CHAPTER FOUR

RESULTS OF TELEPHONIC INTERVIEWS

"If tourism businesses are to succeed,
they need to be understood within the context
of successful business practices"
(Hitchens & Highstead, 2005, p. 2).

4.1 Introduction

The purpose of this chapter is to outline the findings obtained from the telephonic interviews with respect to the 44 CBE ventures. Although 135 telephonic interviews were conducted, only the 44 interviews of the ventures which were categorized as CBE will be discussed here. The results of the telephonic interviews were used for the categorization of CBT ventures as CBE ventures as well as for the classification into the six different types on the basis of ownership and management. Besides providing the aforementioned information, additional useful information was also obtained. This discussion will also place the later investigation of sustainability of the selected case studies in context. The results will be discussed in the same sequence as the questions were asked during the telephonic interviews (Appendix B).

4.2 Age of ventures

The age of the CBE ventures was calculated using the replies of the interviewees to Question 6 in the telephonic interview schedule (Questions 1-5 were for verification of venture name, contact details and location), "When did the tourism venture first open for tourists?" Although the month and year were requested, in most cases the interviewees were not sure of the month in which the CBE first opened for tourists. It was decided to use the year as the only indication of age. The age was then calculated by subtracting the year in which the tourism venture opened from 2008, which was the year in which the data was collected. The results are illustrated in Figure 4.1.

The average age of the 44 CBE ventures was 9.55 years, with all except one being younger than 24 years. The exception was the Semokong community venture in Lesotho which, according to the interviewee, first opened its doors to tourists in 1958. It can be deduced that CBE is a relatively new arrival on the tourism scene in southern Africa. It is therefore of utmost importance that these new ventures conduct their activities in as sustainable a manner as possible to ensure their long-term existence. This study aimed to investigate the sustainability of six CBE ventures in southern Africa. The results of this study will therefore also serve as a benchmark against which other CBEs can measure their sustainability. Of the identified CBE ventures, 56.8% were under the mean age of 9.55 years. The relatively young age of CBE ventures could be attributed to the recent delegation of management, ownership and utilization rights to communities across southern Africa. This is especially true for Namibia, which gained

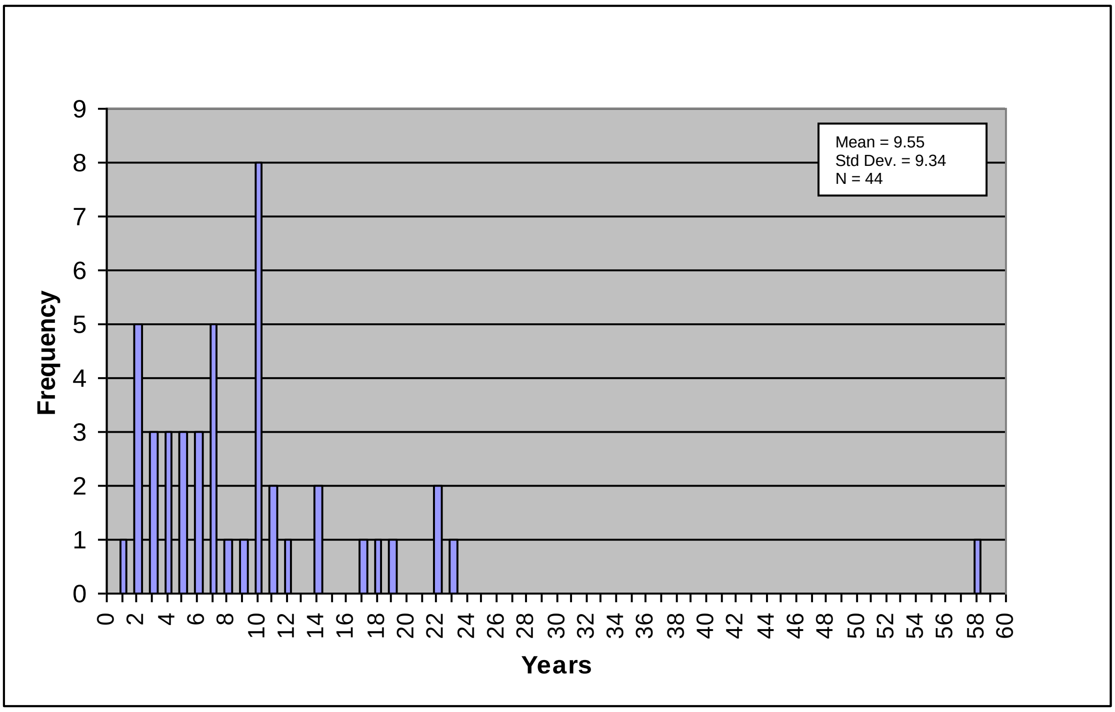

Figure 4.1: The number of years CBE ventures have been operating

independence from South African occupation in 1987, and South Africa, which held its first democratic elections in 1994. Since then the communities in these countries have been delegated management and utilization rights. Namibia and South Africa respectively account for 7 (15.9%) and 21 (47.7%) of the 44 identified CBE ventures in this study.

4.3 Themes of the ventures

The main themes of CBE were established by the interviewees indicating what the main themes of the tourism enterprise were, as listed in Question 7 of the telephonic interview schedule. The interviewees had to verify the main themes of their tourism enterprise from the following list (they could indicate as many of these themes as were applicable to their venture, and they were not limited to a specific number of replies):

- Adventure / Sport
- Beaches / Coastal
- Casino / Gaming
- Conference / Business
- Cultural
- Desert
- Golf
- Game viewing / Wildlife
- Highway / Roadside
- Mountain
- Natural area/ Park
- Rural
- Health spa
- Urban
- Other (which they had to specify)

The responses for each theme are given in Figure 4.2. The themes identified by the interviewees were used to establish whether CBT ventures had a nature-based product (NBP). The five specific themes used to determine whether a CBT venture had a NBP were (1) natural area or park, (2) game viewing and wildlife, (3) mountain, (4) desert, and (5) beaches and coastal. Each CBT venture identified had to have at least one of these for it to be said to have a NBP. For a CBT venture to be categorized as being a CBE venture having a NBP was only one of seven criteria that needed to be fulfilled in order to be categorized as a CBE. The dominance of the abovementioned themes is evident in Figure 4.2, with the number of responses recorded being natural area or park (39), game viewing and wildlife (32), mountain (12), desert (6) and beaches and coastal (6). It is also important to note the high number of responses (32) indicating culture as one of the main themes of CBE ventures. Rural and adventure/sport also received a high number of responses, 19 and 15 respectively. This may be expected as both rural and adventure and sport activities are often associated with NBP.

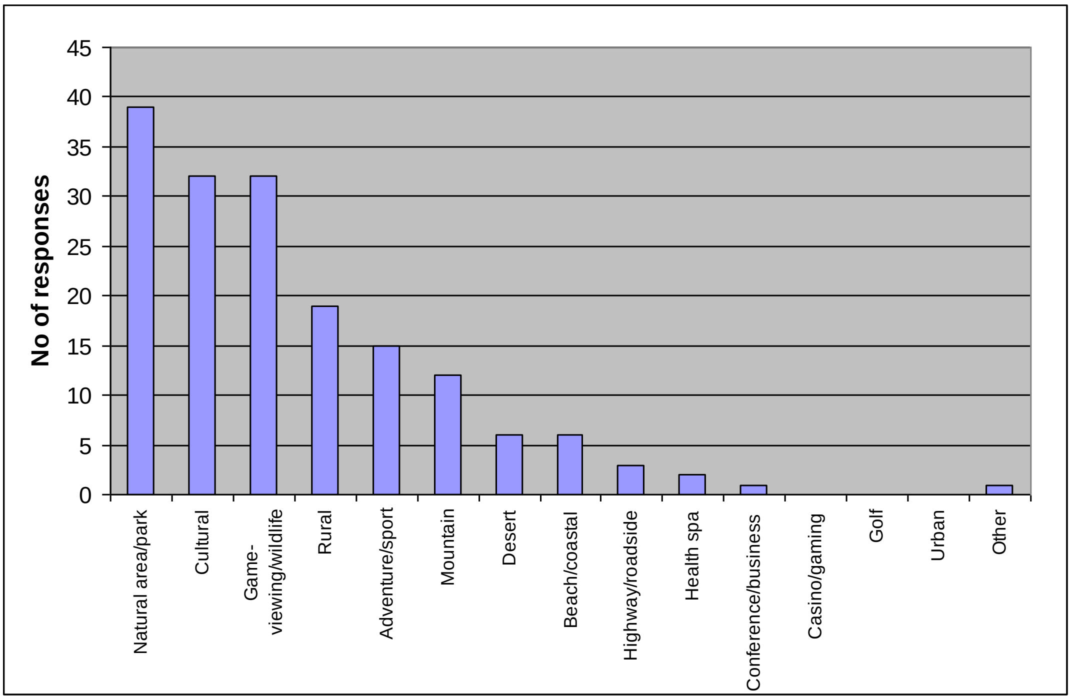

Figure 4.2: Tourist themes offered by CBE ventures

Products that were not related to nature did not receive as many responses as nature-related products. This indicated that CBE ventures had not ventured into non-nature-related themes such as casino/gaming, conference and business, golf, highways and roadsides, health spas and urban offerings. The other theme indicated was fly-fishing.

4.4 Price categories for visitors

Interviewees were asked to rate their tourism enterprise as budget, mid-range or top-end enterprise (Question 8) using a table of costs (Table 4.1).

Table 4.1: Reference guidelines of the different price categories of CBE (in South African Rand, Botswana Pula and United States Dollars)

Price categories	South African Rand[1] ZAR (R)	Botswana Pula (BWP)	United States Dollar (US$)
Budget	Less than R 200	Less than BWP 170	Less than US$ 33
Mid-range	R 200 - R 500	BWP 170 - BWP 425	US$ 33 - US$ 83
Top-end	More than R 500	More than BWP 425	More than US$ 83

The resultant responses (Table 4.2) indicated a slightly higher percentage in the lower price categories with the number decreasing as the price factor increased. This could be attributed to the relatively young age of many of the CBE ventures and the associated cost implications of offering a higher price product. It is possible that many of the communities did not have the financial or human capital to enter the tourism market at the high price categories.

Table 4.2: Price category responses of the CBE ventures

Price categories	No. of responses	%
Budget	18	40.9
Mid-range	14	31.8
Top-end	12	27.3
Total	**44**	**100.0**

There is a possibility that some communities were utilizing joint venture associations with private sector partners to leverage the capital needed to offer the top-end products, while the communities brought land and people to the joint venture. It is foreseeable that as CBE ventures mature more may move up the ladder to higher priced product offerings.

4.5 Overnight accommodation offerings

The overnight accommodation offerings of the CBE ventures were established by asking interviewees the question (Question 9.1), “How many visitors can stay overnight with you at any one time (accommodation and camping)?” All respondents were able to answer this question and to give the precise number of available beds in accommodation units as well as the precise number of camping beds available in the campsites. The results were then classified into the

[1] Based on exchange rates in 2008
1 South African Rand = 0.85 Botswana Pula
1 South African Rand = 6.5 United States Dollars
15 South African Rands = 1 British Pound Stirling
12.75 Botswana Pula = 1 British Pound Stirling
2 United States Dollars = 1 British Pound Stirling

predetermined classes as illustrated in Figure 4.3. The item 'accommodation beds' refers to the number of bed spaces that are available in accommodation units (such as lodges, huts, permanent tents and traditional accommodation), while 'camping beds' refers to the number of people that can camp in the camping sites at the CBE. It is also important to note that all 44 CBE ventures offered overnight facilities, 39 offered built accommodation, while 10 offered camping facilities. Five ventures offered both built and camping accommodation. Besides the normal overnight accommodation and camping facilities, traditional accommodation, such as the traditional Beehive huts at Mantenga Cultural Village in Swaziland, was also offered. None of the CBE ventures offered only day visitor facilities, which indicates the importance of accommodation as a valuable income source for CBE ventures.

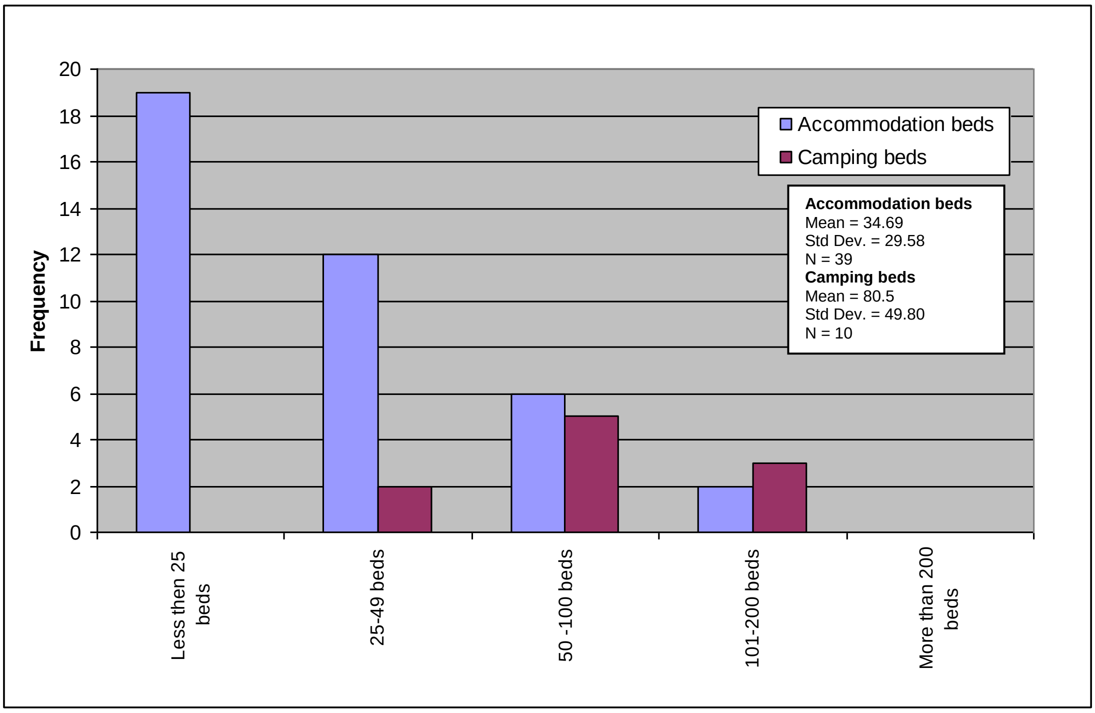

Figure 4.3: The availability of overnight beds (accommodation and camping) at CBE ventures

Nineteen of the 39 CBE ventures offering built accommodation provided fewer than 25 beds, which indicated that they were rather small accommodation establishments, while 12 offered between 25 and 49 beds. Most of the establishments offering accommodation, 79.5% (31), were relatively small in size (fewer than 50 beds). Six ventures were in the 50-100 bed and two ventures in the 101-200 bed category. The average size of the accommodation establishments was 34.69 bed spaces. No ventures offered more than 200 beds, and the largest number of beds was found in Umngazi River Bungalows, which offered 160 beds. A total of 1 353 accommodation bed spaces were offered by 39 CBE ventures.

Two CBE ventures had between 25 and 49 camping bed spaces, five ventures fell within the 50-100 category and three ventures in the 101-200 camping bed spaces category. Although only 10 ventures offered camping facilities, they offered a total of 805 camping bed spaces to visitors, giving an average of 80.5 camping beds. The average number of camping beds was considerably higher than the 34.69 for the accommodation beds. This could be attributed to the fact that camping facilities are cheaper and easier to erect and manage, with the campers bringing most of their necessities with them. Accommodation units require much larger investments per capita to increase bed capacity. It is surprising though that only 10 (22.7%) offered camping facilities, while 39 (88.6%) offered accommodation. This indicates that communities involved in CBE have been very successful at leveraging the capital necessary for the establishment of accommodation facilities.

Cumulatively, 2 158 (1 353 accommodation and 805 camping) bed spaces were available on a nightly basis, giving an average of 49.04 beds being available per venture.

4.6 Day visitors

The interviewees were requested to indicate the number of day visitors the venture could accommodate (Question 9.2). All the responses were categorized into classes. Twenty-six ventures (59.1%) indicated that they offered day visitor facilities and activities.

Of the 26 ventures that indicated that they accommodated day visitors, 12 offered only limited day visitor facilities for fewer than 24 visitors, while five ventures indicated that they offered day visitor facilities for both 25-49 visitor and 50-100 visitors respectively. Three ventures indicated that they accommodated between 100 and 200 day visitors, and all three of these ventures offered picnic facilities in relatively close proximity to urban areas. Only one venture provided facilities for more than 200 day visitors. This venture offered facilities for large weddings and celebrations. The responses of the interviewees are indicated in Figure 4.4.

Day visitors form an important supplementary source of income for many CBE ventures as they often do not need to provide extra facilities or services to accommodate day visitors. The downside of offering day visitor facilities may be that the venture may lose its sense of exclusivity as well as its sense of remoteness. Furthermore, day visitors place an extra burden on staff and resources.

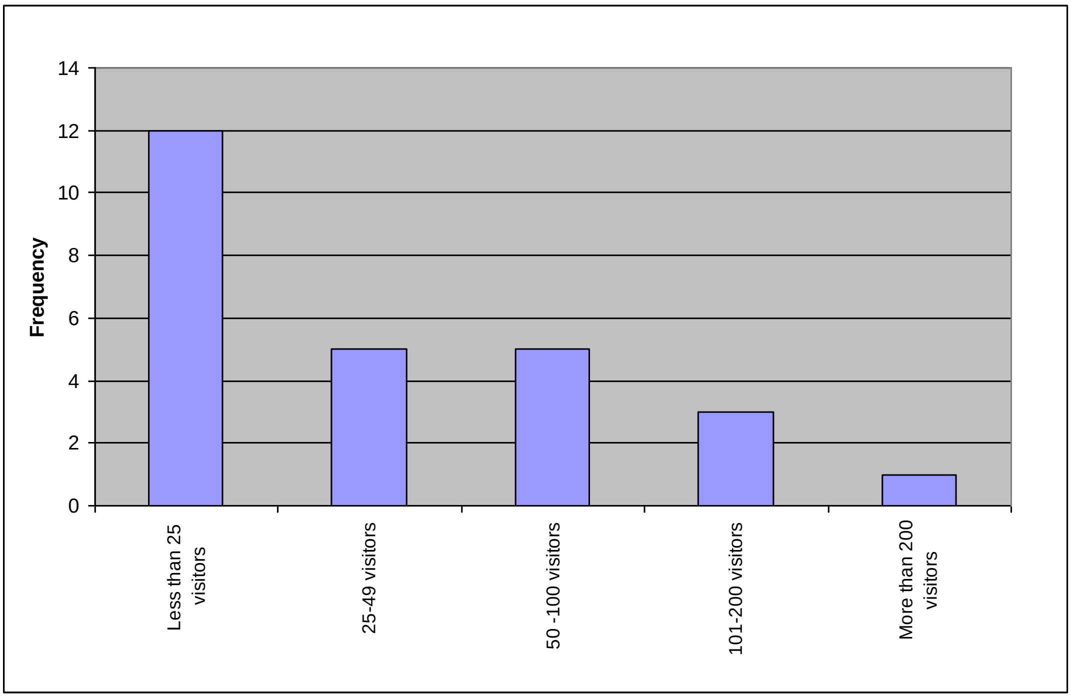

Figure 4.4: The availability and size of day visitor facilities at the CBE ventures

4.7 Busiest periods

Interviewees were requested to indicate the busiest days of the week and the busiest months of the year, as it was important to know when the selected sites could be visited in order to make sure that adequate numbers of staff and visitors could be interviewed for the investigation of sustainability that would follow. This information was collected through telephonic interview Questions 10 and 11. The busiest days of the week are indicated in Figure 4.5 and the busiest months of the year in Figure 4.6.

Figure 4.5, which indicates the busiest days of the week, shows the importance of the weekends (Fridays, Saturdays and Sundays), since they are very busy days for CBE ventures. Of relevance to the later investigation into the sustainability of CBE ventures here is that site visits should be scheduled to take place on the weekend days as well as on the weekdays (Monday to Thursday). The reason for this was that at the weekends it was more likely that there would be the required number of tourists to fill in questionnaires, and the required staff interviews would not disrupt the busy operating periods (namely weekends) if they could take place during weekdays. It was therefore decided that site visits should be planned to take place from Wednesday to Sunday or from Friday to Tuesday, incorporating both weekdays and weekends.

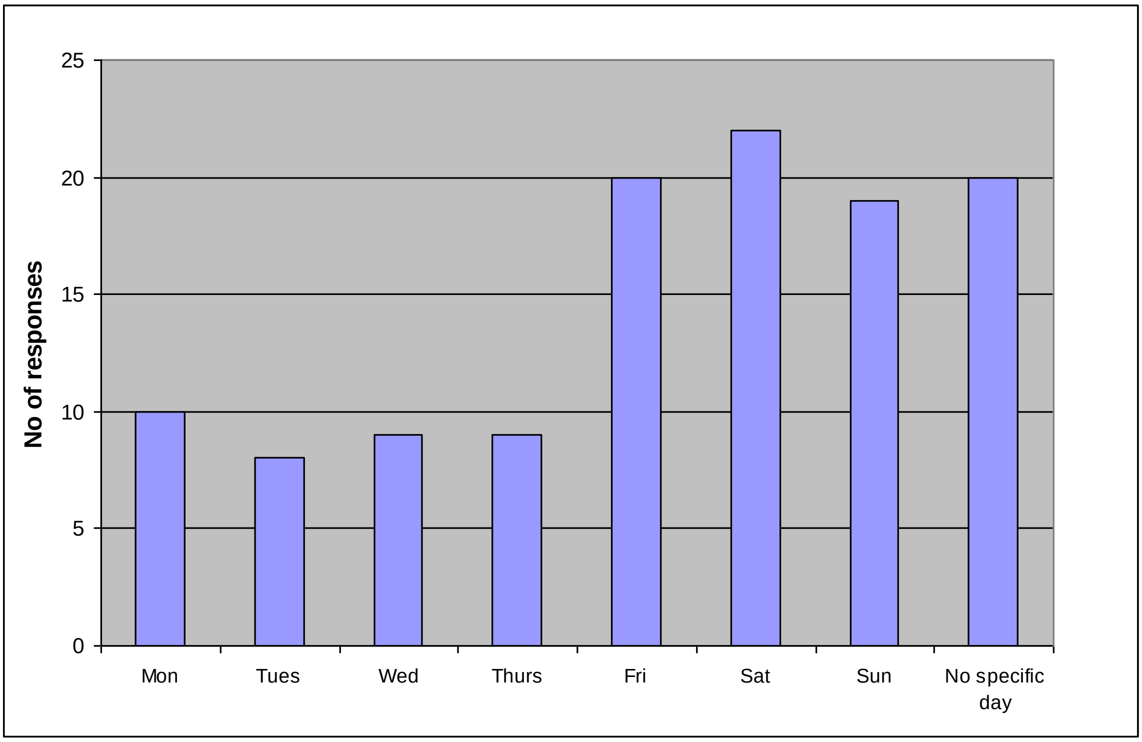

Figure 4.5: Reported busiest days of the week at CBE ventures

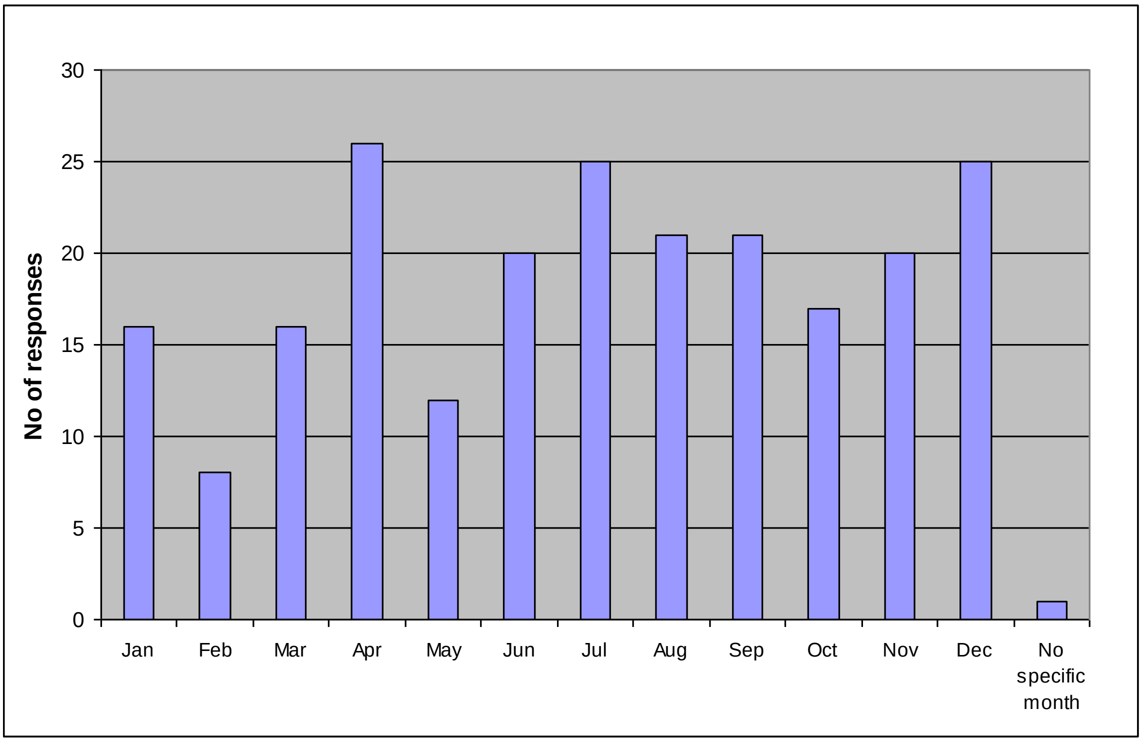

Figure 4.6: Reported busiest months of the year at CBE ventures

The busiest months of the year (as indicated in Figure 4.6) shows a strong correlation with the southern African school holiday periods. The busiest months are April, July and December, which correspond to the busiest school holidays in southern Africa, the Easter, winter and summer holidays. June, August, September and November are also comparatively busy months as they fall on the shoulder seasons of the winter and summer holiday periods. Of relevance to the research on sustainability was that it was clearly important to visit the study sites during the busiest months in order to have both staff and sufficient visitor numbers present for data collection. Because the telephonic interview process finished in March/April it was too soon to utilize this busy period, so the data collection for the investigation of the sustainability of the six CBE ventures was planned for June to September and November to December.

4.8 Conservation

In Question 12 interviewees were asked whether the tourism venture supported nature conservation (Yes or No). If respondents gave a positive reply, they were requested to elaborate on the means of support the tourism venture gave to nature conservation. The responses of the interviewees were then validated in each case to make sure that the answer provided did actually denote support for nature conservation. When a venture stated that it supported nature conservation by being a member of the Wildlife Society or had given a donation to nature conservation, it was not considered significant support for nature conservation. The researcher recorded such replies as negative replies. Replies such as the following constituted support: eradication of alien and invader species; planting indigenous trees; reintroduction of indigenous species; combating soil erosion; lion and elephant monitoring and research; providing the funds necessary for conservation management or CBNRM programmes; wetland rehabilitation. By definition, all 44 CBE ventures gave validated positive replies, while 89 (65.9%) of the 135 telephonic interviews conducted gave positive responses.

In order to find out what the relationship was between CBE ventures and conservation areas, two further questions were asked (Questions 13 & 14): “What is the distance (in kilometres) from the tourism venture to the nearest National Park or other nature conservation area?” and “What is the name of the conservation areas?” as validation and further confirmation of the location of the venture. Of the 41 responses received, the average distance to the nearest conservation area was indicated as being 10.51 kilometres. Twenty-six (63.4%) of the CBE ventures were actually located in the conservation areas and another 11 (26.8%) were within 20 kilometres of conservation areas. The three CBE ventures that responded with the greatest distances, namely 120 km, 88 km and 55 km as well as the three CBE ventures that did not provide a distance, were all located in remote areas of the Lesotho highlands that are generally pristine unspoilt areas. In Lesotho the establishment of conservation areas is still in its infancy, with only two conservation areas presently being promulgated, namely Schlathene and Tshelanyane National Parks.

Figure 4.7 below indicates the distance from CBE ventures to their nearest conservation areas.

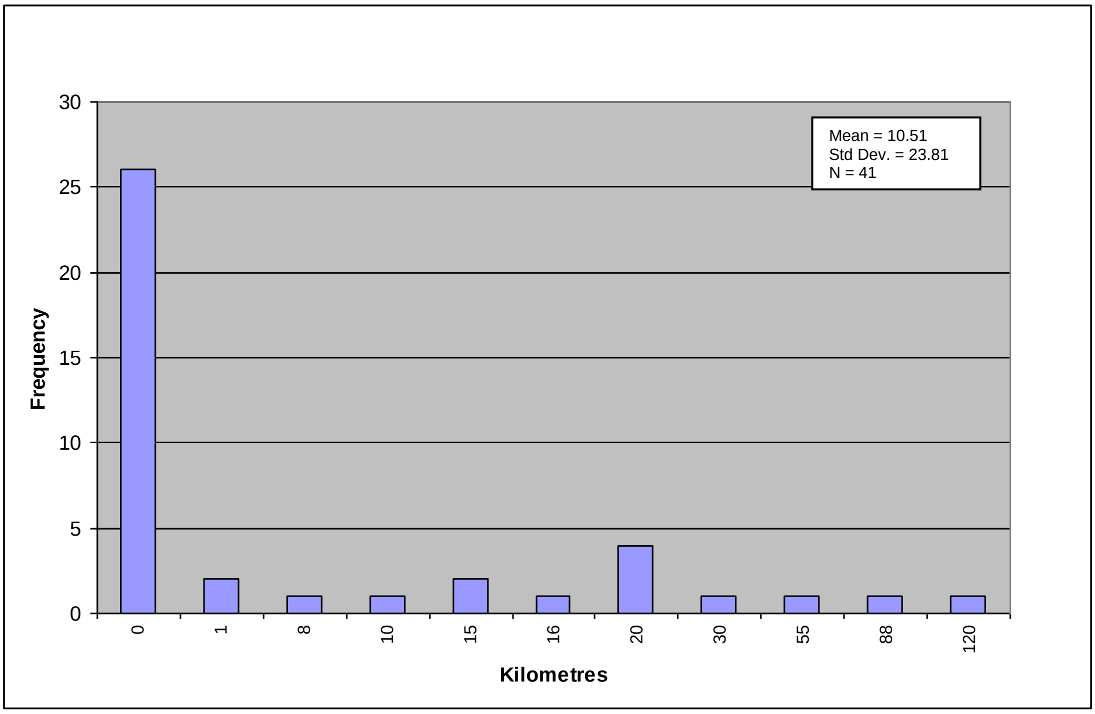

Figure 4.7: Distance in kilometres from CBE ventures to their nearest conservation areas

Figure 4.7 and the aforementioned discussion prove the important part that conservation areas play in CBE ventures. The fact that the majority of CBE ventures are either within or in close proximity to conservation areas provides further validation that these ventures need to be run as sustainably as possible in order to ensure that the conservation areas remain intact so that future generations may also appreciate them.

4.9 Culture

Question 15 asked whether the CBE ventures offered any cultural attractions and, if so, requested the interviewees to elaborate on the kind of attractions offered. Of the 135 telephonic interviews conducted 109 (80.7%) indicated that they offer cultural attractions. By definition 100% of the CBE ventures have a culture-based tourism product providing visitors with cultural attractions which they can enjoy.

These responses were also validated but none needed to be changed, as communities are generally very clear about what constitutes cultural activities. Examples of the responses provided included traditional dancing, singing and music; visits to a Sangoma [2]; traditional homesteads and villages; guided cultural and village tours; traditional language demonstrations; storytelling; and traditional food and beverages.

[2] traditional healer

The results here correspond well with the replies relating to the main themes of the enterprises as seen in Figure 4.2, which indicates that 32 (72.7%) of the 44 ventures offered culture as one of the main themes of their enterprise. The other 12 ventures did offer cultural attraction, but these were not considered to be the main theme of the venture. Cultural activities constitute an important part of CBE and will be investigated later during the investigation into sustainability in Chapter 6.

4.10 Education

The education of visitors was established by asking the interviewees (Question 16) whether the CBE venture provided visitors with an introduction or educational experience to the area they were visiting, and if so, how they did this. The responses were validated to ensure that visitors were actually offered educational experiences, such as introductory or welcoming speeches, guided walks or tours, and information at visitors' information centres, and not only passive education of the kind that is provided through web pages or brochures.

All the CBE ventures provided some form of education for visitors. Of the 135 telephonic interviews conducted 118 (87.4%) had some form of educational activity for visitors.

4.11 Ownership of CBE ventures

The ownership of CBE ventures was established through responses to Question 17 of the telephonic interview schedule, namely, "Who owns the tourism business?" The results are listed in Table 4.3. In order for a tourism venture to be considered a community venture, a portion of the ownership of the venture needs to belong to the community in some form. All of the ownership types listed below included some form of community ownership.

Table 4.3: Ownership types as indicated by the CBE ventures

Ownership type	**No.**	**%**
Community trust	19	43.2%
Individual entrepreneurs	10	22.7%
Joint ownership	5	11.4%
Groups of individuals (more than 1)	4	9.1%
Shareholders	4	9.1%
Organizations	2	4.5%
Total	**44**	**100%**

According to the respondents the largest portion (19) of the CBE ventures were owned by community trusts (43.2%), which is to be expected as these enterprises are community-based. Individuals and groups of individual entrepreneurs were two major ownership groups accounting for 22.7% and 9.1% respectively. Generally speaking, such individuals or groups of individuals usually come from the community and have realized the opportunities in tourism and have established tourism ventures. The responses indicated that there was some joint ownership of CBE ventures (11.4%) where the community was always one of the partners. Joint ownership may be between the community and either private organizations, individuals, companies or even state (government) or non-government organizations. The second last ownership group was shareholders (9.1%), where the community or a community member was always included as a shareholder. The last category of ownership was organizational ownership, where an organization owned the CBE venture. An example of this category of ownership is the !Khwa ttu San Culture and Education Centre. In this category the community is a community of interest rather than on a geographical community. Two CBE ventures were owned through this type of ownership. The ownership of CBE ventures is one of the criteria utilized for the classification of CBE ventures into the six previously mentioned types (section 2.7.1).

4.12 Joint venture

In order to classify the resultant CBE ventures into the six predetermined types, it was necessary to establish the status of joint venture operations. Questions 18.1, 18.2 and 18.3 of the telephonic interview requested information pertaining to the status of joint ventures. Question 18.1 requested confirmation whether the tourism venture was a joint venture; Question 18.2 enquired whether the joint venture (if there is a joint venture) had written agreements and contacts, to determine whether the joint venture association was formal or informal; and Question 18.3 requested the name of the joint venture partner.

Of the 44 CBE ventures 26 (59.1%) indicated that the tourism venture was a joint venture. Of these 26 joint ventures 20 indicated that they were formal joint ventures in which there were written contracts and agreements while six indicated that they had informal joint venture agreements.

Of the 20 formal joint ventures, four were formal joint ventures between an individual and the community. Seven were formal joint ventures between either an individual or group of individuals or the community and a private sector partner. These aforementioned 11 (25.0%) formal joint ventures are classified as formal joint ventures from now on. Nine of the formal joint ventures had three parties in the agreements, namely the community, the state and the private sector. These nine (20.5%) ventures are classified as triple joint ventures from here on.

Six ventures indicated that they had informal joint venture agreements. All six of these informal joint venture associations were between an individual or group of individuals and a community or community organization. These six (13.6%) ventures are now referred to as informal joint ventures.

Depending on the affiliation of the interviewee, the joint venture partner could be the community if the interviewee was employed by the private sector partner, or conversely, the partner could be from the private sector if the interviewee was a community member. In some instances the joint venture partner could be both the private sector and a state organization or the community and the state, again depending on the affiliation of the interviewee. The latter two examples refer to triple joint venture agreements where the community, the private sector and the state are partners in the joint venture. A summary of the joint venture responses is given in Table 4.4.

Table 4.4: Responses of the CBE ventures in relation to the various joint venture types

Joint ventures	**No. of responses**	**%**
Formal joint ventures	11	25.0
Triple joint ventures	9	20.5
Informal joint ventures	6	13.6
Not joint ventures	18	40.9
Total	**44**	**100**

Although joint venture agreements formed the most important measure for the classification of the 44 CBE ventures into the six predetermined types, the ownership categories as discussed in the previous section were also important for the classification of the remaining 18 CBE ventures that were not joint ventures.

4.13 Land ownership

Although land ownership was not an essential element for the investigation it provided valuable insights into the proportion of land owned by the different stakeholders in CBE. Information pertaining to the ownership of land on which the tourism venture is situated was gathered by interviewees answering Question 19. The resultant responses are listed in Table 4.5.

Table 4.5: Ownership of land on which CBE ventures are situated

Land ownership	**No. of responses**	**%**
Communal land	25	56.8
State	8	18.2
Joint ownership by state and the community	4	9.1
Private land	3	6.8
State (King)	2	4.5
Church	1	2.3
Organization	1	2.3
Total	**44**	**100**

Communal land constitutes 56.8% of the land ownership on which CBE ventures are situated. Eight (18.2%) respondents indicated that the land belonged to the state, while another four (9.1%) responded by indicating that the land was jointly owned by the state and the community. Two (4.5%) also responded that the land was owned by the state on behalf of the King. Many of the categories that include state ownership refer to conservation areas or contractual national parks, where the ownership is shared by communities and state. Land in Swaziland and Lesotho traditionally all belongs to the King and is held in trust by the state. Very small portions of the land in these two countries may be privately owned.

Three of the respondents indicated that the land on which the venture was situated fell under private ownership. An example of this is the Dqae Qare Game Farm which is situated on land that belongs to a church group in Botswana on behalf of the San people of Botswana, and the !Khwa ttu San Culture and Education Centre owns the land on which it is situated. Land is a valued commodity for rural communities and is often the most valuable asset that they may bring to the development of joint venture partnerships.

4.14 Community control and decision making

Community control and decision making is an important component of any CBE enterprise. In order for a venture to be classified as a CBE, the community has to have a significant portion of control or decision-making power. All the CBEs by definition have a significant amount of community control. Question 20 of the telephonic interview enquired as to the involvement of the community in decision making in relation to the management of the tourism ventures. Of the 135 telephonic interviews conducted 69 (51.1%) respondents indicated that they had significant community control and decision-making power. Many of the responses indicated that communities were represented on the management boards of the CBE ventures and had a powerful stake in decision making and control of tourism ventures.

4.15 State involvement

It is important to know whether the state is involved in CBE ventures in some way. Question 21 requested interviewees to indicate whether their government (or state) was involved in CBE in some way and if so, what the involvement entailed. Twenty-seven (61.4%) of the 44 interviewees indicated that the state was involved in some way in the CBE venture. Most of the involvement related to natural resources management and conservation issues; very few cases of state support for CBE ventures relating to the management and operation of the tourism business were noted.

4.16 Support organizations

Question 22 pertained to whether the CBE ventures received any assistance from other organizations and the type of assistance they received. Twenty-four of the interviewees responded that they did receive assistance from other organizations. Two major types of assistance were noted. The first type of assistance related to organizations assisting with marketing, while the second type of assistance related to organizations assisting community ventures in running their tourism businesses either by providing tours to the community ventures or in the erection and management aspects of the tourism business (such as funding, facilities planning and construction, hospitality, housekeeping and bookkeeping).

4.17 Community employment

Community employment is a critical element of CBE ventures. This is also one of the major ways in which communities benefit economically from CBE ventures. It was therefore important to determine the levels of community employment by CBE ventures. Question 23 of the telephonic interview enquired how many people worked at the tourism venture. After providing the total number of employees, the respondents were also requested to indicate the number of employees that were full-time, part-time and seasonal. The origin of the employees was also requested in order to find out whether employees were local or from outside the area.

In all the CBE ventures the majority of employees were from the local community. The total number of employees at the 44 CBE ventures is indicated in Figure 4.8.

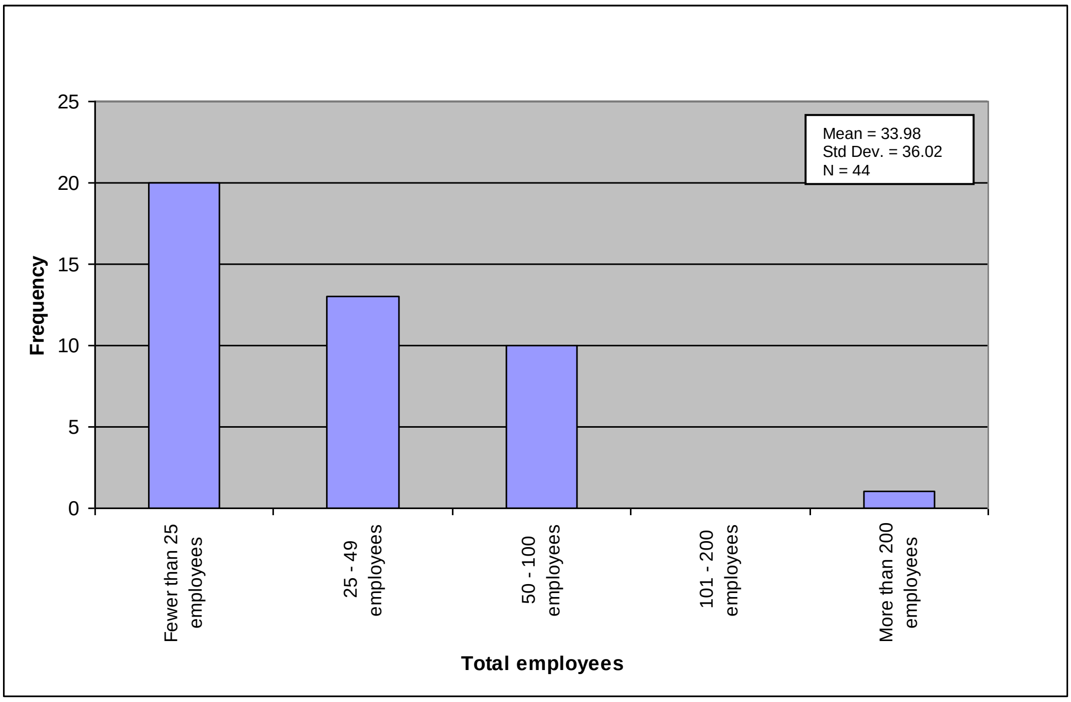

Figure 4.8: Total number of employees at CBE ventures

A total of 1 495 staff members were employed at the 44 CBE ventures. This is a significant number of employees. It should also be remembered that these employees are often the sole income earners in many families, meaning that it is most likely that 1 495 families are supported by these ventures. The average employment per venture is 33.98 employees. This number is significantly higher than anticipated. Umngazi River Bungalows employs the highest number of employees, namely 228 people. Although many of the ventures employ only a handful of employees it is important to note that many of the CBE ventures are located in rural areas where very few other economic activities are possible. Consequently CBE is an important driver for the local economies in these areas. The employment of community members is one of the key components that define CBE ventures. Of the 135 telephonic interviews conducted, 131 (97.0%) of the responses indicated that the community members were the significant and major employees of the ventures. The different categories of employees are indicated in Figure 4.9.

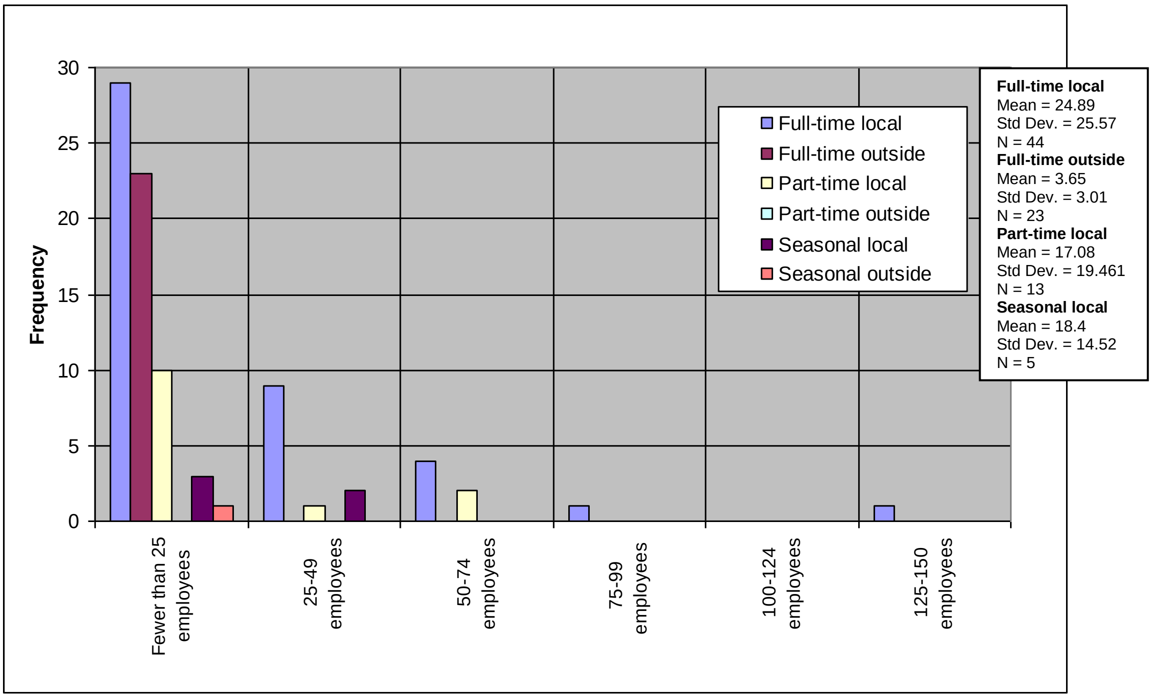

Figure 4.9: Number of employees according to employment categories at CBE ventures

The responses from interviewees were reclassified into categories for explanation purposes. From Figure 4.9 it is evident that the majority of responses indicate that the number of employees in each of the categories of employment is most prevalent in the small groups of employees (0-24 employees).

All 44 ventures had full-time local employees of which 29 CBE ventures were in the 0-25 employees category, while nine were in the 25-49 employees and four in the 50-74 employees group, and one in each of the 75-99 and 125-150 employees groups. The total number of full-time local employees was 1 095, giving an average of 24.89 full time local employees per CBE venture. This is a highly significant finding as it indicates that CBE ventures generated large numbers of employment opportunities.

Twenty-three (52.3%) of the 44 respondents indicated that they had full-time employees from outside the local community. The average number of full-time outside employees was however very low at 3.65. The highest number of full-time outside employees at any venture was 12. This indicates that many of these employees were expatriates who usually held management positions to oversee the management of the tourism operations.

Thirteen respondents (29.5%) indicated that they had part-time local employees. The majority (10) of these were in the 0-24 employees group, one in the 25-49 and two in the 50-74 employees category. No part-time outside employees were noted by any of the respondents.

Five respondents indicated that they had seasonal employees from the local community. Three were in the 0-24 and two in the 25-49 employees group. The average number of seasonal local employees was 18.4. Only one respondent indicated that it had two seasonal outside employees.

4.18 Community benefits

Another important characteristic that defines CBE ventures is community benefits. These benefits need to be above and beyond the scope of employment. Question 24 of the telephonic interview schedule asked interviewees to state whether they felt that besides employment, the community benefited from the tourism venture. These benefits had to be listed and elaborated on.

Of the 135 respondents 110 (81.5%) indicated that significant benefits accrued to communities. The community benefits included the following: education projects such as schools and crèches; health care projects such as clinics and HIV/AIDS education campaigns and care programmes; and entrepreneurial projects like farming and small business development.

4.19 Summary

CBE is a relatively new addition to the tourism industry in southern Africa with the average age of ventures being 9.55 years at the time of the research. The CBE ventures offered nature-based, cultural and educational products and experiences for visitors to enjoy in the lower end of the price spectrum. The majority were in the Budget to Mid-Range categories. Cumulatively the 44 ventures offered 2 153 (1 352 accommodation and 805 camping) bed spaces as well as facilities for day visitors. The busiest periods for these ventures are during weekends and in the school holidays. The majority of these ventures were joint ventures on communal or state land. All of these ventures had a significant degree of community control and decision-making powers. CBE generated significant benefits and employment opportunities (1 495 in total) the majority of which were full-time positions filled by local community members.

This chapter indicated a number of important findings in relation to the nature of CBE ventures in southern Africa. The results of this chapter place the findings of the sustainability investigations on CBE case studies in context. The next chapter discusses the construction of the evaluation framework for determining the sustainability of the selected CBE ventures.