

CHAPTER SEVEN

CROSS-CASE ANALYSIS AND ASSESSMENT OF THE UTILITY OF THE EVALUATION FRAMEWORK

*“The changes needed in order for business to survive and thrive in an age of sustainability are so fundamental that they are akin to changing its identity, its underlying nature”
(Visser & Sunter, 2002, p. 28)*

7.1 Introduction

In this chapter a cross-case analysis and comparison are presented in order to highlight the current state of sustainability of the CBE ventures investigated and to provide baseline data for future comparison. The indicators provide an early warning system for any areas of concern as well as a basis for long-term planning for the future (UNEP & WTO, 2005, p. 72). This chapter also assesses the utility of the evaluation framework used to establish the sustainability of the CBE ventures and makes recommendations in order to improve the utility of the framework.

7.2 Cross-case analysis

The results of each issue and indicator are tabulated to facilitate comparison across cases. In each table the results pertaining to each issue and the associated indicators are provided for all six case studies investigated. Abbreviations are used to indicate the source of the data from interviews and questionnaires (SI - Staff interviews, CI - Community interviews, VQ - Visitor questionnaires). Before the cross-case analysis was conducted, the resultant responses (where appropriate) were colour coded in order to aid the discussion of the results.

7.2.1 Colour coding

The resultant responses have been colour coded as indicated in Table 7.1. A differentiation has also been made between the positively and the negatively stated questions. In order to differentiate between positive and negative statements an example is given from issue 1: Local satisfaction with tourism. An example of a positive statement is *“Is tourism good for the community?”* while an example of a negative statement is *“Is there anything that bothers you about tourism in your community?”* All negatively stated questions are indicated with a **“-ve”** (see Table 7.2 for an example of this).

Table 7.1: Colour coding categories of selected responses to aid analysis

Colour coding	% responses (positive statements)	% responses (negative statements)	Cumulative Likert scale results (positively stated)	Cumulative Likert scale results (negatively stated)
Excellent	81 - 100	0 - 20	4.21 - 5.0	1.0 - 1.8
Good	61 - 80	21 - 40	3.41 - 4.2	3.41 - 4.2
Average	41 - 60	41 - 60	2.61 - 3.4	2.61 - 3.4
Below average	21 - 40	61 - 80	1.81 - 2.6	3.41 - 4.2
Cause for concern	0 - 20	81 - 100	1.0 - 1.8	4.21 - 5.0

7.2.2 Cross-case analysis of social issues

Issue 1: Local satisfaction with tourism

This issue tested the satisfaction of the staff members and the community members with tourism, as well as the complaints received from the community.

Indicator 1.1: Local satisfaction level with tourism

The local satisfaction level with tourism of all six case studies was high and the staff and the community members in all six cases indicated that they would like more tourism in their area (Table 7.2). The majority of the responses for these questions indicated the dire need for increased employment opportunities and economic benefits for the communities associated with these CBE ventures.

Indicator 1.2: Local community complaints

The number of complaints received from the community was relatively low for all the cases except Malealea Lodge (informal joint venture) and Tembe Lodge (triple joint venture) (Table 7.2). The staff members at Malealea Lodge indicated that many members of the community had complained about the low number of employment opportunities available at Melealea Lodge and the unruly behaviour of the child village guides. Some community members also believed that the “*Lodge takes too large a percentage of the money earned from the tourist for pony trekking*”. At Tembe Lodge the staff and the community members had many complaints and concerns which need to be addressed as these may become a potential source of conflict in the near future. The majority of complaints relate to the lack of employment opportunities created by the Lodge as well as to their perception that “*the relationship between the Lodge and the community is not good*”. With regard to the management and administration of the Lodge, the community indicated that they felt excluded from the decision-making processes.

Table 7.2: Summary of cross-case responses relating to Issue 1: Local satisfaction with tourism (SI=staff interviews, CI=community interviews)

Issue 1: Local satisfaction with tourism		Individually operated		Community-operated		Informal joint venture		Formal joint venture		Triple joint venture		Organ. operated	
		Aba-Huab Campsite		Kaziikini & Shandreka		Malealea Lodge		Damaraland Camp		Tembe Lodge		!Khwa ttu	
1.1 Local satisfaction with tourism													
Staff and community responses		SI	CI	SI	CI	SI	CI	SI	CI	SI	CI	SI	CI
<i>Is tourism good for the community?</i>	% yes	100	100	100	100	100	100	100	100	100	80	100	80
<i>Do you want more or less tourism in your area?</i>	% more	100	100	100	100	100	100	80	100	100	100	100	100
1.2 Local community complaints													
Staff and community responses		SI	CI	SI	CI	SI	CI	SI	CI	SI	CI	SI	CI
<i>Is there anything that bothers you about tourism in your community?</i>	% yes (-ve)	20	0	0	40	20	40	20	20	70	100	30	0
<i>Do you know of any complaints received from local residents regarding tourism?</i>	% yes (-ve)	10	0	0	40	50	40	20	20	80	60	30	20

Issue 2: Effects of tourism on communities

This issue addressed the positive and negative socio-cultural effects of tourism on the community (Table 7.3). The first indicator established the positive effects while the second indicator listed the possible negative effects of tourism.

Indicator 2.1: Percentage who believe that tourism has helped bring new services or infrastructure

This indicator indicated whether the CBE tourism venture had been instrumental in bringing new socio-cultural services (such as schools and clinics) to the community. Favourable responses were received from both the informal and the formal joint ventures, namely Malealea (informal joint venture) and Damaraland Camp (formal joint venture). While the staff at Tembe Lodge (triple joint venture) agreed that the tourism venture had brought new services to the community, the community members did not agree that tourism had provided new services for the community. The community venture (Kaziikini) in turn had favourable responses from the community while the staff members were largely undecided. For both the individually operated (Aba-Huab) and the organization-operated (!Khwa ttu) ventures, the staff and the community agreed that tourism had not helped the community to obtain new services. The individually operated venture may not have invested significant capital into new services for the community as the venture was operated by an individual who may not have emphasized the provision of services for the community. The reason why !Khwa ttu (organization operated) may not have received a positive response from both staff and community members could be that there is a large distance between the tourism venture and the San community it represents.

Indicator 2.2: Other effects of tourism on the community

The various possible negative socio-cultural effects of tourism are indicated here.

- The responses relating to the employment of youth received mixed results from the interviewees. The researcher is of the opinion that the main reason for these mixed responses relates to the ambiguity of the stated question in the interviews. Respondents were not sure if the question pertained to the age of all employees (many ventures had both young and old community members in their employ). This question needs to be amended to enquire whether a tourism venture employs only young people. This would indicate an imbalance in the age of the employees. All community members should have equal opportunities to become employed by the tourism venture, regardless of age. The results of the question therefore do not provide an accurate picture of the employability age distribution of employees. Another possible option could be to collect the ages of all the employees of the CBE venture and to use these ages to make deductions.
- It was generally agreed that tourism does not increase the prices of local goods. However, the staff members of a number of CBE ventures indicated that tourism does increase the prices of local goods. A possible reason for this is that staff often have to pay the same prices as tourists for goods purchased directly from the tourism venture.
- The staff and the community generally agreed that tourism does not increase the crime rate in the area. If anything, it leads to a decrease in crime as people now have the means to earn their livelihood through tourism-associated activities.
- There was a general perception that tourism changes the behaviour of the community. Although this acculturation is to be expected, this is cause for concern as it may lead to a perception among some members of the community that the cultural authenticity of the community may be lost. This in turn could affect the tourism product offered.
- The staff and the community generally agreed that tourism does not damage and destroy nature. The only exception being the community at Malealea that indicated that some self-drive tourists do in fact damage nature.
- The majority of the staff and community members who were interviewed agreed that tourists use resources that the people need, such as water and firewood. Although this is not a cause for concern yet, it may lead to conflicts in the future. This situation has to be carefully monitored to ensure that resource utilization does not cause conflict and competition between the community and the tourism venture.
- All the interviewees with the exception of the community members at Aba-Huab (individually operated) agreed that there are low levels of access controls in place. The community at Aba-Huab felt that they are not allowed to visit certain areas as these areas are for the exclusive use of tourists. In future, this may be exacerbated in the case of Aba-Huab, as the owner now limits the access of community members to the Aba-Huab Campsites and has even built a shop providing general supply items for the community, away from the immediate vicinity of the tourism venture.

- All the interviewees also agreed that the local community members may visit the tourism facility. These visits in all cases are however controlled and a valid reason is needed to enter the tourist facility. Only staff and the community members at Tembe Lodge (triple joint venture) felt that community members may not visit the tourism venture. A possible reason for this is that Tembe Elephant Park now has free-roaming lions and consequently community members wishing to visit the facility have to be escorted and transported to the Lodge. This has however led to the perception that the community may not visit the tourism facility.

In all cases the positive effects of tourism need to be increased and the negative effects of tourism on the community need to be decreased in order for the staff and the community members to experience the positive socio-cultural effects of tourism rather than the negative effects.

Table 7.3: Summary of cross-case responses relating to Issue 2: Effects of tourism on communities (SI=staff interviews, CI=community interviews)

Issue 2: Effects of tourism on communities		Individually operated		Community-operated		Informal joint venture		Formal joint venture		Triple joint venture		Organ. operated	
		Aba-Huab Campsite		Kaziikini & Shandreka		Malealea Lodge		Damaraland Camp		Tembe Lodge		IKhwa ttu	
2.1 Percentage who believe that tourism brings new services													
Staff and community responses		SI	CI	SI	CI	SI	CI	SI	CI	SI	CI	SI	CI
Does tourism help the community obtain infrastructure and services?	% yes	20	16.7	50	100	100	80	70	60	70	20	20	20
2.2 Other effects of tourism on the community													
Staff and community responses		SI	CI	SI	CI	SI	CI	SI	CI	SI	CI	SI	CI
Does tourism employ local youth?	% yes	100	50	66.7	80	40	100	90	100	100	80	70	0
Does tourism increase the prices of local goods?	% yes (-ve)	30	33.3	83.3	80	10	0	10	60	70	0	80	60
Does tourism increase crime in the area?	% yes (-ve)	0	0	0	20	40	0	0	0	20	0	30	20
Does tourism change the behaviour of the community (e.g. eat, drink, dress, buy, language, want?)	% yes (-ve)	40	50	83.3	80	70	100	90	60	20	20	70	20
Does tourism damage or destroy nature?	% yes (-ve)	10	0	0	0	30	60	10	20	10	20	30	0
Does tourism use the resources people need, like firewood and water?	% yes (-ve)	70	66.7	83.3	80	100	100	70	80	40	100	70	20
Are there areas that people cannot access because of tourism?	% yes (-ve)	30	66.7	16.7	0	10	20	20	20	20	60	60	20
Can the local community visit/use the tourism facility?	% yes	90	66.7	100	100	90	80	100	100	60	20	100	100

Issue 3: Education

This issue established whether the tourists, the staff and community members receive any education or training and skills development through the tourism venture (Table 7.4). The training that the tourists, staff and community members receive is differentiated here.

Indicator 3.1: Education of tourists

Five of the ventures investigated have active programmes through which tourists are educated through the guides and other staff members at the tourism ventures. Aba-Huab Campsite (individually operated) is the only one of the six CBE ventures which does not have an active tourism education component as part of their offerings. At the Campsite informal education takes place through interaction with the staff members on duty. Although Aba-Huab does not have an active programme through which visitors are educated, a number of tourism attractions in the immediate vicinity of the Campsite offer guided tours such as the Twyfelfontein Rock engravings site. The formal joint venture (Damaraland Camp) and the triple joint venture (Tembe Lodge) also have orientation sessions for new guests at the tourism venture. There are also discussions around the campfire every evening which creates further opportunities for visitor education.

Indicator 3.2: Education of community

This indicator has two sub-indicators which are discussed below, namely (1) whether the community members receive any skills training through the tourism venture and (2) whether the community receives any skills training relating to nature and culture.

- Three of the ventures, namely the community-operated (Kaziikini), the formal joint venture (Damaraland Camp) and the organization operated (!Khwatya) ventures have very good programmes through which community members receive various types of training. By virtue of their type and the agreements that they have with the communities, all three these ventures have to provide some form of education and skills development for the community. In all three these ventures the community has a large influence on the management of the venture – either directly or indirectly. Aba-Huab (individually operated) and Tembe Lodge (triple joint venture) provided very little or no training for the community in which they operate. Although Malealea Lodge (informal joint venture) does provide some education for the community, this could be improved and expanded to include a greater number of community members.
- As can be expected, the levels of skills training related to nature and culture were lower than those of the previous sub-indicator. It is however noteworthy to see that the two ventures run either by the community (Kaziikini) or by an organization representing the community (!Khwatya) have a 100% response rate on education of the community in terms

of nature and culture. Five of the other ventures all had lower response rates than the previous sub-indicator, while Tembe Lodge offers no training in this area.

Indicator 3.3: Training and skills development of staff

This indicator has three sub-indicators, namely (1) to investigate whether the staff members needed to get training in order to do their job functions at the CBE venture, (2) to investigate whether the staff members receive any skills training through the tourism venture and (3) to establish whether the staff receive any skills training relating to nature and culture through the tourism venture.

- Staff members generally felt that they were well trained in the skills they need in order to perform their specific tasks and duties. The only exception was the staff at Aba-Huab (individually operated) where very few staff members indicated that they had received training in order to perform their duties at the tourism establishment. A possible reason for this could be that Aba-Huab had lost many employees to the other newly established commercial operations in the area such as Twyfelfontein and Mowani Lodges and the new members of staff had not yet received any training in order to perform their duties.
- The staff members also generally agreed that they received skills training through the tourism ventures. Here again the only exception was Aba-Huab Campsite which for the same reasons as stated above, may not have had the opportunity to train the new staff members.
- This sub-indicator again indicated a lower positive response rate, as can be expected. The reason for this could be that the tourism ventures concentrate training on the specific job function the staff member will be performing rather than on nature and culture.

Staff members are generally well trained in the aspects that relate to their job functions while aspects of nature and culture are not emphasized strongly in the training programmes offered by the CBE ventures.

The general tendency with regard to education is that the more commercial the operation, the greater the emphasis placed on the education of the tourist. The level of community skills development and training is higher in organizations where the community has a stronger influence on management decision making. All ventures (with the exception of Aba-Huab) had high levels of staff training and skills development for staff members to perform their job functions. The levels of education amongst both community and staff with respect to nature and culture were generally lower than the job-related skills training. Although the reasons for this are obvious, it is important to realize that nature and culture are crucial aspects for the tourism ventures, and as such there should be greater emphasis on these aspects in education and training programmes.

Table 7.4: Summary of cross-case responses relating to Issue 3: Education (CI=community interviews, SI=staff interviews)

Issue 3: Education		Individually operated	Community -operated	Informal joint venture	Formal joint venture	Triple joint venture	Organ. operated
		Aba-Huab Campsite	Kaziikini & Shandreka	Malealea Lodge	Damaraland Camp	Tembe Lodge	!Khwa ttu
3.1 Education of tourists							
<i>How are tourists educated</i>		Informally through interaction with staff	Guides	Guides	Arrival orientation, guides and campfire discussions	Arrival orientation, guides and campfire discussions	San guided tours and photo gallery
3.2 Education of community							
Community responses		CI	CI	CI	CI	CI	CI
<i>Do community members receive any skills training through the tourism venture?</i>	% yes	16.7	100	60	100	0	100
<i>Does the community receive any training about nature and culture through the tourism venture?</i>	% yes	0	100	20	60	0	100
3.3 Training and skills development of staff							
Staff responses		SI	SI	SI	SI	SI	SI
<i>Did you receive any training/skills development to do this work?</i>	% yes	60	100	80	90	100	100
<i>Do staff members receive any skills training through the tourism venture?</i>	% yes	40	83.3	70	80	100	100
<i>Does the staff receive any training about nature and culture through the tourism venture?</i>	% yes	40	66.7	10	80	60	90

Issue 4: Community decision making

In this case the staff and community members' perceptions of the level of community control over tourism were tested (Table 7.5).

Indicator 4.1: Community decision-making structures

As could be expected, the responses from the three ventures where the community had the greatest say in decision making (Kaziikini, Damaraland Camp and !Khwa ttu) received the highest responses from both staff and community members interviewed, while the staff and community members interviewed at Tembe Lodge (triple joint venture) and Malealea Lodge (informal joint venture) indicated that the community had low levels of control over tourism at these two establishments. At Malealea the tourism activities at the Lodge are controlled by the owner of the Lodge while the community only have control over the pony-trekking portion of the operation. However, at Tembe Lodge the community as an equal partner in the Lodge is dominated by the

private sector partner and the Conservation Authority which have a much greater influence over the operations at Tembe Lodge. The staff at Aba-Huab indicated that the community has a high level of control over tourism while the community indicated the opposite. This could be explained by the fact that the staff members were aware that the owner of the Campsite was also a member of the Conservancy and had to report to the Conservancy membership. This may explain the higher level of responses from staff members. Since the community members interviewed at Aba-Huab were not part of the Conservancy membership they might have felt that the community (which in their case might have referred to the non-conservancy members of the community neighbouring the Aba-Huab Campsite) might have very little control over tourism in the area.

Table 7.5: Summary of cross-case responses relating to Issue 4: Community decision making (SI=staff interviews, CI=community interviews)

Issue 4: Community decision making		Individually operated		Community-operated		Informal joint venture		Formal joint venture		Triple joint venture		Organ. operated	
		Aba-Huab Campsite		Kaziikini & Shandreka		Malealea Lodge		Damaraland Camp		Tembe Lodge		!Khwa ttu	
4.1 Community decision-making structures													
Staff and community responses		SI	CI	SI	CI	SI	CI	SI	CI	SI	CI	SI	CI
<i>Does the community have control over tourism?</i>	% yes	70	16.7	100	100	40	60	90	80	30	20	90	100

Issue 5: Community benefits

The perceptions of staff and community members regarding the level of benefits they receive from tourism are tested in this issue. The perceptions of whether tourism creates jobs and whether the income derived from tourism remains in the community were also assessed (Table 7.6).

Indicator 5.1: Community benefits from tourism

This indicator indicated the perceptions of staff and community members regarding personal, household and community benefits. The perceptions regarding whether tourism creates jobs for local people and whether the money earned from tourism remains in the community were also indicated.

- The staff members at all the CBE ventures indicated that they personally benefited from tourism. The community members had varying responses to whether they benefited personally from tourism. The community members at Kaziikini (community-operated), Malealea (informal joint venture) and Damaraland Camp (formal joint venture) indicated that they personally benefited from tourism, while community members at Aba-Huab (individually operated), Tembe (triple joint venture) and !Khwa ttu (organization operated) indicated that they did not personally benefit from tourism. With regard to Aba-Huab (individually operated) this can be explained as follows: the community members

interviewed were excluded from personal benefits as they were not employed at the tourism ventures themselves and they were not members of the conservancy. At Tembe Lodge (triple joint venture) the population density surrounding the Tembe Elephant Park was very high. Consequently, a very low percentage of people were employed and therefore a low level of the community members received personal benefits from tourism. At !Khwatla (organization operated) the community might have felt excluded from personal benefits as a result of the great distance (some 1 000 km) between themselves and the tourism venture.

- The responses relating to whether anyone else in their household benefited from tourism was generally average to low throughout all the CBE ventures. The lowest responses were received from both staff and community members at Tembe Lodge. This could be attributed to the small scale of the venture in relation to the high population density in the area surrounding the Tembe Elephant Park. The researcher's perception was that all interviewees defined the benefits for other members of the household as employment opportunities. Various other types of benefits were generally excluded (such as food in the household or educational opportunities). This should be amended in subsequent investigations and benefits should be defined. One surprisingly high response was received from Aba-Huab. This high response could be attributed to the high number of interviewees who had spouses or family members employed at the tourism ventures. The responses in terms of household benefits could possibly be contextualized if the number of employment opportunities were measured in terms of the population density in the area. The population density was however not included in this investigation and should be included in future research.
- In terms of the broader community receiving benefits, the responses were generally very favourable for all the ventures, with the exception of Tembe Lodge. Although the staff members at Tembe Lodge indicated that the broader community did indeed benefit from tourism, the community members interviewed felt that the Lodge did not benefit the broader community. This could also be attributed to the high population density surrounding the Tembe Elephant Park as well as to the possibility that the community members interviewed might have felt that the broader community did not benefit significantly. Besides the community members at Tembe Elephant Park, the majority of interviewees indicated that tourism did benefit the broader communities in the areas where they were located. This is an important result that shows that the community still believes that the tourism venture has an important contribution to make to the improvement of the broader community.
- The majority of the responses indicated that tourism did indeed create jobs for local people. Tourism is a very important means from which communities may benefit, albeit not the only one. The only negative responses leading to an average rating for the perceptions of

community members were received from community members who did not live in close proximity to the tourism ventures (Damaraland Camp and !Khwa ttu).

- The responses in relation to the question whether the money spent by tourists remained in the community received favourable responses from the largest portion of the interviewees. Three notable lower levels of responses were received for Aba-Huab (individually operated), Tembe Lodge (triple joint venture) and the community member responses at Damaraland Camp (formal joint venture). At Aba-Huab and at Tembe Lodge both the staff members and the community members interviewed indicated that they felt that the major portion of the income earned from tourists did not remain in the community but went into the pockets of the owners. At Damaraland Camp the community responses could be attributed to the community members' belief that the private sector partner, Wilderness Safaris, took most of the money and that only a small proportion of the income stayed in the community and was distributed by the Torra Conservancy.

An important aspect of any CBE venture is that the community members accrue a significant portion of the benefits associated with tourism. Although many of the benefits have a monetary value, the non-monetary values should also be kept in mind. Many of the aspects investigated in this section relate directly to some form of monetary value.

Table 7.6: Summary of cross-case responses relating to Issue 5: Community benefits (SI=staff interviews, CI=community interviews)

Issue 5: Community benefits		Individually operated	Community-operated	Informal joint venture	Formal joint venture	Triple joint venture	Organ. operated						
		Aba-Huab Campsite	Kaziikini & Shandreka	Malealea Lodge	Damaraland Camp	Tembe Lodge	!Khwa ttu						
5.1 Community benefits from tourism													
Staff and community responses		SI	CI	SI	CI	SI	CI	SI	CI	SI	CI	SI	CI
<i>Do you personally benefit from tourism?</i>	% yes	100	50	100	100	100	100	100	100	100	40	100	20
<i>Does anyone else in your household benefit from tourism?</i>	% yes	50	66.7	50	60	50	60	70	40	20	20	60	40
<i>Does the broader community benefit from tourism?</i>	% yes	80	66.7	100	100	100	100	100	100	80	20	70	100
<i>Does tourism create jobs for local people?</i>	% yes	90	100	100	100	100	100	100	60	100	100	90	60
<i>Does the money spent by tourists remain in the community?</i>	% yes	20	33.3	100	100	80	100	90	40	20	0	80	100

Issue 6: Culture

This issue investigated the perception of visitors regarding the cultural appreciation and conservation as well as the craft and cultural offerings at CBE sites. The staff and community members' perceptions of whether there were more crafts and cultural activities as a result of tourism were also investigated (Table 7.7).

Indicator 6.1: Cultural appreciation and conservation

The cultural component of CBE is a very important aspect as these communities have unique cultural products which visitors seek out and would like to experience.

- The visitors generally gave very favourable responses to all the aspects investigated in terms of crafts and culture. Two aspects are however cause for concern: (1) the low score the Aba-Huab (individually operated) received in terms of the question pertaining to the experience of visitors with the local culture and (2) the low scores received by Kaziikini (community-operated) and Damaraland Camp (formal joint venture) relating to the availability of good souvenirs and crafts. The low score received by Aba-Huab regarding visitors' experience of local culture could have been caused by insufficient staff training in customer relations at Aba-Huab Campsite. There are different possible reasons for the low scores obtained in terms of the availability of good souvenirs and crafts at Kaziikini and Damaraland. At Damaraland Camp very few souvenirs were available and those that were available, such as books and t-shirts, were not produced by the local people. Kaziikini had good souvenirs but they were not displayed or presented effectively for tourists to purchase. They were displayed in the reception building which very few visitors enter, as staff usually come to the visitors or only one tourist or guide per party enters the reception area to finalize booking and payment details. At Kaziikini the other crafts were on sale inside the cultural village (Shandreka) which may only be entered by visitors on guided village tours. This also resulted in lower sales and poor exposure to visitors. The crafts and souvenirs for sale at Kaziikini should be displayed more effectively – perhaps at the bar and in the dining area as visitors often spend relatively long periods of time there.
- Both the staff and the community members indicated very high levels of responses indicating that there were more crafts and cultural activities as a result of tourism. Only the staff members at Damaraland Camp did not have a high level of response in terms of more crafts and cultural activities as a result of tourism. This could be attributed to the fact that there were only limited cultural activities on offer and there were no community-produced crafts on sale at Damaraland Camp.

Table 7.7: Summary of cross-case responses relating to Issue 6: Culture (VQ=visitor questionnaires, SI=staff interviews, CI=community interviews)

Issue 6: Culture		Individually operated	Community-operated	Informal joint venture	Formal joint venture	Triple joint venture	Organ. operated						
		Aba-Huab Campsite	Kaziikini & Shandreka	Malealea Lodge	Damaraland Camp	Tembe Lodge	!Khwa ttu						
6.1 Cultural appreciation and conservation													
Visitor responses		VQ	VQ	VQ	VQ	VQ	VQ						
<i>I had a good experience involving the local culture.</i>	Ave. Likert score	2.89	3.63	4.8	4.43	4.33	4.09						
<i>Cultural sites were well maintained.</i>	Ave. Likert score	4.17	3.83	4.63	4	4.13	4.2						
<i>Cultural sites were accessible.</i>	Ave. Likert score	4.4	3.5	4.5	4.17	4	4.09						
<i>Good souvenirs and crafts were available.</i>	Ave. Likert score	3.67	3	3.88	2.9	4	4.13						
Staff and community responses		SI	CI	SI	CI	SI	CI	SI	CI	SI	CI	SI	CI
<i>Are there more crafts and more cultural activities because of tourism?</i>	% yes	100	83.3	100	100	100	100	60	100	100	100	100	100

The cultural component of tourism is very important, especially for these CBE ventures, as it is a major draw-card for tourists to get value-added experiences. The cultural component also provides additional mechanisms for communities to benefit through selling crafts and offering cultural activities for tourists to enjoy.

7.2.3 Cross-case analysis of economic issues

Issue 7: Sustaining tourism satisfaction

The satisfaction of the tourists visiting the tourism venture is very important as it is the most important aspect in terms of the economic viability of a tourism venture (see Tables 7.8 and 7.9). If the tourists have a good experience when visiting a tourism venture the possibility exists that they will not only return as visitors but that they will act as important agents for word of mouth marketing to other potential visitors.

Indicator 7.1: Level of tourist satisfaction

This indicator measures the level of tourism satisfaction in terms of five sub-fields or sub-areas: enjoyment, access, environment, service and safety. The results of each of these five sub-fields will be discussed separately.

- The visitors' perceptions of enjoyment rated all six CBE ventures as ranging from good to excellent. This indicates that the visitors enjoyed the experiences they had at the six cases.
- The visitors' perception regarding access was generally very good, with the exception of the question relating to the state of the roads. Four of the six cases studies received an average rating for the state of the roads. Many of the roads were dirt roads and they were in a very poor condition. The state of the roads is presently not perceived as a major obstacle for the tourism ventures as the state of the roads is often also part of the adventure and exploration element of the CBE ventures, drawing tourists who prefer the rugged, untamed environment and the particular offerings of these ventures. The signage at Malealea Lodge (informal joint venture), which was in a very poor state and needed to be replaced or renewed urgently, also received a lower score than the others in the area.
- With regard to the environmental indicators, all the stated questions received good to excellent responses; only one exception is clearly evident in Table 7.8. The noise levels at Kaziikini Campsite (community-operated) were very disturbing to a number of visitors who visited the area for peace and tranquillity. The disturbance was caused by a number of visitors who were intoxicated in the evenings preceding and during the research. Since the camp staff members were unable to control the noise levels of these visitors, Kaziikini Campsite received a low score. The ability of the staff members to control the visitors with respect to their conduct is important as it may lead to a high level of dissatisfaction if this kind of behaviour is allowed to take place unchecked.
- The level of service received a high score from the visitors. The only aspect that needed to be attended to was the quality of the cuisine at Aba-Huab Campsite (individually operated) and Kaziikini Campsite (community-operated) which received a very average score.
- As far as safety and security was concerned, the visitors all perceived the ventures as safe and secure.

Table 7.8: Summary of cross-case responses relating to Issue 7: Sustaining tourist satisfaction (VQ=visitor questionnaires)

Issue 7: Sustaining tourist satisfaction		Individually operated	Community-operated	Informal joint venture	Formal joint venture	Triple joint venture	Organ. operated
		Aba-Huab Campsite	Kaziikini & Shandreka	Malealea Lodge	Damaraland Camp	Tembe Lodge	!Khwa ttu
7.1 Level of tourist satisfaction							
Visitor responses		VQ	VQ	VQ	VQ	VQ	VQ
Enjoyment sub-indicators							
<i>I enjoyed my experience</i>	Ave. Likert score	4.1	4.55	4.7	5	4.7	4.67
<i>[Destination] provided a good variety of experiences</i>	Ave. Likert score	3.5	3.67	4.2	4.1	4.4	4
<i>I would recommend [destination] to my friends.</i>	Ave. Likert score	4.5	4.45	4.9	4.7	4.7	4.42
Access sub-indicators							
<i>The state of the roads made travel easy.</i>	Ave. Likert score	3.3	3.36	2.6	3	4.2	3.91
<i>The state of the signage made travel easy.</i>	Ave. Likert score	4	3.73	3.3	3.86	4.3	4.2
<i>It was easy to get to [destination] for my visit.</i>	Ave. Likert score	4	4.27	3.9	4.4	4.7	4.33
Environment sub-indicators							
<i>I found [destination] to be clean.</i>	Ave. Likert score	4.2	4.45	4.7	4.8	4.7	4.42
<i>I was bothered by noise.</i>	Ave. Likert score (-ve)	2.22	4	2.1	1.4	1.3	1.44
<i>I was bothered by solid waste.</i>	Ave. Likert score (-ve)	1.78	2.27	2.2	1.1	1.3	1.71
<i>The state of the natural environment was good.</i>	Ave. Likert score	4.5	4.45	4.5	4.6	4.8	4.45
<i>[Destination] has an interesting and varied landscape.</i>	Ave. Likert score	4.2	3.73	4.8	4.7	4.7	4
Service sub-indicators							
<i>The quality of the local cuisine was good.</i>	Ave. Likert score	3	3	4.22	4.7	4.6	4.5
<i>The quality of accommodation was good.</i>	Ave. Likert score	3.78	3.82	4.4	4.7	4.3	5
<i>The level of service provided was high.</i>	Ave. Likert score	4.1	3.8	4.56	4.8	4.4	4.13
<i>Service staff was competent and helpful.</i>	Ave. Likert score	4.22	3.91	4.8	4.9	4.5	4.36
Safety sub-indicators							
<i>I felt safe and secure during my visit.</i>	Ave. Likert score	4.3	4.36	4.7	4.8	4.9	4.5

Indicator 7.2: Perception of value for money

This indicator investigated the visitors' perceptions of value for money. The visitors indicated that they had received a high level of value for money at all six ventures (Table 7.9).

Indicator 7.3: Percentage of return visitors

The percentage of return visitors is an important indication to measure whether visitors had an enjoyable experience during their previous visit. The likelihood of the visitors returning again as well as the length of their stay during a return visit was also enquired (Table 7.9).

- The percentage of visitors who had visited the venture before was generally very low. Three of the ventures did have a level of return visitors worth noting, namely Kaziikini (community-operated) (30%), !Khoa ttu (organization operated) (33.3%) and Tembe Elephant Lodge (triple joint venture) (50%). This is a very healthy situation for these three CBE ventures. It is however important to maintain and improve these levels into the future through ensuring that visitors' satisfaction levels remain high.
- There was general agreement amongst visitors that they would like to visit the destination again.
- The percentage of visitors who intended visiting the ventures again was very high for three of the ventures (Kaziikini (community-operated) 63.6%, Damaraland (formal joint venture) 80% and Tembe (triple joint venture) 80%), while the other three ventures also received good responses from the visitors indicating the intention of returning (Aba-Huab (individually operated) 60%, Malealea (informal joint venture) 50% and !Khoa ttu (organization operated) 58.3%).
- The number of nights that visitors intended staying on their next visit ranged from 1.83 (Aba-Huab) to 4.38 (Tembe Lodge). The higher the number of nights visitors intend staying on their next visit the greater the potential income which may be earned from these return visits.

Indicator 7.4: Perception of sustainability

The visitors perceived all six the ventures as sustainable (Table 7.9).

Indicator 7.5: Tourist complaints

The level of tourist complaints provided another important measure by which to see whether visitors were satisfied with their experience. Furthermore, by making suggestions on how their visits could be improved, tourists gave feedback on their level of satisfaction.

- Three of the ventures (Aba-Huab (individually operated), Kaziikini (community-operated) and Damaraland (formal joint venture)) had a number of complaints from the tourists which

needed to be attended to in order to ensure that the high levels of satisfaction were maintained (see Table 7.9).

- The staff members at all of the ventures were aware of the complaints received from the tourists with the exception of Aba-Huab. If the staff are aware of the complaints they might be able to rectify the problem themselves or to bring the complaint to the attention of the management of the tourism venture. A possible reason for !Khwa ttu (organization operated) staff being so highly aware of complaints relates to the relative age of the venture as well as to the fact that a number of the problems associated with the newly established venture still needed to be rectified. The reason for the low awareness of complaints at Aba-Huab could also be that there was a lack of education and skills training amongst the staff members, leading to a lower level of awareness relating to visitor complaints.

Table 7.9: Summary of cross-case responses relating to Issue 7: Sustaining tourism satisfaction (continued) (VQ=visitor questionnaires, SI=staff interviews)

Issue 7: Sustaining tourism satisfaction (continued)		Individually operated	Community-operated	Informal joint venture	Formal joint venture	Triple joint venture	Organ. Operated
		Aba-Huab Campsite	Kaziikini & Shandreka	Malealea Lodge	Damaraland Camp	Tembe Lodge	!Khwa ttu
7.2 Perception of value for money							
Visitor responses		VQ	VQ	VQ	VQ	VQ	VQ
<i>I feel I received good value for money.</i>	Ave. Likert score	4.33	4.18	4.7	4.7	4.11	4.18
7.3 Percentage of return visitors							
Visitor responses		VQ	VQ	VQ	VQ	VQ	VQ
<i>Percentage of return visitors</i>	%	0	30	10	10	50	33.3
<i>I would visit [destination] again.</i>	Ave. Likert score	4.3	4.27	4.11	4	4.7	3.92
<i>Percentage that intend visiting again</i>	%	60	63.6	50	80	80	58.3
<i>Average no. of nights stay next time</i>	No	1.83	2.14	3.4	2.5	4.38	2.25
7.4 Perception of sustainability							
Visitor responses		VQ	VQ	VQ	VQ	VQ	VQ
<i>Do you perceive [destination] as sustainable?</i>	% yes	100	100	100	100	80	90.9
7.5 Tourist complaints							
Visitor responses		VQ	VQ	VQ	VQ	VQ	VQ
<i>What could be done to improve your visit?</i>	% resp (-ve)	60	45.4	40	50	30	25
Staff member responses		SI	SI	SI	SI	SI	SI
<i>Do you know of any complaints received from tourists?</i>	% resp (-ve)	30	66.7	60	70	80	100

Issue 8: Tourism seasonality

This indicator provided an indication of the seasonality that CBE ventures experience. The factors that might influence visitation could include climatic factors such as extreme temperatures and rainfall, as well as school holiday periods such as the Easter (April) holidays, winter school holidays in southern Africa (June-July) and the Christmas (December-January) holidays. The seasonality of tourists may in turn have an influence on the employment needs as well as on the benefits the communities received through the year.

Indicator 8.1: Tourist arrivals by month

The tourist arrivals by month are not included here as they were included in Chapter 6 as a result of the voluminous nature of these results. The results presented here indicate the average monthly overnight visitors and the lowest and highest monthly overnight visitors are listed in Table 7.10. (The results for each case study were presented graphically in Chapter 6.)

From the results presented here and in Chapter 6 it is evident that the visitors to the six selected case studies followed a general trend that corresponds with the school vacation periods in southern Africa. This indicated that the domestic or regional tourism market forms an important component of the tourists in these case studies.

- The low season for the majority of cases falls within the earlier months of the year, from January to March, the only exception being Malealea Lodge (informal joint venture) where the low season falls in May and June, which are the coldest times of the year in the Lesotho Highlands. !Khwa ttu (organization operated) also has low periods during July as the Western Cape coastal region receives its highest annual rainfall in June and July. The management at !Khwa ttu have even decided to close the tourism venture for three weeks during July so that the staff may take their annual leave.
- The high season for the majority of ventures falls from July to October, possibly because both the southern African winter school vacations and the European summer vacations fall over these months. The three ventures in Namibia and Botswana experience extremely hot summers after October, which limits the visitors during those months. The high season for Malealea Lodge falls later in the year, from October until December, as the high altitudes have milder summer months while July and August may still be very cold in Lesotho. !Khwa ttu receives its highest number of visitors during the Christmas (December-January) and Easter (April) vacation periods. Tembe Lodge's high seasons corresponds with all the southern African school holiday periods, namely April, July and December.

Indicator 8.2: Occupancy rates for accommodation by month

This indicator also provides an indication of the seasonality of the tourist visitation. The results of this indicator are summarized in Table 7.10.

- The average bed occupancy rates for all the ventures were extremely low. The highest bed occupancy rate was 48.53% at Damaraland Camp (formal joint venture), which is extremely low. This indicates that all the CBE ventures have additional accommodation capacity especially during low periods. CBE enterprises have limited special offers packages and marketing ability to boost periods of low occupancy.
- The high and low periods of the occupancy rates follow the same general trend as the visitor arrivals mentioned in the previous section.
- The occupancy levels of the two CBE ventures (Aba-Huab (individually operated) and Kaziikini (community-operated)) offering camping accommodation have lower occupancy rates than the CBE ventures offering built types of accommodation.
- At !Khwatla (organization operated) the bed occupancy rates were not available as the accommodation units are only available on a per unit basis and not on a per bed basis.

Indicator 8.3: Percentage of tourist industry jobs which are permanent or full-time (compared to temporary/seasonal jobs)

This indicator measures the effects of the seasonality of tourism on the employees at the tourism ventures.

- At five of the six CBE ventures investigated all the staff positions were permanent. There was only one exception to this, namely Malealea Lodge (informal joint venture). Malealea Lodge has 27 employees of which 16 (59.3%) were employed on a permanent basis, while 11 (40.7%) were temporary or part-time employees. This is attributed to the seasonality and/or the size of the venture. The seasonal variations in climate at Malealea are very extreme as it is located in the Lesotho Highlands. Malealea also offers a total of 110 beds for visitors, which means that extra part-time staff may be needed when large groups arrive at Malealea during the high season periods to support the permanent staff during these busy times.

Table 7.10: Summary of cross-case responses relating to Issue 8: Tourism seasonality

Issue 8: Tourism seasonality		Individually operated	Community-operated	Informal joint venture	Formal joint venture	Triple joint venture	Organ. Operated
		Aba-Huab Campsite	Kaziikini & Shandreka	Malealea Lodge	Damaraland Camp	Tembe Lodge	!Khwa ttu
8.1 Tourist arrivals (overnight tourists)							
Ave. monthly overnight tourists	No.	869.60	209.87	1447.62	307.35	338.13	489.81*
Lowest monthly overnight tourists (month, year)	No.	308 (FEB 07)	25 (FEB 08)	586 (FEB 08)	129 (FEB 07)	177 (MAY 06)	68 (JUL 07)
Highest monthly overnight tourists (month, year)	No.	2281 (AUG 05)	651 (AUG 06)	2669 (NOV 07)	538 (AUG 08)	540 (DEC 07)	1024 (JAN 07)
Low season		JAN - MAR	JAN, FEB	MAY - JUNE	JAN - MAR	JAN - FEB, MAY	FEB - MAR, JUL
High season		JUL - OCT	JUL - OCT	OCT - DEC	JUL - OCT	APR, JUL, OCT & DEC	DEC - JAN, APR
8.2 Occupancy rates for accommodation							
Ave. bed occupancy	%	18.96%	6.6%	42.26%	48.53%	30.86%	18.8%**
Lowest occupancy (month, year)	%	7.18% (JAN08)	0.83% (FEB08)	18.37% (FEB08)	20.9% (FEB 07)	16.79% (MAY06)	3.3% (JULY07)
Highest occupancy (month, year)	%	49.05% (AUG05)	20.19% (AUG06)	80.88% (NOV07)	78.9% (AUG08)	47.08% (DEC07)	36.6% (DEC07)
Low season		JAN - MAR	JAN, FEB	MAY - JUNE	JAN - MAR	JAN - FEB, MAY, SEP	FEB - MAR, JUL
High season		JULY -OCT	JULY - OCT	OCT - DEC	JUL - OCT	APR, JUL, OCT & DEC	DEC, JAN, APR
8.3 Percentage of tourist industry jobs which are permanent or full-time (compared to temporary/seasonal jobs)							
Permanent jobs	No.	15	14	16	28	30	29
	%	100	100	59.3	100	100	100
Temporary jobs	No.	0	0	11	0	0	0
	%	0	0	40.7	0	0	0

* Average number of total tourists (day visitors and overnight visitors)

** Average accommodation unit occupancy

The conclusion may be drawn that the effects of seasonality on the employees at the six CBE ventures investigated is low. The size of the ventures may play a role in the seasonality of the employment, the larger a tourism venture the greater the effects of seasonality may be.

Issue 9: Economic benefits of tourism

Tourism has the ability to bring a number of benefits to communities. This issue seeks to explore the economic benefits that CBE may bring to the community.

Indicator 9.1: Number of local people (and ratio of men to women) employed in tourism

This indicator provides evidence of the number of local people employed through tourism as well as the ratio of men and women employed (Table 7.11).

- In all the cases investigated the major portion of employees were from the local community. In three of the cases no outsiders were employed by the venture (Aba-Huab (individually operated), Kaziikini (community-operated) and Malealea (informal joint venture)). In the case of the other ventures that had outsiders employed (Damaraland (formal joint venture),

Tembe (triple joint venture) and !Khwa ttu (organization operated)) only two, three and six outsiders were employed respectively. The outsiders (non-community members) were all employed in a management or technical capacity.

- In all six cases investigated it was found that more women than men were employed. Three of the cases had a very even distribution of males to females (Aba-Huab, Kaziikini and !Khwa ttu) while the three joint venture operations (Malealea, Damaraland and Tembe) had significantly more female members of staff than males. Possible reasons for this may be that a large number of jobs are available in the housekeeping and hospitality sections of the CBE ventures which are traditionally filled by female members of staff.

The conclusion may be drawn that the majority of employees at the six CBEs investigated were female members of staff from the local community.

Indicator 9.2: Revenue generated

The total revenue generated from the sale of accommodation is used to provide an indication of the total revenue generated through the tourism venture. For comparison purposes the revenues generated are all converted to South African Rands (ZAR) (Table 7.11).

- As may be expected, the two ventures (Aba-Huab (individually operated) & Kaziikini (community-operated)) offering camping facilities generated lower levels of income while the ventures (Malealea (informal joint venture), Damaraland (formal joint venture) and Tembe (triple joint venture)) offering built accommodation generated much higher levels of income.
- The three joint venture operations (Malealea, Damaraland and Tembe), which also happened to be the ventures offering the built accommodation, generated vastly greater incomes than the ventures operated by entrepreneurs from the community or the community itself. This could be attributed to the fact that the joint venture partner provides the capital while the community brings the resource base and people to the joint venture, thereby leading to synergistic results.
- Although !Khwa ttu (organization operated) offers built accommodation, a very low income was generated from the sale of accommodation. It is also important to note that at the time the research was undertaken, !Khwa ttu had only been open to the public for two years. !Khwa ttu's major source of income is not the sale of accommodation but the San guided tours which generate close to R300 000 annually.

The joint ventures generated larger amounts of income though built accommodation while community-run ventures generated lower levels of income through offering camping facilities.

Indicator 9.3: Revenue spent in area

This indicator, although not quantitative in nature, provides an indication of the way in which the revenue generated by the CBE venture is spent.

- All the ventures spent significant portions of their revenues on staff salaries and payments to the owners of the venture and the community.
- Only Kaziikini (community-operated) made direct payments to the state in the form of an annual lease fee.
- Only Kaziikini provided money directly for community development projects while two other ventures (Damaraland (formal joint venture) & Tembe (triple joint venture)) indicated that payments were made to the community and the community had to manage these funds for community development if they so wished. !Khwa ttu (organization operated) offered free training to community members, while Malealea (informal joint venture) was indirectly involved in community development projects through the Malealea Development Trust (MDT). Aba-Huab (individually operated) made no contributions to community development although it paid an annual levy to the local conservancy organization.
- Where possible, all the ventures supported local entrepreneurs by buying local produce. Damaraland Camp also supported the local community through small businesses providing laundry and car parking facilities.
- Where the stock and products needed could not be purchased locally they were generally purchased from the nearest large local town. Notable exceptions were Damaraland Camp and Tembe Lodge where the majority of the stock was brought in from major cities more than 400 km away.

Large portions of the revenues generated were spent on salaries and payments to the owners and community members. The majority of the CBE ventures were not directly involved in community development projects. These community development projects are generally facilitated by the community organizations utilizing funds and support generated either directly or indirectly through the CBE ventures. Where possible, CBE ventures support local entrepreneurs. All CBE ventures should aim to support local suppliers where possible, thus maximizing the positive local economic effects of tourism.

Table 7.11: Summary of cross-case responses relating to Issue 9: Economic benefits of tourism

Issue 9: Economic benefits of tourism		Individually operated	Community-operated	Informal joint venture	Formal joint venture	Triple joint venture	Organ. operated
		Aba-Huab Campsite	Kaziikini & Shandreka	Malealea Lodge	Damaraland Camp	Tembe Lodge	!Khwa ttu
9.1 Number of local people employed (and ratio of men to women) employed in tourism							
<i>Local people</i>	No.	15	14	27	26	28	23
	%	100	100	100	92.9	93.3	79.3
<i>Outsiders</i>	No.	0	0	0	2	2	6
	%	0	0	0	7.1	6.7	20.7
<i>Male/Female</i>	No.	7/8	6/8	8/19	11/17	7/23	14/15
	%	46.7/53.3	42.9/57.1	29.6/70.4	39.3/60.7	23.3/76.7	48.3/51.7
9.2 Revenue generated							
<i>Revenue generated through sale of accommodation</i>	Local Currency	N\$ (Namibia) 626 112	BWP (Botswana) 161 149	M (Lesotho) 2 992 578	N\$ (Namibia) 11 746 917	ZAR (South Africa) 5 002 322	ZAR (South Africa) 109 440
	South African Rand (ZAR)	ZAR 626 112	ZAR 189 597	ZAR 2 992 578	ZAR 11 746 917	ZAR 5 002 322	ZAR 109 440
9.3 Revenue spent in area							
<i>Salaries</i>	Yes	Yes	Yes (25% of income)	Yes	Yes	Yes (50% of income)	
<i>Payments to owner</i>	Yes	No	Yes	Yes	Yes	No	
<i>Payments to community</i>	Conservancy fee	Profit to community	No	10% Bed night levy	50% profit to community	No	
<i>Direct payments to state</i>	None	BWP1000/yr NG34 & BWP1000/yr NG33	None	None	None	None	
<i>Money for community development</i>	No	Yes	No (only donations to MDT)	No (part of community payments)	No (part of community payments)	No (free training offered)	
<i>Supporting local entrepreneurs</i>	No	Local produce (e.g. beans & crafts) and building materials	Local produce e.g. spinach, cabbage & crafts	Laundry service and Car park	Local produce	Local products, dairy, fresh produce & crafts	
<i>Other purchases</i>	Khorixas (100 km)	Maun (88 km)	Maseru (60 km)	Windhoek (550km) or Khorixas (130 km)	Durban (430 km)	Darling (23 km) or Cape Town (70 km)	

7.2.4 Cross-case analysis of environmental issues

Issue 10: Energy management

All tourism establishments require energy to conduct their business. Energy management is a key component of the environmental sustainability of CBE ventures. This issue investigates the overall consumption of energy by the CBE ventures, the energy saving measures as well as the percentage renewable energy used by each CBE venture (Table 7.13).

Indicator 10.1: Per capita consumption of energy (per person per day)

The average monthly energy consumed for each of the CBE ventures was calculated. Across all the cases investigated there was a high dependence on Liquid Petroleum Gas (LPG) and diesel. This dependence was further exacerbated where CBE ventures did not have access to grid electricity. The energy consumption for the two CBE ventures offering camping facilities (Aba-Huab (individually operated) and Kaziikini (community-operated)) was considerably lower than the ventures offering built accommodation (Table 7.13). This is to be expected as the tourists who camp supplement their energy needs through their own resources and are not as dependent on the venture for filling all their energy needs.

In order to have a comparable per capita energy use, the total energy of each CBE venture was divided by the average monthly overnight visitors to calculate an average per capita consumption of energy per day. This reveals interesting results.

- Damaraland Camp (formal joint venture) had the highest per capita energy use at 132.35 kWh per visitor per day. This was despite the exceptional energy-saving measure implemented in all of the tourist accommodation units. The most important contributing factor to this high per capita energy use is the large amount of diesel and LPG which is consumed by the venture. The camp has no grid electricity (with the exception of a borehole pump four km away from the camp) and as a result has to generate the majority of the energy needs through a diesel powered generator. The large distances covered daily by the game drive vehicles also contribute significantly to the high diesel consumption.
- Tembe Lodge (triple joint venture) had the second highest per capita energy consumption, at 69.54 kWh of energy per day; the third highest was !Khwatya (organization operated) which consumed 51.26 kWh per day, then Kaziikini (community-operated) at 18.53 kWh, Malealea (informal joint venture) at 17.15 kWh and the lowest energy consumption at Aba-Huab (individually operated) at 9.96 kWh of energy per capita per day. (Aba-Huab's energy consumption however excludes grid electricity as no data for grid electricity was available resulting in the lowest per capita energy.)
- When the daily per capita energy consumption results are compared with international benchmarks as proposed by the International Tourism Partnership (ITP), as shown in Table 7.12, it is clear that five of the CBE ventures may be classified as having high per capita energy consumption, with the only exception being Aba-Huab. However, if the grid electricity use of Aba-Huab was known it is likely that this CBE venture may also be classified as high.

Table 7.12: Daily per capita energy consumption benchmarks at hotels (in kWh) (adapted from ITP, 2008, p. 75)

Excellent	Satisfactory	High
Less than 11.3	11.3 - 13.5	More than 13.5

Although the energy consumption may be classified as high in terms of the proposed ITP benchmarks, one fundamental difference may be noted between CBE ventures and hotels on which the benchmark is based. The nature of the CBE ventures that were investigated is such that at each CBE venture the employees and their families also live on the tourism premises and are dependent on the tourism venture for their energy needs. At the majority of the ventures all the staff and their immediate family members reside on the tourism venture premises. In order to provide a more accurate per capita energy use at the CBE ventures the total energy consumption should in fact be divided by the sum of the overnight visitors and the staff and their dependants living on the tourism premises. Although this study did not attempt to establish the total number of community members (staff and their dependants) living on the tourism premises it is important that future studies establish the total number of community members living on the tourism premises in order to get a clear indication of the energy use per capita for the CBE ventures.

Indicator 10.2: Energy-saving measures

In all the cases some form of energy-saving measures were utilized. These ranged from energy-saving light bulbs to solar-powered lighting and water heating. The most notable energy-saving measures employed were at Damaraland Camp (formal joint venture) where all 11 accommodation units generated their own energy for lighting and water-heating through solar power.

Indicator 10.3: Percentage of energy consumption from renewable resources

The percentage of energy from renewable sources was found to be very low in all the cases and can be improved upon. Future research should however be done on the quantification of energy per kilogramme of wood used as well as the quantification of sun energy used for water heating.

Table 7.13: Summary of cross-case responses relating to Issue 10: Energy management

Issue 10: Energy management	Individually operated	Community-operated	Informal joint venture	Formal joint venture	Triple joint venture	Organ. Operated	
	Aba-Huab Campsite	Kaziikini & Shandreka	Malealea Lodge	Damaraland Camp	Tembe Lodge	!Khwa ttu	
10.1 Per capita consumption of energy (per person per day)							
Average monthly energy use							
Liquid Petroleum Gas	kWh	3943	1971	16428	5257	11171	1971
Diesel	kWh	1867	1899	6402	34678	8963	4802
Petrol	kWh	2850	0	1900	0	0	1425
Grid electricity	kWh	unknown	0	0	529	3362	16815
Solar power	kWh	0	19	97	213	19	97
Total	kWh	8660	3889	24827	40677	23515	25110
Average monthly overnight tourists (indicator 8.1)	No.	869.60	209.87	1447.62	307.35	338.13	489.81**
Energy use per overnight visitor	kWh	9.96*	18.53	17.15	132.35	69.54	51.26***
10.2 Energy-saving measures							
Energy-saving measures	Energy-saving lights	Self-igniting gas geysers have been installed	Solar power for lighting in main hall	17 Solar water geysers. Power supply for 11 accommodation units is solar	Gas off when not in use, energy saver bulbs	Gas off when not in use, energy-saving bulbs Bush Camp and Bush House use solar power for lighting.	
10.3 Percentage of energy consumption from renewable resources							
Solar	0%	0.49%	0.39%	0.52%	0.08%	0.39%	
Solar water heating: number of geysers	None	None	None	17	None	None	
Wood (not quantifiable but is being used)	Yes	Yes	Yes	Yes	Yes	Yes	

* Excludes grid electricity

** Average number of total tourists (day visitors and overnight visitors)

*** Per total visitors

Although this study does provide some form of benchmark against which other CBE ventures can measure their energy use, it is important to realize that additional research is necessary before a more appropriate per capita energy benchmark can be established.

Issue 11: Water availability and conservation

Since water is a very important and scarce resource in the southern African region it needs to be managed and conserved wherever possible. The first step in managing the water resources is to find out how much water is used and if any water conservation measures are being implemented at the CBE ventures (Table 7.15).

Indicator 11.1: Water use (total water volume consumed and litres per tourist per day)

The majority of the CBE ventures with the exception of Tembe Lodge (triple joint venture) were not sure of their precise water use. The managers were however able to provide estimates of the daily water use as most CBE ventures utilize groundwater which needs to be pumped into water tanks on a daily basis. The per capita daily water consumption was divided by the number of overnight visitors to determine a daily per capita water consumption. The daily per capita water consumption delivered interesting results.

- The daily per capita water consumption varied greatly among the six CBE ventures with the highest consumption being Kaziikini (community-operated), which consumed 1449.28 litres of water per overnight visitor. The lowest daily per capita water consumption was Aba-Huab (individually operated) at 174.89 litres per overnight visitor.
- The daily per capita water consumption of the other CBE ventures was 327.8 litres for Malealea (informal joint venture), 351.58 litres for Tembe Lodge (triple joint venture), 621.11 litres at !Khwa ttu and 990.1 litres at Damaraland Camp (formal joint venture).
- All the daily per capita consumption rates with the exception of Aba-Huab (individually operated) are higher than the ITP benchmarks (Table 7.14).

Table 7.14: Daily per capita water consumption benchmarks at hotels (in litres) (adapted from ITP, 2008, p. 75)

Excellent	Satisfactory	High
Less than 200	200 - 250	More than 250

It should again be noted here that the very nature of CBE ventures differs greatly from that of hotels. The CBE ventures have employees and their families who are dependent on the tourism enterprise for their water needs. A better more appropriate benchmark for CBE ventures will only be possible once the total number of community members (staff and their dependants) living in the tourism venture premises is known.

Indicator 11.2: Water conservation measures

Only basic water conservation measures have been employed at some of the CBE ventures. Malealea (informal joint venture) collects rainwater, while Damaraland Camp (formal joint venture) has a system whereby visitors are requested to collect cold water from the pipes before showering. The cold water is then used by cleaning staff to wash the bathrooms. !Khwa ttu (organization operated) has installed dual flush toilets throughout the facility. Since water is a valuable resource, it needs to be conserved and even recycled where possible.

Table 7.15: Summary of cross-case responses relating to Issue 11: Water availability and conservation

Issue 11: Water availability and conservation		Individually operated	Community-operated	Informal joint venture	Formal joint venture	Triple joint venture	Organ. operated
		Aba-Huab Campsite	Kaziikini & Shandreka	Malealea Lodge	Damaraland Camp	Tembe Lodge	!Khwa ttu
11.1 Water use (total water volume consumed and litres per tourist per day)							
<i>Water volume consumed per day</i>	Litres	5 000	10 000	15 600	10 000	3 909.1	10 000
<i>Average monthly overnight tourists (indicator 8.1)</i>	No.	869.60	209.87	1 447.62	307.35	338.13	489.81*
<i>Water volume consumed per overnight visitor</i>	Litres	174.89	1 449.28	327.8	990.1	351.58	621.11**
11.2 Water-saving measures							
<i>Measures taken</i>		None	None	Rainwater collected	Shower buckets	None	Dual flush toilets

* Average number of total tourists (day visitors and overnight visitors)

** Per total visitors

The consumption and management of the available water resources has to be managed carefully to ensure that enough water is available for both the needs of the tourism venture and the community.

Issue 12: Drinking water quality

This issue looked into the quality of the drinking water at all six cases investigated. The water is consumed by both the staff and the visitors and needs to adhere to generally accepted drinking water standards in order to ensure that the water supply does not pose any significant health risks.

Indicator 12.1: Water treated to international potable standards

The water quality results were compared to the South African Standards for drinking water quality in terms of the physical, macro-chemical and microbiological characteristics. The water quality results for the six ventures are indicated in Table 7.16.

- In terms of the physical and microbiological characteristics all six CBE ventures adhered to the minimum recommended operational limits (Class I) and therefore had a clean bill of health in terms of physical and microbiological characteristics.
- Generally the chemical characteristics (macro-determinants) of the investigated CBE ventures fell within Class I (the recommended operational limits). However, three of the CBE had some results that fell into Class II, and these need to be addressed. The most worrying of these is the Fluoride levels at Damaraland Camp (formal joint venture) where the maximum consumption period of that level of water quality is one year. This is a major cause for concern for the staff members. Although visitors will also be exposed to the high levels of Fluoride it would only be for the duration of their visit and would not be detrimental to the guests. However, staff who consume the water over longer periods could develop fluorosis which leads to brittle and mottled teeth (DWAf, 1996).

Table 7.16: Summary of cross-case responses relating to Issue 12: Drinking water quality (in the table green cells indicate Class I, while red cells indicate Class II)

Issue 12: Drinking water quality					Individually operated	Community-operated	Informal joint venture	Formal joint venture	Triple joint venture	Organ. operated
	Class I (recomm. operational limit)	Class II (max. allowable for limited duration)	Class II max. water con. period*		Aba-Huab Campsite	Kaziikini & Shandreka	Malealea Lodge	Damaraland Camp	Tembe Lodge	!Khwatla
12.1 Water treated to international potable standards										
Physical characteristics										
<i>pH value</i>	pH units	5.0 -9.5	4.0 - 10.0	No limit	8.0	8.0	7.6	8.1	8.3	8.0
<i>Conductivity</i>	mS/m	<150	150 - 370	7 years	33.2	112	22	99.2	108	46
<i>Dissolved solids</i>	mg/l	<1000	1000-2400	7 years	230	830	172	752	110	327
Chemical characteristics (macro-determinants)										
<i>Ammonia</i>	mg/l	<1.0	1.0 - 2.0	No limit	<0.3	<0.3	<0.3	<0.3	0.3	<0.3
<i>Calcium</i>	mg/l	<150	150 - 300	7 years	36.7	24.1	25.3	57.0	20.0	24.4
<i>Chloride</i>	mg/l	<200	200 - 600	7 years	9.0	106.0	0.0	106.0	72.0	464.0
<i>Fluoride</i>	mg/l	< 1.0	1.0 - 1.5	1 year	0.3	0.5	<0.2	1.0	0.3	<0.2
<i>Magnesium</i>	mg/l	<70	70 – 100	7 years	9.7	8.0	6.8	11.9	17.0	43.4
<i>Nitrate and Nitrite</i>	mg/l	<10	10- 20	7 years	7.7	<0.3	3.5	15.1	<0.3	6.7
<i>Potassium</i>	mg/l	<50	50 -100	7 years	2.6	13.6	7.6	1.2	2.0	3.4
<i>Sodium</i>	mg/l	<200	200 - 400	7 years	12.3	207.0	0.4	128.0	68.3	231.0
<i>Sulphate</i>	mg/l	<400	400 - 600	7 years	15.0	78.0	8.0	100.0	27.6	69.0
<i>Zinc</i>	mg/l	<5.0	5.0 – 10	1 year	0.23	<0.05	0.27	<0.05	<0.05	0.07
Microbiological characteristics										
<i>Heterotrophic plate count</i>	count / ml	Alert level = 5000			0	200	0	0	50	20

* The limits for the consumption of class II water based on the consumption of 2 litres of water per day by a person of mass 70 kg over a period of 70 years (SANS 241:2006 Edition 6.1) (Standards South Africa, 2006)

The Class II results obtained need to be corrected as soon as possible to minimize the effects on both visitors and staff members. Where necessary, specialist opinion needs to be sought for remediation purposes where required.

Issue 13: Sewage treatment

Sewage is often a major source of ground and surface water pollution and as such should be managed carefully to ensure that pollution of water sources does not occur.

Indicator 13.1: Sewage treatment systems

All six of the case studies investigated made use of septic tanks and French drain systems to dissipate water (Table 7.17). Two of the ventures had however introduced additional measures to purify water before it was released into the environment. Malealea Lodge (informal joint venture) has established a series of artificial wetlands which purify the water before it is released back into the environment. Damaraland Camp (formal joint venture) has installed a bio-digester where micro-organisms further break down the sewage before it is released into the environment.

Table 7.17: Summary of cross-case responses relating to Issue 13: Sewage treatment

Issue 13: Sewage treatment	Individually operated	Community-operated	Informal joint venture	Formal joint venture	Triple joint venture	Organ. operated
	Aba-Huab Campsite	Kaziikini & Shandreka	Malealea Lodge	Damaraland Camp	Tembe Lodge	!Khwa ttu
13.1 Sewage treatment systems						
<i>Sewage system</i>	Septic tanks & French drains	Septic tanks & French drains	Septic tanks, French drains & wetlands	Septic tanks, French drains & bio-digester	Septic tanks & French drains	Septic tanks & French drains

Additional methods of purification should be implemented in order to ensure that the sewage treatment is improved so that it does not lead to any ground- or surface-water contamination.

Issue 14: Solid waste management

This issue sought to establish the volumes and disposal methods that are utilized by the CBE ventures.

Indicator 14.1: Waste volume produced

Although the volumes were not quantifiable in kilograms or cubic metres, a general measure of volume used here was the black refuse bag. The number of bags of refuse collected per week after recycling and composting was established.

- The volume of waste produced was largely influenced by the disposal method used. The more organized the waste recycling and composting process at the CBE, the lower the volume of waste produced.
- The joint venture operations (Malealea, Damaraland and Tembe), which offer the more exclusive tourism products, generally produce the higher volumes of waste while the camping sites (Aba-Huab and Kaziikini) generate lower volumes of waste. !Khwa ttu produces the lowest volume of waste as a result of its extensive recycling processes.

Indicator 14.2: Waste disposal (e.g. landfill, recycling)

This indicator accounts for all the methods in which the waste generated by the CBE venture is disposed of. It includes recycling and composting.

- Kaziikini and !Khwa ttu have well-organized separation and recycling activities, which leads to a significant lowering of the waste that needs to be disposed of through other means. !Khwa ttu also composts all organic waste. Although Kaziikini burns and buries the remaining waste and !Khwa ttu disposes of the remaining waste at a landfill site, both these ventures have significantly lower volumes of waste that needs to be disposed.

- Aba-Huab and Damaraland Camp both dispose of their waste in landfill sites. Damaraland Camp however minimize the volume of waste sent to landfill by feeding kitchen waste to pigs in the neighbouring community.
- Malealea Lodge also minimizes its resultant waste stream by employing community members to manufacture furniture such as tables made from beverage cans. These furniture items are then repurchased by the Lodge. Kitchen waste is also fed to pigs in the community. The remaining waste is burnt and buried within the grounds of Malealea Lodge property.
- At the time of the investigation Tembe Lodge was making use of an unacceptable practice of dumping and burning its waste in the community area adjacent to the Tembe Elephant Park.

Table 7.18: Summary of cross-case responses relating to Issue 14: Solid waste management

Issue 14: Solid waste management		Individually operated	Community-operated	Informal joint venture	Formal joint venture	Triple joint venture	Organ. operated
		Aba-Huab Campsite	Kaziikini & Shandreka	Malealea Lodge	Damaraland Camp	Tembe Lodge	!Khwatla
14.1 Waste volume produced							
<i>Waste volume generated per week (after composting and recycling)</i>	Refuse bags	25	10	70	50	20	4
14.2 Waste disposal (e.g. landfill, recycling)							
<i>Disposal method</i>		Landfill in Khorixas	Waste is sorted glass and metal is taken to Maun. Other waste is burnt and buried on site.	Burnt/ pigs/ metal recycled	Pigs and landfill in Windhoek	Dumped and burnt in community area	Separated and recycled (glass, metal, paper, plastic), composting and remainder to landfill

The disposal and recycling of solid waste needs to be carefully managed in order to ensure that it does not destroy the very product that attracts visitors to the venture in the first place, namely the pristine environments.

Issue 15: Controlling use intensity

Tourism ventures generally have an idea of the number of visitors to a particular site but the intensity of the use also needs to be monitored in order to ensure that the optimum thresholds or carrying capacities are not exceeded.

Indicator 15.1: Number of tourists per square metre of the site

This indicator will indicate the number of visitors per square metre of the site in order to establish an intensity of use. The resultant intensity of the number of tourists per square metre of the site is very

low, ranging from 0.0003 to 0.003 tourists per square metre. As a result of the relatively large areas covered by the facilities at these ventures and the relatively low tourist numbers, a better measure would be to establish the area per overnight tourist. These figures have been calculated and are listed in Table 7.19. The area per overnight tourists varies greatly from 287.35 m² per visitor at Malealea Lodge (informal joint venture) to 3 039.86 m² per visitor at Kaziikini (community-operated). The relative intensity of use will only become important as the facilities are expanded or the number of visitors increases over time. These figures however provide benchmarks for future use intensity.

Table 7.19: Summary of cross-case responses relating to Issue 15: Controlling use intensity

Issue 15: Controlling use intensity		Individually operated	Community-operated	Informal joint venture	Formal joint venture	Triple joint venture	Organ. operated
		Aba-Huab Campsite	Kaziikini & Shandreka	Malealea Lodge	Damaraland Camp	Tembe Lodge	!Khwa ttu
15.1 Number of tourists per square metre of the site							
Footprint of buildings roads and footpaths	m ²	20 025	20 975	13 675	11 375	13 325	21 300
Average monthly overnight tourists (indicator 8.1)	No.	869.60	209.87	1 447.62	307.35	338.13	489.81*
Average number of daily overnight visitors	No.	28.59	6.90	47.59	10.10	11.12	16.10*
Number of visitors per m ² of the site	No.	0.001	0.0003	0.003	0.0009	0.0008	0.0008
Area per overnight visitor	m ²	700.42	3 039.86	287.35	1 126.24	1 198.29	1 322.98

* Average number of total tourists (day visitors and overnight visitors)

Although this indicator has provided some benchmarks for use intensity at CBE ventures, it is recommended that this indicator rather be measured in area per tourist than tourist per square metre of the site.

Issue 16: Biodiversity and conservation

Since the biodiversity associated with CBE ventures is an important draw-card for visitors, the staff and the community members need to take an active role in the conservation of the biodiversity associated with their tourism venture.

Indicator 16.1: Local community involvement in conservation projects in area

The involvement of staff and community members in conservation projects is an important part of ensuring the long-term survival and integrity of the ecosystem on which the tourism venture relies as a major draw-card for tourism.

- With the exception of Kaziikini (community-operated) and !Khwa ttu (organization operated) the staff members are generally not involved in conservation projects in the communities. This is a great cause for concern as it indicates that the staff members do not make a

meaningful contribution to the conservation of the very resource on which the CBE venture is based.

- The same general pattern emerges with regard to community involvement in conservation projects, the only difference being that the community members of the Malealea Lodge (informal joint venture) and Kaziikini are actively involved in conservation projects. In the case of Malealea the projects are all facilitated by the Malealea Development Trust, while in the case of Kaziikini the conservation projects are co-ordinated by the Sankuyo Trust.

Table 7.20: Summary of cross-case responses relating to Issue 16: Biodiversity and conservation (SI=staff interviews, CI=community interviews)

Issue 16: Biodiversity and conservation		Individually operated	Community-operated	Informal joint venture	Formal joint venture	Triple joint venture	Organ. operated
		Aba-Huab Campsite	Kaziikini & Shandreka	Malealea Lodge	Damaraland Camp	Tembe Lodge	!Khwa ttu
16.1 Local community involvement in conservation projects in area							
Staff responses		SI	SI	SI	SI	SI	SI
<i>Do the staff members do conservation projects in the community?</i>	% yes	40	66.67	10	40	30	80
Community responses		CI	CI	CI	CI	CI	CI
<i>Is the community involved in conservation projects in the community?</i>	% yes	16.67	100	100	60	40	80

Both the staff and the community members should be involved in the conservation projects in the community. The involvement in these conservation projects will make a significant contribution to ensuring the long-term survival of the ecological integrity of the resource upon which the tourism venture is based.

7.2.5 Cross-case analysis of cross-cutting issues

The cross-cutting issues discussed below have an effect on all three the other aspects of sustainability, namely social, economic and environmental.

Issue 17: Development controls

The control and co-ordination of the location, type and density of tourism ventures within a particular area are important as they provide a planning framework for future tourism developments.

Indicator 17.1: Existence of a land use or development planning process including tourism

On a regional level all the CBE ventures have regional plans which include tourism in place. The only exception is Malealea Lodge (informal joint venture) in Lesotho. The only CBE that has a Local planning framework in place is !Khwa ttu (organization operated) which falls within the local

authority's paleo-tourism route being developed along the West Coast of the Western Cape province in South Africa. The existence of regional and local planning frameworks help the CBE ventures to function within a greater development planning context. The more organized destinations are the more likely they are to develop a successful destination image and brand.

Table 7.21: Summary of cross-case responses relating to Issue 17: Development controls

Issue 17: Development controls	Individually operated	Community-operated	Informal joint venture	Formal joint venture	Triple joint venture	Organ. operated
	Aba-Huab Campsite	Kaziikini & Shandreka	Malealea Lodge	Damaraland Camp	Tembe Lodge	!Khwa ttu
17.1 Existence of a land use or development planning process including tourism						
<i>Regional planning level</i>	NW Tourism Plan (Namibia)	Dept. of Wildlife and National Parks	None	NW Tourism Plan (Namibia)	Tembe-Futi TFCA	West Coast Biosphere Reserve
<i>Local planning level</i>	None	None	None	None	None	Paleo-tourism route

Issue 18: Networking and collaboration

This issue investigates the networks and collaborations that CBE ventures have in place to support the venture in order to enhance the long-term sustainability of the CBE ventures.

Indicator 18.1: Partnerships and collaborations

Each of the CBE ventures investigated has a number of important partners and collaborators that assist the CBE ventures. The major kinds of partner organizations that help CBE ventures to get established and operate are either marketing-related or donor-funders. It is of great importance for them to have partners and collaborators to ensure that the CBE ventures are successful and sustainable and that they remain so.

7.2.6 Summary of cross-case analysis

The cross-case analysis of the results obtained through the investigation of the six CBE ventures delivered interesting results which place the individual case study findings within a larger context. These findings also provide a baseline or benchmark for future sustainability investigations into CBE ventures within a southern African context.

7.3 Assessment of the utility of the evaluation framework

The evaluation framework has been very useful in collecting valuable information on the sustainability of the six investigated case studies within a relatively short period. The evaluation framework has succeeded in establishing areas of present and possible future concern that need to be addressed in order to ensure the long-term sustainability of the CBE ventures. In order to increase the utility of the framework and the associated results obtained, a number of improvements

and additions are recommended that would improve both the quality of the data collected and ensure that data collected across case studies may be standardized to facilitate comparison and benchmarking in future. The next sub-section provides a number of recommendations that would improve the utility of the evaluation framework.

7.3.1 Recommendations relating to social issues and indicators

- The population density of the surrounding communities should be established wherever possible to assist in the quantification and contextualization of the results in terms of the employment opportunities and the effects that tourism may have on households in the community.
- Issue 2: indicator 2.2 Question: “Does tourism employ local youth?” should be rephrased or restated in future research to find out whether only young people are employed or both young and old. This indicator will provide an indication of whether there are income earning imbalances in the community where the young people have all the economic power or whether the economic power is spread evenly throughout the community.
- Issue 5: indicator 5.1: Personal, household and community benefits should be defined not merely as employment opportunities or money received. Other responses relating to aspects such as receiving education; infrastructure and services; and food and clothing should also be elicited.

7.3.2 Recommendations relating to economic issues and indicators

Although the most significant aspects relating to the identified economic issues and indicators were established, it is felt that additional economic issues and their associated indicators need to be included in future studies. Aspects that could be included relate to the income earned by the all the staff members employed (by gender) at various levels throughout the tourism enterprise. An attempt should also be made to establish the possible economic multiplier effects within the community.

7.3.3 Recommendations relating to environmental issues and indicators

- The total number of community members (staff, their families and other community members) living on the tourism premises needs to be established in order to accurately calculate the per person per day use of energy and consumption of water as well as the per capita volume of waste produced. This will facilitate better cross-case comparisons and more applicable and compatible benchmarks. This recommendation affects issue 10: indicator 10.1, issue 11: indicator 11.1 and issue 14: indicator 14.1.
- Issue 12: indicator 12.1: Micro-determinants such as aluminium, antimony, arsenic, cadmium, chromium, cobalt, copper, cyanide, iron, lead, manganese, nickel, mercury, selenium and vanadium, as well as organic determinants such as dissolved organic carbon,

trihalomethanes and phenols, should also be included in future studies (Standards South Africa, 2006). The inclusion of these water quality indicators will however have significant cost implications.

- Issue 15: indicator 15.1: In the case of CBE ventures the use intensity should be measured in area per tourist rather than in tourists per square metre as usually accepted. The CBE ventures under investigation generally cover a much larger surface area and the use intensity is not as high as, for example, congested beaches where tourists per square metre is more relevant.

7.3.4 Recommendation relating to cross-cutting issues and indicators

In terms of development controls as well as networking and collaboration (issues 17 and 18) inputs should also be sought from the various levels of government (from national to local) and other tourism role-players to establish the possible development controls as well as the level of networking and collaboration that the tourism venture has within the local tourism industry.

7.3.5 General recommendation on the utility of the evaluation framework

An additional recommendation that would further improve the utility of the evaluation framework once the abovementioned amendments have been made, is to repeat the monitoring investigation on the same six case studies so as to monitor the changes that have occurred over time. This may indicate positive improvements and changes that may have occurred since the previous investigation. New issues that were not found in this study may also be found that may have to be addressed in the future.

The constructed evaluation framework was very useful for the monitoring of the sustainability of the six CBE ventures under investigation. It should however be remembered that each specific CBE venture may have unique aspects and issues affecting its sustainability. The framework therefore only serves as a generic framework which may be applied across various types of CBE ventures – specific adaptations and additions to specific sites may be necessary.

7.4 Summary

In this chapter a cross-case analysis of the sustainability results of the six CBE ventures investigated was presented, providing baselines for future comparison. In addition to a summary of each CBE venture's sustainability, the results of each CBE venture were compared to the results of the five other CBE ventures in context. Comments and recommendations relating to the utility of the constructed evaluation framework were also included. The next two chapters present the recommendations, synthesis and conclusions of the study.