$; $p < 0.0005$; $r = 0.78$ indicates the importance of this association. The effect size is considered to be large and is highly significant ($p < 0.0005$) meaning that such a large association is unlikely to be due to chance effects and hence the strength of this relationship is significant. This finding corroborates the quantitative finding in 6.4.2, Table 6.14 and Figure 6.9 which shows how the unintended consequences of tourism have influenced the perceptions of residents and CCF members from Phelandaba. Considering the literature about unintended consequences and these findings, this again indicates triangulation of data. The graph accompanying these results is given in Figure 6.18.

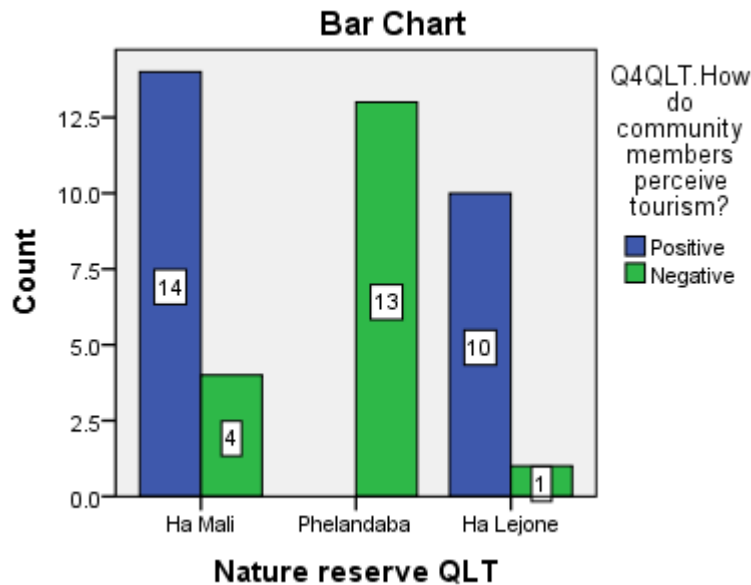


Figure 6.17: Bar graph of the opinions of the CCF members of the attitudes of the community members towards tourism

In Figure 6.17 it is clear that all of Phelandaba’s CCF members perceived their community as having a negative attitude towards tourism, while the Ha ‘Mali and Ha Lejone’s CCF members display positive perceptions about attitudes of their communities towards tourism.

6.9.4 Do you think people in the village are interested in participating in tourism?

It was again the CCF members of Phelandaba which indicated a negative view of participation by their community members in tourism. The Cramer’s $V= 0.642$; $p<0.0005$; $r= 0.64$ all indicated that the association was significant and of practical importance. Both Ha ‘Mali and Ha Lejone CCF members indicated positive views of participation in tourism, whereas Phelandaba CCF members held a negative view. The practical significance of this finding is probably that if particular CCF members believe that the community members are negative regarding tourism activities, then it is also highly probable that they would have a negative view of participation by community members in tourism activities. If the persons involved with the management of tourism are negative it is unlikely that the members under them would be positive. The graph in Figure 6.18 indicates the negative view of the Phelandaba CCF members compared to the positive views of the other two CCF member groups.

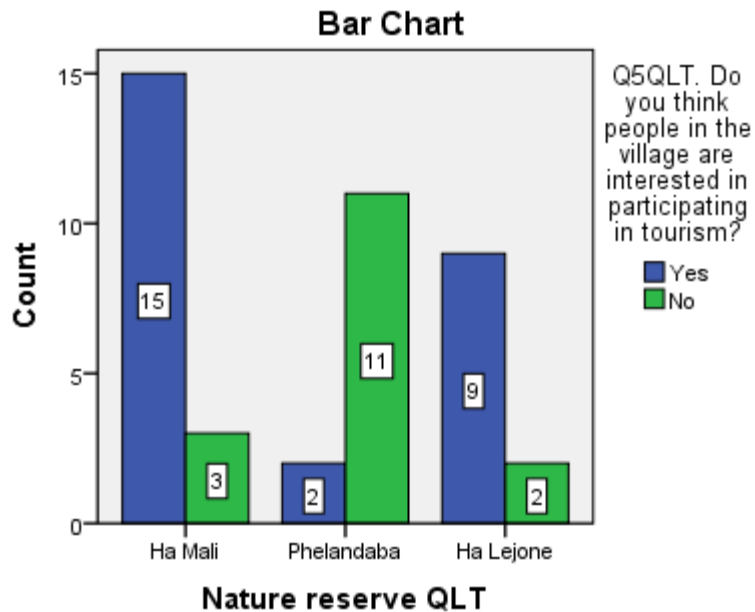


Figure 6.18: Bar graph of the opinions of the CCF members of whether the people in their village are interested in participating in tourism

Figure 6.18 shows that among the three groups of CCF members, the Phelandaba CCF member’s opinion is a no on whether the people of their village are interested in participating in tourism. With Ha ‘Mali and Ha Lejone CCF members, the majority of responses on interest of villagers in participation were yes.

6.9.5 Do you think your community benefits from tourism? (Q6QLT)

The yes or no answers provided by the three CCF groups were cross tabulated with the three nature reserve groups. The results are given in Table 6.20.

Table 6.20: A cross-tabulation between “do you think your community benefits from tourism” versus village of residence

			Q6QLT. Do you think community benefit from tourism?		Total
			Yes	No	
Nature reserve QLT	Ha ‘Mali	Count	18	0	18
		Expected Count	12.4	5.6	18.0

		% within Nature reserve QLT	100.0%	0.0%	100.0%
		% within Q6QLT.Do you think community benefits from tourism?	62.1%	0.0%	42.9%
		% of Total	42.9%	0.0%	42.9%
		Std. Residual	1.6	-2.4	
	Phelandaba	Count	2	11	13
		Expected Count	9.0	4.0	13.0
		% within Nature reserve QLT	15.4%	84.6%	100.0%
		% within Q6QLT.Do you think community benefits from tourism?	6.9%	84.6%	31.0%
		% of Total	4.8%	26.2%	31.0%
		Std. Residual	-2.3*	3.5*	
	Ha Lejone	Count	9	2	11
		Expected Count	7.6	3.4	11.0
		% within Nature reserve QLT	81.8%	18.2%	100.0%
		% within Q6QLT.Do you think community benefits from tourism?	31.0%	15.4%	26.2%
		% of Total	21.4%	4.8%	26.2%
		Std. Residual	.5	-.8	
Total		Count	29	13	42
		Expected Count	29.0	13.0	42.0
		% within Nature reserve QLT	69.0%	31.0%	100.0%

	% within Q6QLT.Do you think community benefits from tourism?	100.0%	100.0%	100.0%
	% of Total	69.0%	31.0%	100.0%

There is a strong association ($V=0.793$; $p<0.0005$; $r = 0.79$) between the three nature reserve CCF groups and their yes or no answers about benefits of tourism to the villages concerned. Again it was the CCF members from Phelandaba who had the opposite view, in that more of them (11) indicated a negative answer than was expected of them (4.0), whereas only 2 answered positively when 9 were expected to do so. Thus the Phelandaba CCF members again show that they are negative about their communities being able to benefit from tourism. Both Ha 'Mali and Ha Lejone CCF members were more positive than negative about the benefits of tourism to their communities.

This finding is in agreement with Section 6.4.2 and the data in Figure 6.6 which indicates that the residents (both community and community leaders) of Phelandaba agreed to the smallest extent with the benefits of tourism factor (F1). The CCF members make a large contribution towards the negative perceptions among the community. This negative perception requires further investigation.

6.9.6 Do you think educating or training people about tourism can improve participation and involvement in tourism? (Q6QLT)The yes or no responses are summarised in Table 6.21.

Table 6.21: A cross-tabulation between “do you think educating or training people about tourism can improve participation and involvement in tourism” versus village of residence? (Q6QLT)

	Q10QLT.Do you think educating or training people about tourism can improve participation and involvement in tourism?		Total
	Yes	No	

Nature reserve QLT	Ha Mali	Count	17	1	18
		Expected Count	17.1	.9	18.0
		% within Nature reserve QLT	94.4%	5.6%	100.0%
		% within Q10QLT.Do you think educating or training people about tourism can improve participation and involvement in tourism?	42.5%	50.0%	42.9%
		% of Total	40.5%	2.4%	42.9%
		Std. Residual	.0	.2	
	Phelandaba	Count	13	0	13
		Expected Count	12.4	.6	13.0
		% within Nature reserve QLT	100.0%	0.0%	100.0%
		% within Q10QLT.Do you think educating or training people about tourism can improve participation and involvement in tourism?	32.5%	0.0%	31.0%
		% of Total	31.0%	0.0%	31.0%
		Std. Residual	.2	-.8	
	Ha Lejone	Count	10	1	11
		Expected Count	10.5	.5	11.0
		% within Nature reserve QLT	90.9%	9.1%	100.0%

		% within Q10QLT.Do you think educating or training people about tourism can improve participation and involvement in tourism?	25.0%	50.0%	26.2%
		% of Total	23.8%	2.4%	26.2%
		Std. Residual	-.1	.7	
Total		Count	40	2	42
		Expected Count	40.0	2.0	42.0
		% within Nature reserve QLT	95.2%	4.8%	100.0%
		% within Q10QLT.Do you think educating or training people about tourism can improve participation and involvement in tourism?	100.0%	100.0%	100.0%
		% of Total	95.2%	4.8%	100.0%

From the cross-tabulation in Table 6.21 it is obvious that the overwhelming perception is a positive one, where 95.2% of all CCF members indicated that they do believe that educating or training people about tourism can improve participation and involvement in tourism. Even the CCF members from Phelandaba were overwhelmingly positive. The result is that there is no significant association between the CCF members' yes or no answers and the villages they represent. The Cramer's $V = 0.164$ was small, as were the associated probability value and effect size ($p > 0.05$; $r = 0.16$). Despite the previously negative perceptions of the Phelandaba CCF members they do believe that people can be trained about tourism and hence their participation and involvement in tourism can improve. Hence it appears as if the Phelandaba village residents are in dire need of such training as the CCF members believe that this can bring about more involvement with concomitant improved attitudes and awareness of the benefits of tourism.

This item regarding the value of educating or training people was the only item which did not have a significant association between the CCF members and their yes or no answers as to how positive their communities were towards some of the aspects associated with tourism. Their answers were overwhelmingly positive and hence no significant association between the two opinion groups from the three villages concerned. This association is shown in Figure 6.19.

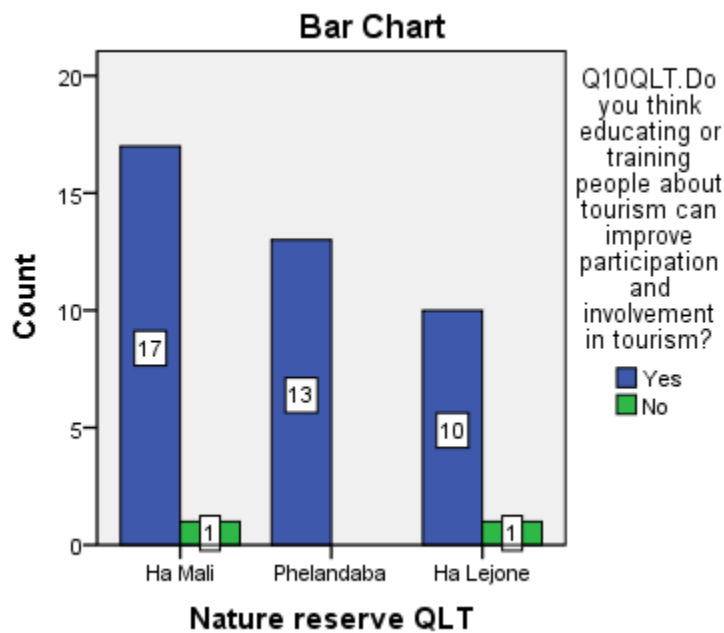


Figure 6.19: Bar graph of the opinions of the CCF members on whether they think educating or training people about tourism can improve participation in tourism.

Figure 6.19 shows that from the three groups of CCF members, they all believed educating or training people about tourism could improve participation and involvement in tourism. Among all CCF members from three village's only two members were negative about the training and educating of local communities.

6.10 SYNTHESIS OF SEMI-STRUCTURED INTERVIEWS WITH THE CCF MEMBERS

The CCF members of the Phelandaba community were negative with respect to:

- how knowledgeable their village members were about tourism,
- their attitudes towards tourism,

- their perceptions of tourism,
- their participation in tourism,
- possible benefits from tourism

This was compared with the CCF members of the other two villages, namely Ha 'Mali and Ha Lejone. This is a matter of concern because if one has leadership members who are so negative about attitudes and perceptions about tourism then it is unlikely that the community members would be positive about them.

However, all three of the CCF groups were positive about the possible role of education and training in changing such perceptions and attitudes as they overwhelmingly believed that this was plausible.

6.11 ANALYSIS OF THE QUALITATIVE DATA

In this section, there are three sub-titles which are introductory comments, clarification of terms and steps followed in analysing the qualitative data.

6.11.1 Introductory comments

Of the many theoretical lenses through which tourism may be viewed, one of the most useful is considering tourism as a changing social phenomenon of a capitalist economic system. Tourism can thus be viewed as something which contains an inner contradiction, for example successful tourism depends on cooperation as well as competition. The Government uses public/private partnerships in order to stimulate private initiatives to become involved in tourist attractions. In this way private enterprise can, for example, build a game lodge to accommodate tourists and in turn create job opportunities for the local community. The private enterprises earn profit from the endeavour while the community earn an income. However, the private enterprises also bring many of their own primary workers to assist them while the persons they hire are secondary workers who receive temporary employment. As such they do not receive the same benefits as the primary workers and are also subject to being hired and fired along with the vagries of the business cycle (Morgan, 1997:312). Private enterprises normally obtain large Government contracts but are subject to certain conditions such as involvement of the local community and creating employment for them. Thus it can be said that even the initial work contract

between public and private enterprise contains inherent contradictions. Tourism thus has certain advantages such as creating employment, but it also involves inherent contradictions such as the social ills of alcoholism and prostitution that often come with job creation. In the data analysis one is thus often confronted with a dimension and its possible contradiction or paradox.

During the analysis of the quantitative data it was observed that the data analysis often indicated two sub-dimensions or factors, namely the benefits associated with tourism and its contradictions, which one could possibly name the potential detriments of tourism. In the qualitative analysis of the data the research thus searched for themes in the data and attempted to group these themes into dimensions. The participants were CCF members who represent the community in the management of the reserves. The CCF members used were from three villages where the study was conducted. Qualitative data is presented and analysed in the form of a table. Data was grouped into evidence, themes, sub-theme and dimensions.

6.11.2 Clarifying qualitative terms

The following are brief clarifications of the way the researcher used basic terms in the textual qualitative analysis:

- Data is regarded as gathered information from respondents and interpreted in the meaningful analysis.
- Theme is considered as a tool used to describe integrating ideas from data. In this study a theme was used to describe elements identified from the text and identifying themes was a starting point.
- Sub-theme represented evidence, thus crucial as evidence was based on decision-making.
- Dimension was used as identification of the components of research project.
- Evidence was used as the general idea to show how the data was generated in relationship to the theme of interest.

6.11.3 Steps followed in analysing the qualitative data

The respondents were from three different villages. There were 42 CCF members and the researcher divided them randomly into six groups, 2 groups per village. Each group then reported their answer/s to a particular question via one of the group members. One person in each group was appointed as a scribe to provide a written record of the answer/s of the group. The researcher also made notes of each answer from each of the six groups and also collected the written answers from the appointed scribe. As many of the answers to the questions were the same only the core of the answer is provided as evidence in Table 6.22.

For this study only Questions 4,6,9,14,15, 16 and 17 from an interview questions were used to provide evidence, sub-theme, themes and dimensions from the CCF members' responses. The reason why other questions were not used was that they provided the yes/no, good/poor and increase/decrease answers which do not provide categories used in presenting data.

Table 6.22: The evidence, sub-themes, themes and dimensions from CCF members from the three villages

Question	Item	Evidence	Sub-theme	Theme	Dimension
4. How do community members perceive tourism?	IQ 4.1	Good/positive as they benefit from tourism	Advantage of tourism (Functional consequences of Tourism)	Perceived benefit	Management
	IQ 4.2	Government issue because communities are never involved	Exploitation of community (Dysfunctional consequences of tourism)	Perceived detriment	Management
	IQ4.3	Not theirs but for foreigners as local communities do not actually participate in tourism, some perceptions were that tourism is white people's activity	Exploitation by government (Perceived detriments of tourism)	Perceived detriment	Management

	IQ4.4	Not good/negative – bad because tourism has not brought any change in our villages	Lack of positive change	Perceived detriment	Management
	IQ4.5	Tourism is not our responsibility, it is a government issue	Lack of inclusion	Perceived detriment	Management
17. Suggest improvements to increase tourism in this village	IQ7.1	Tourism activities must be improved for better tourism in our area	Lack of participation when planning	Lack of cooperative Planning	Management
	IQ 17. 2	Infrastructure – proper lodges, roads, airport should be developed to improve tourism	Lack of infrastructure (government not allocating enough funds to improve tourism infrastructure)	Perceived detriment	Management
	IQ17.3	Park management should be improved and local communities should be involved in management	Lack of community involvement in planning	Lack of cooperative planning	Management
	IQ17.4	Tourism employment from local communities should be a priority	Employment as a benefit of tourism	Wrong priorities in planning	Management
6. Do you think community members benefit from	IQ 6.1	No nature reserve does not really provide employment to local	Perceptions of unfair recruitment	Perceived detriment	Management

tourism?	IQ 6.2	communities No the reserve does not allow local handcrafts selling around	Perceptions of unfair selling practices	Perceived detriment	Management
	IQ 6.3	No fairness on pony hiring – reserves workers use their friend’s horse for pony trekking	Perceptions of unfair employment opportunities	Perceived detriment	Management
	IQ 6.4	The system used for hiring locals to work as conservation protection workers is not fair	Perception of unfair employment opportunities	Perceived detriment	Management
	IQ 6.5	Locals are employed in the reserves	Employment in reserve	Perceived benefit	Management
	IQ 6.6	Locals sell handcrafts to tourists	Income creation to local community	Perceived benefit	Management
	IQ 6.7	Locals provide their horses to reserves with pony trekking	Income creation to local community	Perceived benefit	Management
	IQ 6.7	Protection belt workers are from local communities	Employment for local community	Perceived benefit	Management
	IQ 6.8	No communities’ 10% money from the reserve is not really benefiting the community	Perception of unfair compensation	Perceived detriment	Management
9.Has tourism	IQ 9.1	Local people are working at parks	Primary job-creation (in	Perceived benefit	Management

created employment in the village		in the reserves in different kinds of jobs e.g. waiters and waitresses, cleaners, protection belts etc.	reserve and not in community)		
	IQ 9.2	Local communities sell handcrafts to tourists as source of income	Job creation	Perceived benefit	Management
	IQ 9.3	Locals are getting money from pony trekking	Job creation	Perceived benefit	Management
	IQ 9.4	Local communities are working to make protected belts	Job creation	Perceived benefit	Management
14. Suggest ways in which villagers can participate more in tourism	IQ 14.1	Taking part on the operation of the reserves	Greater participation in planning tourist strategies	Perceived benefit	Management
	IQ 14.2	Participate in selling handcrafts	Employment in secondary labour market	Perceived benefit	Management
	IQ 14.3	If their horses are used by tourists for pony trekking	Opportunities in secondary labour market – community involvement	Perceived benefit	Management
	IQ 14.4	If communities believe that they are involved in tourism any decisions they are more committed to	Participatory decision-making	Perceived benefit	Management

		benefits of tourism			
16. What are challenges for tourism in this village?	IQ 16.1	There is a lack of tourism facilities	Poor infrastructure for tourism	Perceived detriment	Management
	IQ 16.2	There is a problem of misbehaving tourists	Dysfunctional consequences of tourism	Perceived detriment	Management
	IQ 16.3	Tourism happen to promote prostitution in our village	Dysfunctional consequence of tourism	Perceived detriment	Management
	IQ 16.4	More tourism attractions are needed to experience large number of tourism visiting the nature reserves	Lack of infrastructure	Perceived detriment	Management
	IQ 16.2	Lack of community participation in tourism	Lack of community participation	Perceived detriment	Management
15. Suggest ways in which tourism can be controlled or managed in this village.	IQ 15.1	Involve communities in planning	Lack of cooperative planning	Potential detriment	Management
	IQ 15.2	Community involvement in tourism	Lack of community involvement when planning for tourism	Potential detriment	Management
	IQ 15.3	Fair employment criteria	Perception of unfair recruitment/selection practices by reserve	Potential detriment	Management
	IQ 15.4	Proper planning of resources use	Lack of effective Human	Potential detriment	Management

			Resource planning		
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6.12 SYNTHESIS OF QUALITATIVE DATA ANALYSIS

The repetitive nature of the answers given by the CCF members of the community indicated data saturation with respect to the benefits and possible disadvantages of tourism. The answers were found to represent the dialectical nature of tourism in that it is associated with both potential benefits as well as potential detriments (see Table 6.22).

- **Community members' perceptions of tourism**

The marketing of tourism can be seen as an attempt to influence the perceptions of the persons involved. As such the phenomenon of tourism can involve itself with paradoxical consequences. For example, advantages of tourism such as greater inclusivity in the planning activities can result in perceptions of unfair selection participation criteria, if the phenomenon of tourism is poorly managed. The perceptions of the community members fell into two polar opposites, namely advantages and disadvantages. This researcher believes that one should rather speak of potential advantages of tourism as it has the potential to be perceived as either positive or negative, depending on how effectively it is managed. Thus one finds that potential benefits such as possible employment opportunities, ownership of small private business ventures such as selling handcrafts and providing accommodation are viewed with suspicion because of the potential contradictions which often accompany them.

- **Benefits from tourism**

The answers were again characterised by their dialectic nature. Some perceptions were that tourism had benefits such as the creation of employment and income generation while others held perceptions of detrimental effects such as unfair employment opportunities and recruitment practices.

- **Greater employment opportunities**

There were perceptions of primary job creation which was restricted to persons in the nature reserves themselves, while job creation in the communities was of a secondary nature and as such had fewer benefits associated with it. Primary and

secondary job creation can be seen as two poles of job creation and also have the potential to be seen as an advantage or a disadvantage.

- **Greater participation in tourism activities**

The participants were mostly positive in their perceptions, stating that participation in decision-making and planning was beneficial. However, if improperly managed this advantage could also be seen as a disadvantage.

- **Challenges of tourism**

Again perceptions were dialectic as respondents indicated that a lack of infrastructure and participative planning and decision-making were all challenges. From these answers it thus appears as if both infra-structure and participative planning are lacking.

- **Management of tourism**

Answers seemed to indicate a lack of effective human resource management on the side of Government employees. The participants believed that cooperative planning was lacking and that unfair selection and recruitment activities occurred. It seems as if the community believe that the Government is responsible for managing tourism activities and hence it is appropriate to apportion blame to someone else. This leads to “the enemy is out there syndrome” (Senge, 1997: 19). The enemy is out there is a consequence of finding someone or something to blame when things go wrong, and is typically associated with a hierarchical mechanistic management style. The theory of collaboration came about partially as a consequence of the disadvantages associated with this bureaucratic management style and it emphasises the advantages of including all persons in decisions which could influence them.

As can be seen from the above qualitative synthesis of data, there are always two points of view. It is like the two sides of a coin; the one cannot exist without the other or an over-emphasis of one view inevitably leads to an emphasis of the opposite qualities (Morgan, 1997:283). This dialectical view of change asserts that this kind of paradox is inevitable (Morgan, 1997:293) as it reflects the struggle of the opposites. As such, any development in a system, such as an organisation, always contains elements of a counter development, as each position tends to generate its opposite.

Thus tourism is associated with contradictory consequences and for each potential benefit there is a potential detriment as is clearly reflected in both the qualitative and quantitative data analyses. This dialectical view of change thus involves effective management of both dimensions; maximising the potential benefits whilst attempting to remove or minimise the contradictory elements.

6.13 CONCLUSION

The effective management of tourist activities can be seen as a dialectical phenomenon as it is really about transformational change, namely a change from being told what to do to being more involved in what has to be done. Transformational change is about managing a struggle between the tensions created in favour of tourism and those in opposition which resist the change. To manage these tensions effectively probably means giving attention to both dimensions involved and this can be achieved by, for example, giving attention to creating both collaboration and a healthy competitive team spirit among participants. Thus one needs to give attention to both the functional as well as the dysfunctional consequences of activities associated with tourism.

CHAPTER 7 CONCLUSIONS AND RECOMMENDATIONS

7.1 INTRODUCTION

This chapter provides conclusions drawn from collected data on perceptions of communities' role in and awareness of tourism. The chapter explains the conclusions strained from the perceptions of local communities and authorities, parks workers and CCF members regarding investigated issues. In this chapter the conclusions are made based on each of the four objectives that guided this study.

The overall purpose of this study was to develop a rural tourism model to enhance awareness, participation and benefits in tourism. This chapter also aims to build and add on to the literature of rural tourism and sustainability reviewed in Chapter 2; rural tourism planning and management in Chapter 3; rural tourism management in the KMTDA in Chapter 4; and the findings of information gathered for the study which are shown in Chapter 6.

The other reason for this chapter was to indicate the contributions of the study to the literature on tourism planning even by the proposed model describing what elements influence benefit-sharing in community-based tourism. This chapter presents the recommendations reached in this study in relation to the objectives that were formulated for the study. The chapter also provides suggested recommendations for the future study. The chapter concludes with an overview of the areas recommended for further research and summary of theses.

7.2 CONCLUSIONS PER RESEARCH OBJECTIVES

7.2.1 Research objective 1 (Hypotheses 1, 2, & 3)

Perceptions of local communities' role in tourism

For the purpose of this study, research was undertaken to examine perceptions of stakeholders regarding communities' role in tourism. In order to gain understanding

of the attitudes and perceptions regarding communities' role in tourism, it was necessary to discuss the following:

- *Collaborative theory and tourism planning*
- *Sustainability in tourism*

Looking at the above-mentioned aspects, focusing on the Katse and Mohale Tourism Development Area (KMTDA), information about collaborative theory and tourism planning helped to identify and specify the overall problem of tourism in KMTA. Both results of qualitative and quantitative analysis reflected respondents' demands for their inclusion in the decision-making, planning and management associated with the activities of tourism

7.2.2 Research objective 2 (Hypothesis 1)

Awareness of and knowledge about tourism

The Hypothesis one of this study was to investigate the level of awareness of the communities concerned regarding tourist activities. A study of the literature on tourism awareness and knowledge was undertaken in order to gain an understanding of the subject. It was thus necessary to look at the following:

- *Importance of awareness in tourism*
- *Rural tourism awareness*
- *Level of awareness*

The literature review on awareness information was found useful because it led in the direction of community and tourist participation in tourism. This study indicated that residents from Ha Lejone are more aware of tourism benefits. Phelandaba respondents were perceived as the least knowledgeable about tourism benefits as compared with Ha Lejone and Ha Mali. The Ha Lejone respondents were the most knowledgeable, followed by Ha Mali and then Phelandaba. The respondents from the Ha Lejone villages are more knowledgeable about tourism than those from the other villages because they have a much more developed tourism industry. They are in close proximity to the Katse Dam, which attracts many tourists who visit the area to view the dam and its channels and reservoirs. Tourism development was originally run by the Lesotho Highlands Water Project, in which the first phase was the Katse

Dam, and the Project embarked further on community education and involvement in tourism development. Some tourist accommodation facilities at the Ha Lejone villages are owned and run by local people. Tourism has had a more positive impact in Ha Lejone than in the other villages, for example through the hiring out of horses for pony-trekking. In relation to this, Manwa (2012:6673) says small and medium-sized enterprises (SMEs) have been developed in Ha Lejone to cater for tourist needs, such as accommodation and food and beverage outlets, and many sell cultural artefacts. These views are in line with the action plan proposed in Lesotho MTEC's Strategic Plan for Tourism Development (SPTDL) (2006:63) which attempts to ensure a user-friendly and hospitable environment throughout Lesotho by accentuating the benefits of tourism as well as implementing a drive towards developing the community as great hosts and marketers.

Ha 'Mali village is located in an area with a relatively well-developed tourism industry near and within the Ts'ehlanyane Nature Reserve. The reserve has wildlife such as monkeys, impala and snakes, as well as the bought camels. In discussions with both the traditional leaders and the community members it became clear that the respondents were aware of tourism benefits in the area but lacked knowledge about environmental protection. Interestingly, the communities' respondents expressed the view that their livestock should be allowed to graze in the park, at least once a week. Respondents also indicated that they felt deprived of the advantages of medicinal plants in the park; because in order to harvest medicinal plants they needed to have a letter from the traditional leader stating that the medicinal plants would be for their exclusive use and not for sale.

Like the Ha 'Mali community respondents, the Phelandaba communities' respondents were aware of tourism benefits, but they have however, developed a negative attitude towards the tourism industry. A number of issues were explained which had led to their dislike of tourism, such as uncooperative park workers. Respondents said the community members had threatened to burn down the park. Respondents told us (researcher and assistants) of an incident in which some tourists who had visited the reserve had thrown a coke bottle through their car window and this had smashed down on one of the children. Incidents such as these are not conducive to supporting tourist activities. The dislike of tourist activities is

strong in Phelandaba village, although the Liphofung Development and Management Plan (Lesotho Highlands Development Authority) (2002:1), states that the site is to be protected and developed in order to provide for the conservation, protection, interpretation and promotion of the diversity of cultural and natural heritage present at the site.

7.2.3 Research objective 3 (Hypothesis 2)

Participation and involvement in tourism

The second hypothesis was to evaluate the local communities' participation in tourism. Measuring the rural communities' participation provided information on the importance of involving the community, which led to the issue of sustainability in tourism. The literature referred to in Chapter 4 shows why the community should participate and be involved in tourism, and how this can promote sustainability. Sustainability in tourism is discussed in a broader sense in Chapter 3 of this study. In order to gain an in-depth understanding of success in tourism, it was necessary to discuss the following:

- *Community involvement in planning*
- *Community involvement in tourism management*
- *Sustainability of tourism*

The literature review on community participation in planning and management revealed the importance of involving local communities in tourism planning to promote sustainability. The information is important for this study considering the overall problem of the lack of community participation in tourism planning. Saarinen (2011:3) states that the issue of control is not only a matter of resource uses and direct benefits but also relates to how local people are used and depicted in tourism. Such representation can be based on participatory planning, hearings, leasing systems for land and other resources or ownership in business.

The responses received from community members of Ha Lejone and Ha 'Mali seemed more focused on the activities of tourism than were those of members from Phelandaba. For example, the respondents from Ha 'Mali and Ha Lejone indicated that at the art and crafts shops or visitors' centres, which are situated within the

nature reserves, their handicrafts are sold on their behalf to tourists, whereas in Phelandaba the situation is different, as the park workers sell crafts from outside the village. Elliot (1997:138) indicates that local managers do not and cannot act in a vacuum; they work within and are influenced by society and the political and administrative system. A system is moral when it is honest and based on the public interest and managed for the benefit of the people. It would appear as if the Phelandaba respondents feel that the park workers at Phelandaba serve their own interests instead of those of the community. The Phelandaba community members also complained that their representation in Conservation Committee Forums (CCFs) was not effective as they felt that there was no participation on their part. While social scientists have long taken a critical stance toward the concept of community, it remains widely popular in the tourism planning and communicative power of tourism, since representations of destinations have a direct and potentially significant influence on the people to whom they are being presented (Salazar, 2012:9).

Phelandaba respondents did not agree their community was involved in planning, as they were not consulted on any planning about tourism. As they see it, the park workers do all the planning and call the CCF members to meetings at which the opinions of the CCF members are not taken into account. CCF members have no role in making decisions on tourism planning and development in the area. Resident participation in decision-making would promise a greater expansion of benefit throughout the community and residents (Timothy, 1999:374). The local communities should be taken into account in the planning and management of tourism destinations for sustainability. Involvement in planning is likely to result in more appropriate decisions and greater motivation on the part of the local people (Cole, 2006:630). In practice, perceptions are that the Phelandaba community are not sufficiently involved in planning. Lack of involvement and participation has resulted in no perceived tourist benefits in Phelandaba. Participatory tourism planning in KMTDA would change the system and promote orderly development so as to increase the social, economic and environmental benefits of the development process. The planning and management of tourism development require the cooperation of local stakeholders, including property owners, residents, local business groups and local authorities and government agencies at the national and sub-national levels. Tourism planners are being asked to use greater community

participation in tourism planning but the Liphofung respondents indicated that there was no effective community involvement.

7.2.4 Research objective 4 (Hypothesis 3)

Perceived benefits of tourism

The third hypothesis of the present study was to assess the communities' perceived benefits from tourism. The purpose of gathering information for communities' role and awareness in tourism has taken into account the benefits of tourism, i.e. how local community members perceive the benefits of tourism. It is important to consider the reimbursements which the community could enjoy when they participate in tourism, in order to build positive attitudes toward tourism. The necessary aspects discussed to understand this part are the following:

- *Impacts of tourism*
- *Benefits and costs of tourism*

Focusing on the KMTDA, the literature helped to identify the problem of low participation in some other areas, which might be due to lack of knowledge about benefits of tourism (8.2.2). The communities need to know about the paybacks of tourism in order for them to be interested in participating in tourism.

The positive perceptions held by respondents from Ha 'Mali and Ha Lejone towards the benefits of tourism could possibly be due to the actual realisation of such benefits in practice. Examples would be increased employment in the parks and more tourist accommodation within their village. In Ha 'Mali the respondents were pleased about their pony-trekking income and employment in the park, even if this was temporary. The Madiba Lodge, which is within the Ts'ehlanyane Nature Reserve, had also promoted benefits as it had provided locals with employment, even though some of the Ha 'Mali respondents complained that tourists who visited the park made a noise and polluted their areas. In addition the respondents indicated that young girls from the village were said to be engaged in prostitution at the lodge, which is an illicit activity.

The respondents from Ha Lejone indicated that the community was benefiting from tourism. Community-based products had been developed which benefited the whole

community, for example, a commercial fishing project. Tourism benefits sustain and attract more tourists and local communities must benefit from tourism both economically and socio-culturally. Commercial fishing is an example of a project that has been developed which benefits the community through both employment creation and the supply of fish to the community. Tourism has also been seen as an instrument as it has created jobs for the community at the botanical garden and visitors' centre. Both Ha Lejone and Ha 'Mali community members are hiring out their ponies to be used by tourists for pony-trekking. The overall mission of the protected areas is to contribute to the long-term conservation of the indigenous bio-diversity of the nature reserves in such a manner that the people of the Kingdom of Lesotho would benefit and share in the diversity, economic value and opportunities for spiritual well-being and recreation which are offered (LHDA Ts'ehlanyane National Park Conservation Development and Management Plan (TNPCDMP), 1998:1).

According to the respondents, tourism has created employment in the KMTDA irrespective of the quality of service provided to tourists. In local communities, tourism should be seen as having an impact by changing community structures and standards of living. Tourism is often considered as an industry that brings desperately needed foreign exchange, employment and a modern way of life (Mathieson and Wall, 1982:37), and Saarinen, Rogerson & Manwa (2011:1) say that traditionally tourism has been seen as a tool for regional and local economic growth and employment creation.

The study respondents from Phelandaba indicated that tourism had not created jobs, including the burning of fire protection belts in the Liphofung nature reserve, for which burners are employed every three months. It was an opposite issue with Ha Lejone, as respondents indicated that community members worked in the park even on a short term basis. Manwa (2012:6673) supports that Ha Lejone has experienced positive tourism impacts, including the development of small and medium-sized enterprises. Tourism is seen as a potential economic activity that can make a positive contribution to the local economy and can employ people and maintain rural communities.

The research identified that the tourism benefits are seen as not evenly spread through the KMTDA. There is increasing evidence that benefits of tourism do not

accrue equally to residents of destination areas (Brougham & Butler, 1981:569). The Phelandaba community respondents seem to feel that they do not benefit from tourism projects in their villages. The community is not getting what they were promised when the park started. Park employees are not local people from the village, tourism products at the tourism information centre are not made by local people and park employees use the horses of their friends for pony-trekking. Andereck and Vogt (2000:28) say most studies revealed that residents have positive attitudes toward tourism; but when asked their feelings about the economic, socio-cultural and environmental aspects of tourism, residents do not feel that tourism has brought any benefits. The study revealed that Ha Lejone and Ha 'Mali communities' land that used to be animal grazing was converted into nature reserves in 1998 and Phelandaba land in 2002, with the assurance of benefits. The same happened in Masoka, Zimbabwe, where community land was converted into a wildlife area because it was not suitable for agriculture and could not sustain livestock owing to the presence of the deadly tsetse fly that inhabited the forests of the Zambezi valley (Herremans, 2006:256).

According to the respondents, the impacts of tourism in Ha Lejone and Ha 'Mali are mostly positive, while those in Phelandaba were negative. In most cases tourists and tourism development always come with impacts, and these impacts can be either positive or negative for destination areas and local communities. For instance, the identified socio-cultural impacts of tourism in KMTDA were positive (money from tourism) and negative (noise by tourists).

Phelandaba respondents alleged discrimination in employment in the park, and they indicated that most park employees were not from the local villages, and that horses which were rented by tourists for pony rides were also obtained from park officials' friends, further marginalizing the majority of the community members. Choi & Sirakaya (2006:1275) argue that sustainable community tourism should provide a long-term economic linkage between destination communities and industry, and should moreover improve the socio-cultural well-being of the destination communities. Indeed, governments and regional development bodies have always been interested in tourism development linked with the positive economic impacts of

the industry: employment, source of income and the diversification of the economy (Kauppila *et al.*, 2009:425).

In conclusion of this study the results show that knowledge contributes to an increase of interest in tourism among communities, which is shown when communities that have become involved in tourism are benefiting economically. The results also confirm that communities' lack of involvement can hinder sustainability, because these communities would not consider themselves to be part of the tourism developments in their destinations. These factors have been identified by means of survey research conducted by the researcher and a review of relevant literature from different sources.

7.3 PROPOSED LOCAL BENEFIT-SHARING MODEL IN COMMUNITY-BASED TOURISM

After collection of the data stakeholder's perceptions on awareness, participation and benefits of tourism, the findings of the data collected indicated that there was a serious need for a local benefit-sharing model to be in place for the operation of tourism development, especially for the rural area. The model could bring success in Lesotho tourism as it describes elements influencing benefit-sharing in community perspective. The model developed in this study could give the government, private sectors and community representatives information on how tourism can be successful in the rural areas. The proposed model is divided into five categories, namely: perceptions, awareness, participation, control and benefits of tourism. These categories are then discussed, with explanations of how they interlink with each other and relate to tourism planning and management. The proposed model developed for this study could be used for both new and existing tourism developments. Holden and Novelli (2011:234) say that approaches or models of good practice need to be developed and tested in various cultural settings.

The model was developed after reviewing the literature in Chapters 2, 3, 4 and the results in Chapter 6. The model in Figure 7.1 was formulated with the purpose of bridging a gap between what is currently happening in the operation of rural tourism in KMTDA (Chapter 4) and what is actually supposed to happen in regard to the legislations and tourism guidelines, as well as the principles of sustainable tourism

and development that Lesotho is also committed to apply as a member of the United Nations and World Tourism Organization.

The main aim of this section is to present the elements influencing benefit-sharing in community perspective in a form of a model and this model forms part of the recommendation of this study.

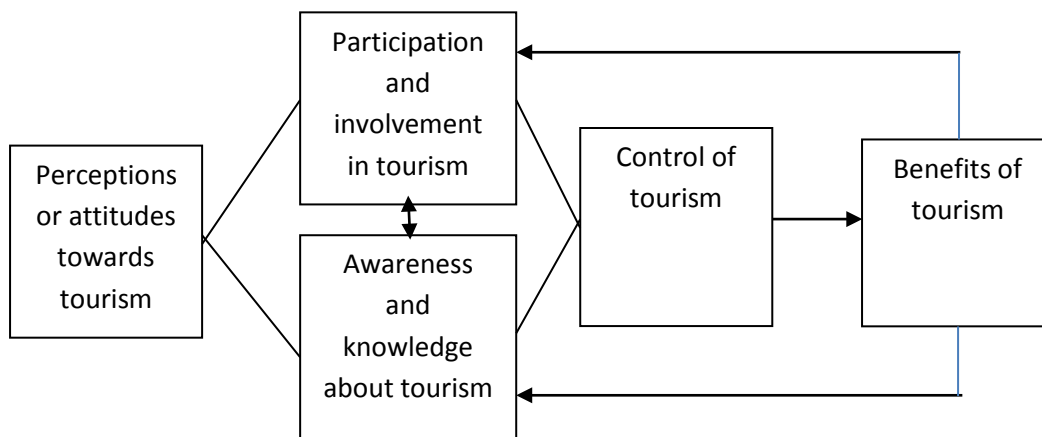


Figure 7.1 Proposed local benefit-sharing model in community-based tourism

The model in Figure 7.1 presents a visible applicability that could be used by the government of Lesotho in the Katse and Mophale Tourism Development Area. The model provides a clear indication of the components and elements to be included in local benefit-sharing in the rural areas. The model specifies that the way communities perceive tourism or attitudes towards tourism should be considered first. The communities should be aware of and knowledgeable about tourism benefits, and then they will participate or be involved in tourism. When the communities are involved they would be able to control tourism activities and benefit from tourism. The elements of the proposed local benefit-sharing model are discussed in the next section of recommendations.

7.4 RECOMMENDATIONS DRAWN FROM THE RESULTS

It is generally acknowledged that communities should be given an opportunity to exercise their role in tourism, which could be possible through community awareness. The following recommendations are made on the basis of the study literature and the results of the study. These recommendations are made under the following headings: (a) continuing education and training which promote positive perceptions and attitudes towards tourism; (b) community involvement and participation in planning, (c) control of tourism projects including formulation of tourism regulations, implementation of tourism developments and monitoring and evaluation in tourism, (d) impacts of tourism (benefits) and (e) partnership in tourism.

7.4.1 Continuing education and training

Consistent education and training about tourism are essential in the development of tourism. A supply of educational programmes helps to address the issues of sufficient capacity. The importance of training and education appears to be a common thread that links the literature on ecotourism and indigenous development (Fennell, 1999:230). Communities deserve to know about the impacts of tourism developments in their area. Both local communities and tourists need to be educated about tourism. Developers should provide information on how to inspire community members to develop educational programmes for tourists as well (Mason, 2008:174).

In promotion of sustainable rural tourism development, communities and tourists should be continually educated and trained about tourism and how to protect the environment. The government should have on-going educational workshops and training for the communities, tourists and government employees. There should be a budget specifically for workshops, as the Lesotho Highlands Development Authority (LHDA) used to have. Well-trained staff and communities can improve the productivity of nature reserves.

7.4.2 Community involvement and participation in planning

Tourism planning should closely involve the government, the private sector and the host community at the destination. Leaving any of these parties out of the planning could give rise to problems with sustainability. The communities should be included in the planning of rural tourism development. The researcher's recommendation is to involve communities in KMTDA in planning because they are more knowledgeable in

regard to the destination. Community members of Ha 'Mali know the areas which could be dangerous to tourists; those could not be known to park workers as they are not originally from that area.

Tourism planning that involves all stakeholders boosts the proper use of resources. Communities tend to understand more clearly how they would benefit from tourism when they are involved in tourism planning. Involvement also promotes interest and participation among communities because they feel that they are becoming part of the tourism development. In the KMTDA not all stakeholders are involved in planning. This creates a problem because it leads to a misunderstanding of how the parks should operate. Communities, especially those in Liphofung, do not consider tourism to be an industry that generates revenue and employment. Involving communities in the planning would reduce the present negative attitude view and help communities to understand that rural tourism developments cannot employ each and every one in the villages, although in some jobs they could rotate. Literature by various scholars indicates that, because rural tourism developments are taking place in the communities' own environment, local people should be consulted before any development plan is implemented.

Communities should be involved in planning, ensuring that all issues concerning communities are taken into account during tourism development. Active public participation in decision-making benefits local communities and public participation is an important tool for successful tourism planning (Azizan *et al.*, 2012: 585). Partly as a result of the problems that may arise from contact between tourists and communities in developing countries, and in an attempt to ensure greater benefit to host communities, there has been a focus recently on community participation in tourism planning and development (Mason, 2008:167). Public involvement in tourism is currently an essential element of tourism planning and design

The engaging of all stakeholders is crucial to every tourism development effort; as it promotes sustainability of rural tourism developments. Tourism developers have an obligation to let the local public know about their plans and become involved, because this could promote their interest. Local people have the right to participate in tourism projects which affect them, and experience in tourism has shown that the

role of dialogue across a wide spectrum of direct and indirect stakeholders is especially important (Messerli, 2011:335).

The researcher's recommendation is that the local communities should be involved in both the decision-making and the operation of the nature reserves. The locals living around the nature reserves need to be involved in all steps, since the nature reserves are constructed on their land, which was used for animal grazing. The LHDA's promises in regard to involving the community in any decisions should be honoured, because the communities agreed to give away their land on the basis of the promises that were made; and the government took over their land to establish or develop the nature reserves. Studies in both developing and developed countries indicate that the success of a destination would largely depend on the support and engagement of the local community (Dredge & Jenkins, 2007:317).

7.4.3 Control of tourism projects

For balanced development, local communities should take part in control, and should therefore be involved in planning how a tourism development should be controlled. Rural tourism development affects the local rural communities' livelihoods; therefore the communities should be consulted and become part of controlling committees. Community control of tourism development would make governments achieve tourism objectives of sustainable rural tourism developments. The researcher's recommendation is that the government should not merely set up tourism developments in the rural areas but should also allow communities to form part of the control and management operations. Community empowerment has to do with governance, the level of control that the community exercises over projects (Butler & Hinch, 2007:229). There should be a section in the MTEC that is responsible for investigating whether communities are taking part in control over rural tourism development in order to achieve the appropriate goals and objectives. It was clear from the Phelandaba respondents that recognizing the CCF as part of a control committee would improve the level benefits from tourism.

- **Formulating tourism regulations**

It should be noted that it is relatively easy for management locally and at the centre to formulate policy, but to implement policy is not so easy unless it is supported by local people. There are many potential benefits when stakeholders in a destination

collaborate together and attempt to build consensus about tourism policies (Bramwell & Sharman, 1999:392). The formulation of regulations at local level should involve the community representatives (CCF). Collaborations among stakeholders to develop policies for a destination are the subject of growing interest among researchers and managers; as such collaboration improves the coordination of policies and related actions (Bramwell & Sharman, 1999:392). The key aims of a tourism policy are to create competitive destinations, to ensure that the tourism sector functions efficiently (Coopers, 2012:247). Because the tourism policy is binding on local communities, the locals' representatives should therefore form part of delegation in policy-making. Thus, the researcher recommended that local rural community representatives should participate in formulating tourism regulations.

The new government approach to tourism is changing with the active involvement of local communities in policy formulation. The role of government in tourism raises issues, like a shift of the government role towards governance rather than regulation and control; and the complex nature of tourism which demands government coordination of activity and policies (Coopers, 2012:246). Government is often a primary influence on policy-making but for sustainable rural tourism development communities should be involved. The researcher recommends that the government should involve the local communities in tourism formulating tourism regulations activities concerning tourism developments in their environment. The situation in Liphofung, where the government officials formulate regulations concerning communities without consulting with local people, does not comply with the new government approach to tourism.

- **Implementation of tourism developments**

The community members should take part on the implementation process of tourism development. Responsibility and sustainability on rural tourism development are formed when communities are part of the implementation of tourism projects. To implement a planned tourism development would require the support and involvement of three major interest groups – the government, the tourism industry and the broader community (Murphy & Murphy, 2004:119).

Literature indicates that the new practice is to involve the community representatives even at implementation level concerning their environment. The researcher suggests

that the government should come up with a management strategy that allows community involvement in implementation of tourism developments. Tourism planning now closely involves both the private sector and the host community in implementation at the destination (Coopers, 2012:255).

- **Monitoring and evaluation in tourism**

Local communities should form part of the monitoring team for protected areas and tourism activities taking place in their villages to promote sustainable rural tourism development. Monitoring involving locals is necessary not only for the purpose of protecting the community's well-being but also to ensure sustainability on the quality and long-term of the tourism product. The impacts of tourism need to be monitored on a continuous basis if adverse effects are to be avoided, and the benefits maximized (Faulkner & Tideswell, 1997:3). Monitoring the progress of the development programme and specific project developments is too often neglected (Inskeep, 1991:451). Monitoring of tourism projects is necessary during the implementation and operational stages of a project. During and after implementation, tourism development should be monitored to ensure that it is accomplishing the objectives and achieving the recommended policies (Sinha, 2005:115).

7.4.4 Impacts of tourism (positive)

The rural tourism development of nature reserves in the KMTDA should bring change to people living around the parks. The study revealed that the parks have created employment, except in Liphofung. Therefore, sufficient attention should be applied to strategic and business planning for tourism development for Lesotho's existing and planned protected areas (Lesotho. Maloti Drakensberg Transfrontier Project, 2008:1).

- **Economic impacts**

Rural tourism should show economic impacts that benefit local communities living around the parks for sustainable rural tourism developments. It is recommended that tourism developments should meet the objective of creating employment in rural areas; Liphofung community members should also enjoy the benefits of tourism. Even though the study revealed the benefits of tourism within the KMTDA, more initiatives still have to be taken for more benefits. Tourism as a strategy for economic growth has been on the regional development agenda for some time, and peripheral

as well as rural areas have frequently looked to it as a tool for promoting local jobs and raising the level of economic welfare (Fleischer & Felsenstein, 2000:1007).

- **Social impacts**

Communities should benefit from their own culture and heritage, and for this reason rural tourism should sustain cultural. Some of the more beneficial impacts of tourism on society include the following: the revitalization of poor or non-industrialized regions; the rebirth of local arts and crafts and traditional cultural activities; the revival of the social and cultural life of the local population; the renewal of local architectural traditions; and the promotion of the need to conserve areas of outstanding beauty which have aesthetic and cultural value (Mason, 2008:58). The social and cultural impacts of tourism are the ways in which tourism is contributing to changes in value systems, individual behaviour, family relationships, collective life styles, safety levels, moral conduct, creative expression, traditional ceremonies and community organizations.

- **Environmental impacts**

Communities should benefit from their own environments in supporting sustainable rural tourism developments. Positive environmental effects of tourism may include the use of revenue generated by visits to sites of natural attraction to restore and maintain the attraction, as well as enhanced interest from visitors in the importance of the natural environment. Proper management of the use of a park or conservation area is a key factor in successful park management, and a basic consideration is allowing an appropriate carrying capacity of the park. The theory and application of collaboration to tourism planning and protected areas management are evolving as new forms of collaboration arise to manage growing concerns over biodiversity loss, resource depletion and impacts of globalization on indigenous and local inhabitants (Jamal & Stronza, 2009:169).

7.4.5 Partnership in tourism

The researcher recommends that all stakeholders should be involved in the management, operation, implementation and monitoring of tourism as a form of partnership. Sustainable rural tourism development can be achieved through partnerships amongst all stakeholders involved in tourism. It is essential to good governance to have workable partnerships between government, private sector,

bilateral/multilateral agencies and communities, which facilitate a collective ownership of tourism development (Holden & Novelli, 2011:234). Coordination, collaboration and partnership are now at the forefront of much tourism research on finding new solutions to problems of resource management and destination development (Hall, 1999:275). Evidence suggests that communities and the tourism industry could work together to form mutually beneficial partnerships (Murphy, 1998:96).

7.5 CONTRIBUTION OF THE THESIS

This study aims to make a contribution to the Lesotho Ministry of Tourism, Environment and Culture, the Lesotho Tourism Development Corporation, the tourism industry as a whole in rural tourism sections or departments, as well as to the world of academia.

Inadequate research studies conducted in the KMTDA regarding tourism have influenced this study to contribute to the literature of community participation in tourism in the rural areas of Lesotho. The drafted rural tourism management model for KMTDA aims to contribute as there is no existing model for rural tourism in Lesotho. The country has the proposed structure illustrated in the Strategic Plan for Tourism Development in Lesotho (Lesotho. MTEC: SPTDL (2007) which does not involve the community members. This study aims to show the importance of community involvement in the operation of and planning for tourism development. This thesis aims to contribute to the existing body of knowledge on nature reserve management by providing a model for rural tourism which can be used in KMTDA and other areas in Lesotho to ensure participation in and benefits of tourism in the rural areas. Importantly, this study evaluated the level of awareness and perceptions regarding tourism in the areas with Lesotho consider them as more advised with tourism developments. The study utilized the Ts'ehlanyane, Bokong and Liphofung nature reserves (called Northern Parks) that are mostly trusted by the government that they are contributing to the well-being of the communities living around, so they contributed to information that can help the government to identify a gap.

Generally, the study bridged a gap on how the nature reserves need to operate according to UNWTO and what is actually happening in Lesotho. The study aims to work as a reminder of the objectives of conservation and principles of sustainable

development to the Lesotho government, as all these are well written or highlighted in the government documents and literature and are presented in this study with regard to what is happening in Lesotho today. This is therefore considered a contribution to this study.

The study aims to provide a guide on how tourism should be conducted in the rural areas which can be used for future research or implementation of a rural tourism management strategy. As the results stand in some of the areas of KMTDA, the other instruments could be used with a broader sample to expand the validity of results.

The researcher has an intention to publish more based on the current dissertation, meaning that more articles about awareness, participation and benefits of tourism in the rural areas of Lesotho will be produced from this study. The contents of the articles from theses would provide interesting and fruitful academic debates and discussions on perceptions and awareness of, participation in and benefits of tourism, mainly because much has been written about these aspects all over the world, including southern Africa.

The previous studies in this field have been reviewing community perceptions, attitudes and involvement in tourism; the current study goes beyond that as it came up with the model which can contribute to the benefits. The model clearly indicates that communities' attitudes or perceptions should first be changed, and then people would be aware of or knowledgeable about tourism and participate. Then communities should be in control of tourism development so that they can benefit from tourism, which is a huge contribution in the world of academics. The UNDP/UNWTO (2006) report indicated that more research was conducted in KMTDA, but most was about water, not tourism. The present study contributes to tourism research conducted in that area.

The research respondents indicated that there was no ongoing training or environmental education for the communities about protection of the natural environment, and no similar study was conducted in advance in the literature. There is only one study which seems to be more familiar with the current study, which was about "communities understating of tourists and the tourism industry: the Lesotho Highlands water project" which was conducted by Manwa (2012) but that research

covered only one village (Ha Lejone) among the three villages used in the study. The thesis aims to provide information which could be of help to academics to improve on community participation in tourism in the rural areas through continuous awareness programmes which could change perceptions and awareness of tourism, then provide an opportunity to control and benefit from rural tourism in Lesotho.

As regards the contribution of this study to the management of nature reserves, it aims to contribute to understanding of how and when communities should be involved in rural tourism in the Lesotho context. It is foreseen that the present study's results would provide materials that would help government officials working in the nature reserves to develop better understanding of community involvement through collaboration theory and tourism planning for successful rural tourism in Lesotho, an issue which has not yet been achieved or researched in this country. Therefore this research would encourage future research relating to rural tourism management in Lesotho.

7.6 CONTRIBUTIONS IF OPPORTUNITIES WERE PROVIDED

The researcher believes that if the opportunity of long interviews with CCF members was provided more information could have been gathered. Indeed, some of the CCF members failed to provide the researcher with enough information because time was limited. The face-to-face of answering questionnaires especially with community members would have been an appropriate way of collecting data from communities as clarifications were needed in some other questions and language barrier was identified. Respondents opted to get help of answering questionnaires from students. Random or systematic sampling methods could have given an appropriate reflection on the perceptions of stakeholders in regard to tourism developments. With sufficient funding for research the other government officials could have also been covered in the study. If the researcher had an opportunity to know the exact population size of the three villages before the study was conducted, the researcher could have targeted more respondents.

7.7 RECOMMENDATION FOR FUTURE STUDY

Despite the identified contributions of the study from the findings that have contributed to the literature, below are geographical areas that require further research.

Lesotho has three tourism priority areas to which the research on perceptions, awareness, participation and benefits could add value in the formulation of strategies. The following three areas are identified for further research towards a rural tourism management strategy for selected areas in Lesotho:

- Quthing priority area;
- King Moshoeshoe the First's royal route priority area; and
- The Koti–Sephola Ski Resort in Qiloane village in Lesotho.

All these areas, like the Katse and Mohale Tourism Development Area, have been laid out, constructed or structured without the rural tourism model which is key to success for any tourism development and rural tourism management.

Based on the study and related experiences, the researcher would recommend that for the next study the questionnaires for the parks workers should be different from those for the community members. The population number of the community members should be obtained first and random sampling used, as the present results cannot be generalized. On the whole, the respondents participated well, even though it would have been much better if the emphasis could have been placed on the fact that the information they were providing to the researcher would be taken up to the Ministry's offices in Maseru, and that they would potentially benefit from possible changes in the management of the parks.

There should be an adequate budget and proper or different forms of transport to conduct the research in the KMTDA, as CCF members had to be interviewed at the parks because some stay in very remote areas where the car could not reach. There should also be enough time allocated for interviews as some respondents may talk slowly or take long time to answer questions. Even for a questionnaire enough time should be allowed, as during collection time sometimes the respondents might not be home. Mostly they work in the fields, which are far from their homes. The

observation method is also recommended for the next study as it could help the researcher to report exactly what he/she has experienced. The observation data collection would be the best for gathering information about people, as a researcher would then get genuine answers. Veal (2006) supports that much leisure and tourism research involves asking people about their past behaviour, attitudes and aspirations, generally using interviews, or respondents have completed questionnaires when the researcher is never sure how honest or accurate people are in responding to questions. Lastly, the parks workers should actually be the ones conducting the study about the perceptions of communities' role and awareness amongst stakeholders, in order to improve on the services, management and partnerships with stakeholders.

7.8 SUMMARY OF THE THESIS

This study analysed the perceptions of local communities and their awareness, involvement in and benefits from tourism using the mixed method design. The local rural communities and local authorities (nature reserve managers, tourism officers and environmental/conservation officers) in the Katse and Mohale Tourism Development Area of Lesotho were surveyed and Conservation Committee Forum members were interviewed. The study was conducted in three villages adjacent to the T'sehlanyane Nature Reserve - Ha 'Mali, Bokong Nature Reserve - Ha Lejone and Liphofung Nature Reserve - Phelandaba.

The information gathered was used to formulate a model of the elements influencing rural tourism benefit-sharing processes in rural local community contexts. Such a model could be beneficial to the people of Lesotho, especially in the rural areas. Such a model would also support communities' awareness of and participation in tourism development, leading to wider benefit-sharing in rural tourism.

Respondents from all three villages, Ha Lejone, Ha 'Mali and Phelandaba differed in their perceptions and knowledge of the benefits from tourism, but shared same preferences of greater communities' involvement and decision-making power in the management of tourism.

The study concludes that there should be provision for basic training and continuing educational workshops on tourism for all stakeholders, which could promote tourism awareness and positive perceptions of and attitudes towards tourism. Government should not merely construct conservation and tourism development areas but should also empower local communities to participate in all stages of planning, development and management. Involving community members in as well as formulating supporting tourism regulations, implementation, monitoring and evaluation procedures would be beneficial for sustainable rural tourism development. Partnership amongst all tourism-related stakeholders in rural tourism management is viewed as an ideal tool for promoting rural tourism.

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APPENDIX 1

QUESTIONNAIRE COVERING LETTER



Informed consent for participation in an academic
research study

Ministry of Environment, Tourism and Culture

TOWARDS A RURAL TOURISM MANAGEMENT STRATEGY FOR LESOTHO

Research conducted by:
Ms L Lekaota (10601750)
Cell: 072 300 8490

Dear Respondent

You are invited to participate in an academic research study conducted by Limpho Lekaota, a Doctoral student from the Department of Tourism Management at the University of Pretoria.

The purpose of the study is to gather information that can be used by the Lesotho government, private sectors and NGO's in formulating the rural tourism management strategy with the guidelines to change local rural communities' perception towards tourism, promote awareness and interest, participation and involvement of communities and benefits in tourism.

You have been chosen to participate in the study based on your expertise, knowledge and wide experience of working in the country; I therefore believe that you will provide relevant.

Please note the following:

1. This study involves an anonymous survey. Your name will not appear on the questionnaire and the answers you give will be treated as strictly confidential. You cannot be identified in person based on the answers you give.
2. Your participation in this study is very important to us. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.
3. Please answer the questions in the attached questionnaire as completely and honestly as possible. This should not take more than 30 minutes of your time.
4. The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.
5. Please contact my supervisor, Prof. Jarkko Saarinen, jarkko.saarinen@oulu.fi or Mr. Cyril Francis, 012 420 4374, cyril.francis@up.ac.za, if you have any questions or comments regarding the study.

Please sign this letter to indicate that:

You have read and understand the information provided above.

You give your consent to participate in the study on a voluntary basis.

Respondent's signature

Date

APPENDIX 2

**QUESTIONNAIRE FOR NATURE RESERVE MANAGERS, LOCAL
AUTHORITIES, TOURISM OFFICERS, CONSERVATION/ENVIRONMENTAL
OFFICERS AND COMMUNITY MEMBERS**

**QUESTIONNAIRE FOR NATURE RESERVE MANAGERS, LOCAL
AUTHORITIES, TOURISM OFFICERS, CONSERVATION/ENVIRONMENTAL
OFFICERS AND COMMUNITY MEMBERS**

TOPIC: Towards a rural tourism management strategy for Lesotho

RESEARCHER: Liphoo Lekaota

Please indicate your role as a respondent by a cross (X). Please put a cross in the column of role to indicate your position as a respondent.

Respondent	Role
Nature reserve manager	
Local authorities	
Tourism officers	
Conservation/environmental officer	
Community members	

A. TOURISM AWARENESS AND PERCEPTIONS

Please indicate how far you agree or disagree with each statement by a cross (X).

Please put a cross in all the listed statements. The responses range from 'strongly agree' to 'strongly disagree'.

Statement	Responses				
	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
1. Community members of this village are knowledgeable about tourism					
2. Community members of this village participate in tourism					
3. There is a positive attitude of community members of this village towards tourists					
4. Tourists and community members interrelationship is very good					
5. This village is a place of interest to tourists in Lesotho					
6. Community members are aware of events that attract tourists to visit this village					
7. In summer, this village experiences a large number of tourists					
8. There is interest about tourism amongst the community members					
9. The majority of community members are not aware of tourism					
10. Community members perceive tourism as government issue, not theirs					
11. Education/training about tourism is not provided to					

community members					
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B. IMPACTS OF TOURISM

Please indicate how far you agree or disagree with each statement by a cross (X). Please put a cross in all the listed statements. The responses range from 'strongly agree' to 'strongly disagree'.

Statement	Responses				
	Strongly agree	Agree	Neither Agree or Disagree	Disagree	Strongly disagree
12. Tourism does not create employment for the community members					
13. Community members do not participate in making or selling handicrafts to tourists					
14. Community members do not benefit from tourism projects taking place in this village					
15. Big events such as 4x4 for Africa activities do not bring money to this village					
16. Skiing and pony trekking do not benefit the community members					
17. Tourism has not improved the infrastructure of this village					
18. Community members are not owning tourism businesses					
19. Tourism has taken community members land					
20. Tourism provide cultural exchange between tourists and community members					
21. Tourism has changed the community members behaviour					

C. ENVIRONMENTAL FACTORS

Please indicate how far you agree or disagree with each statement by a cross (X). Please put a cross in all the listed statements. The responses range from 'strongly agree' to 'strongly disagree'.

Statement	Responses				
	Strongly agree	Agree	Neither Agree or Disagree	Disagree	Strongly disagree
22. The village has facilities for tourists e.g. accommodation, roads, attractions and others					
23. The local weather and climate attracts tourists to visit this village					
24. Unique landscape of this village attracts tourists					
25. The National Park around the village has protected plants and animals					
26. Community members sell the indigenous plants					
27. Hunting of animals is not allowed in this village					
28. Government is not providing environmental awareness campaigns to community member					
29. Government has not developed environmental education/training centres in the villages					
30. Community members are not trained on how to protect the environment					

D. MANAGEMENT OF TOURISM

Please indicate how far you agree or disagree with each statement by a cross (X). Please put a cross in all the listed statements. The responses range from 'strongly agree' to 'strongly disagree'.

Statement	Responses				
	Strongly agree	Agree	Neither Agree or Disagree	Disagree	Strongly disagree

31. The community is involved in tourism planning					
32. Only Government bodies make decisions about tourism					
33. Community representatives participate in the formulation of laws and regulations of tourism					
34. Monitoring of tourism activities is done by the government bodies					
35. Assessment and evaluation are done by the community					
36. Community members have no control over tourism projects					

E. PROBLEMS/CHALLENGES AND SUGGESTIONS FOR IMPROVEMENT

In the space provided below kindly indicate problems or challenges you experienced with tourism in the village, and suggest the improvements.

37. EXPERIENCED TOURISM PROBLEMS/CHALLENGES

38. SUGGESTION FOR IMPROVEMENT ON EXPERIENCED TOURISM PROBLEMS/CHALLENGE

F. DEMOGRAPHIC INFORMATION

Kindly answer the questions which follow in the empty cells provided. Some questions may be answered by a cross (X).

39. Do tourists visit your village?

Yes	No

40. Have you received direct income from tourism during the last year?

Yes	No

If yes, approximately how much? M _____

41. Have you received other direct benefit other than income from tourism during last year?

If yes, what kind of benefits? _____

42. In which village do you live/stay in Lesotho?

Name of the village

43. How long have you lived in this village? _____ years

44. What is your gender?

Female	Male

45. What is your year of birth? _____

46. What are your main sources of income?

List main sources of income
1.
2.
3.
4.
5.
6.

47. What is your household monthly income?

<u>Less than</u> <u>M500.00</u>	<u>M501.00-</u> <u>M1000.00</u>	<u>M1001.00-</u> <u>M1500.00</u>	<u>M1501.00-</u> <u>M2000.00</u>	<u>M2001.00-</u> <u>M2500.00</u>	<u>Over</u> <u>M2500.00</u>

48. What is your educational level?

No formal education	Primary	Secondary	Tertiary

Other, specify? _____

G. GENERAL COMMENTS

49. Do you have any comments or questions related to this research?

50. Do you have any comments or questions related to tourism and rural development in general?

THANK YOU FOR YOUR VALUABLE TIME

APPENDIX 3

INTERVIEW FOR CCF MEMBERS

INTERVIEW SCHEDULE FOR CONSERVATION COMMITTEE FORUM MEMBERS

TOPIC: Towards a rural tourism management strategy for Lesotho

RESEARCHER: Limpho Lekaota

INTRODUCTION: Good day. My name is Limpho Lekaota, a PhD student from the University of Pretoria. I would like you to relax and be free when answering questions, and be honest as much as possible.

1. How long have you been staying in this village?

- If you do not live here where do you live?
2. Do you think people in the village are knowledgeable or aware of tourism?
 3. What is the attitude of community members towards tourism?
 4. How do community members perceive tourism?
 5. Do you think people in the village are interested in participating in tourism?
 6. Do you think community members benefit from tourism?
 - a) If yes: how
 - b) If not: why not
 7. Does the government spend enough money on tourism?
 8. Do tourists spend a lot of money when they visit this village?
 9. Has tourism created employment in the village?
 - a) If yes: how?
 - b) If no: why not?
 10. Do you think educating or training people about tourism can improve participation and involvement in tourism?
 11. Do you think the topography or landscape plays a role for this village tourism?
 12. Do you think the climate of this village is considered by tourists?
 13. Is the level of participation by villagers in tourism increasing or decreasing?
 14. Suggest ways in which villagers can participate more in tourism.
 15. Suggest ways in which tourism can be controlled/managed in this village.
 16. What are challenges for tourism in this village?
 17. Suggest improvements to increase tourism in this village.

APPENDIX 4

PERMISSION TO CONDUCT RESEARCH LETTER



LESOTHO TOURISM DEVELOPMENT CORPORATION
Koporasi ea Ntšetso-Pele ea Bohahlaoli Lesotho

P.O. Box 1378 Maseru Lesotho Kingdom of Lesotho Southern Africa
Tel. (Info) 22312427 Fax 22313674 Tel.(H/O) 22312238 Fax 22310189
Email: ltdc@ltdc.org.ls Website: www.ltdc.org.ls

LTDC/RES/1

09th June, 2011

CYRIL FRANCIS
ACTING: HEAD OF DEPARTMENT
Faculty of Economic and Management Sciences
University of Pretoria

Dear Sir/Madam

PERMISSION TO CONDUCT RESEARCH QUESTIONNAIRE

We acknowledge the receipt of your letter dated 07th June 2011, regarding the above subject for Ms Limpho Lekaota (St no 10601750).

With this note she is permitted to do her research amongst tourism development areas under our jurisdiction at Mohale in Maseru district.

Your co-operation in this regard will be appreciated.

Yours sincerely

R. Nkhahle (Mr)
Chief Executive

APPENDIX 5

INTRODUCTORY LETTER TO LOCAL AUTHORITIES



Lesotho Northern Parks

P.O. Box 333

Ts'ehlanyane National Park, Bokong Nature Reserve

Liphofung Cave Cultural & Historical Site

Butha Buthe. Tel 22460723 Fax: 22461226

www.lesothoparks.com

Monghali ,

Mona ke bopaka ba hore 'm'e Limpho Lekaota o ntse a etsa lipatlisiso ka litaba tsa bohahlaoli lirapeng tsa lihloliloeng le metseng e potileng, 'me ke ka tumellano le ofisi ea rona re Lesotho Northern Parks . Re tla thabela thuso ea bohle bao a kopanang le bona.

Oa lona

SELIKANE Mookameli

APPENDIX 6

LETTER OF LANGUAGE EDITOR

TO WHOM IT MAY CONCERN

This is to confirm that I have edited the PhD thesis “Perceptions of local communities’ role in and awareness of rural tourism development: A case study from Lesotho,” by Ms Limpho Lekaota.

Cecily Kruger
083 298 3843

Ms C A Kruger
P O Box 11360
Queenswood
Pretoria
0121