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Exploring the significance of alternative tourism as a way of alleviating poverty in rural areas

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developments of all the components. The planning for tourism should also be recognised as a continuous and flexible process.

Getz (1986) has provided a valuable review of the evolution of tourism planning traditions. Although his perspective is predominantly western, it reveals much about the ways in which tourism has been viewed as an agent of development (Wahab et al 1998:41). Each stage is described according to the basic underlying attitude towards tourism. These are briefly discussed as follows:

- **Boosterism approach**- it is an approach that espouses an uncritical positive view of tourism and stresses exploitation of resources with a view of attracting more visitors in the process. Because of this approach mass tourism are often isolated to the host communities without taking care of the resources and the well being of the host communities. Local residents would be excluded in the planning process and the carrying capacity of the region would not be given adequate considerations. This approach is till practiced by people who believe that economic growth should be promoted regardless of other considerations.

- **Tourism as an industry**- this approach replaced the 'boosterism' approach, which viewed tourism as an industry comparable to other industries. It is predominately economic in orientation and advocates the use of tourism to create jobs, earn foreign exchange, overcome regional disparities and modernize the society through the application of development such as the growth poles, market analyses and market segmentation. According to Page (1995), the economic goals take precedence over social and environmental goals with heightened visitors experiences and increased satisfaction levels seen as the key objectives.

- **Physical Approaches**- these are based on the use of geography and rational approach to planning. The approach view tourism as a resource user and a threat to the environment and employs concepts such as carrying capacity,

visitor management and impact assessment. One criticism of the approach has been the neglect of the social and cultural impacts on local people.

- **Community based tourism**- this approach is epitomised in the seminal work of Murphy (1985), which argues for the maximum involvement of the local community in the planning process. According to Page (1985), traditional top down planning models need to be modified to incorporate the needs and wishes of the community in the planning and decision making processes. The approach seeks to emphasise the importance of social and cultural benefits for the local population with a range of economic and environmental considerations. The principle of community planning is based on tourism as a successful and self-perpetuating industry, which needs to be planned and managed as a renewable resource industry based on local capacities and community decision making. Community based tourism reflects the recognition that tourism is not inherently good or bad and that local control is desirable to direct the forms, which tourism takes in the account of community development. It is an approach that employs the principles of sustainable tourism and has some boundaries on the tourist attractions.

- **Integrative approach**- it is an approach that recognises the perspective of systems and that planning for tourism should be integrated with other planning processes.

The tourism approaches as described above exhibits many similarities to the sequence of development paradigms such as modernisation, neo classical and other. The 'boosterism' approach and tourism as an industry approach are related to the principles of mass tourism, while the physical, community and integrative approaches can be viewed as the synonymous of the sustainable and alternative tourism.

5.4 Tourism Planning Methodologies

Planning for tourism requires that certain procedures be followed. It should be a process based on research and evaluation, which seeks to optimize the potential contribution of tourism to human welfare and environmental quality. In other words, tourism planning at a local level is a process with a number of clear stages. The following section will look at planning methodologies that are applicable in preparing tourism plans at both levels based on the sustainable, integrative and community approaches described above. It is an attempt to integrate alternative tourism into local planning. The study will explore the following planning processes.

5.4.1Strategic Planning

The strategic planning approach originated two decades ago, and it is a method, which is useful to many practitioners since it emphasises the need to plan and manage effectively in a changing and uncertain environment. The major feature of the process is to analysis data collected using a SWOT analysis. The aim is to assess the strengths, weaknesses, opportunities and threats. The process calls for more diverse participation, i.e. all stakeholders in development process. It broadens the basis of participation in planning. The strategic planning process can be viewed as a series of iterative stages, and are varied according to the objective of the plan but generally the following stages are identified in the tourism literature (Wahab 1999: 83):

a. Situation analysis / environmental scanning / place audit.
b. Objectives and goals.
c. Strategy formulation.
d. Marketing, positioning & mix.
e. Implementation and monitoring.

According to (WTO 1994: 9), strategic planning typically is more orientated to rapidly changing future situations and how to cope with changes organizationally, i.e. tourism is

a changing phenomenon and will continue to change in the future. It is more action oriented and concerned with handling unexpected events.

According to the stages of this process, the planner should first collect all relevant information based on the supply and the demand of tourism resources as well as assessment of capital and other investment for future development. The range of stakeholders with an involvement in tourism needs to be identified. The main purpose of initiating the study should be described in determination of goals and objectives. Strategy formulation should involve the interpretations of goals and objectives to provide a range of possible development options and scenarios of rural tourism. At this stage, the full tourism plan is put forward to the relevant people and marketed to the people and other interested parties. During the implementation and monitoring stage, the plan is put into action by the planning team and work closely to assess whether the objectives are met. Strategic tourism planning process is outlined in figure 3 overleaf.

5.4.2 Environmental and sustainable planning approach

Because of the justifiable increasing concern about environmental and cultural degradation resulting from many types of development practices, an approach emerged in the late 1980's termed environmental planning. One of the important benefits of tourism is that if it is properly planned using environmental concept, it can greatly justify and pay for conservation of an area's natural and cultural resources (WTO 1994: 7).

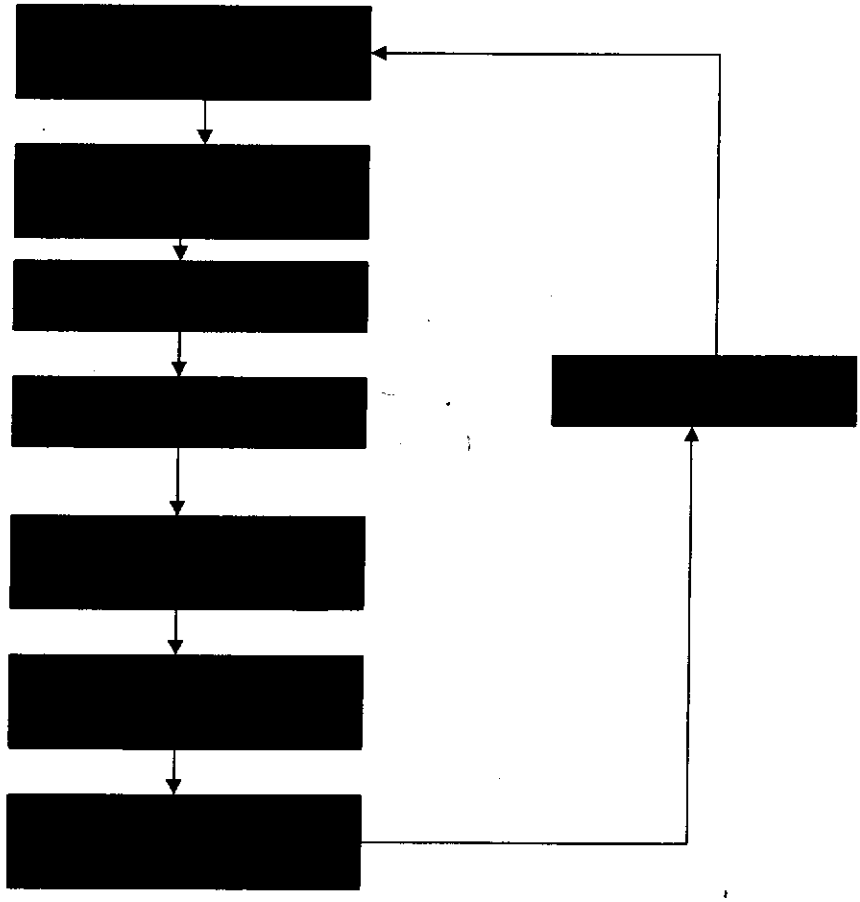
According to WTO (1994: 8) this approach to tourism focuses on community involvement in the planning and implementation stages, and developing the types of tourism, which generate benefits to local communities. It implies that most of the techniques that are applied benefit the tourism development and local residents and not only outsiders.

WTO (1994: 8) associates the environmental approach with quality tourism. The approach is being increasingly adopted for two fundamental reasons:

a. It can achieve successful tourism from marketing standpoint and it brings benefits to local residents and their environment. It does not mean expensive tourism; rather it refers to attraction, facilities & services that are offered.

b. It is environmental and social self-sustaining. It is the responsibility of public and private sectors.

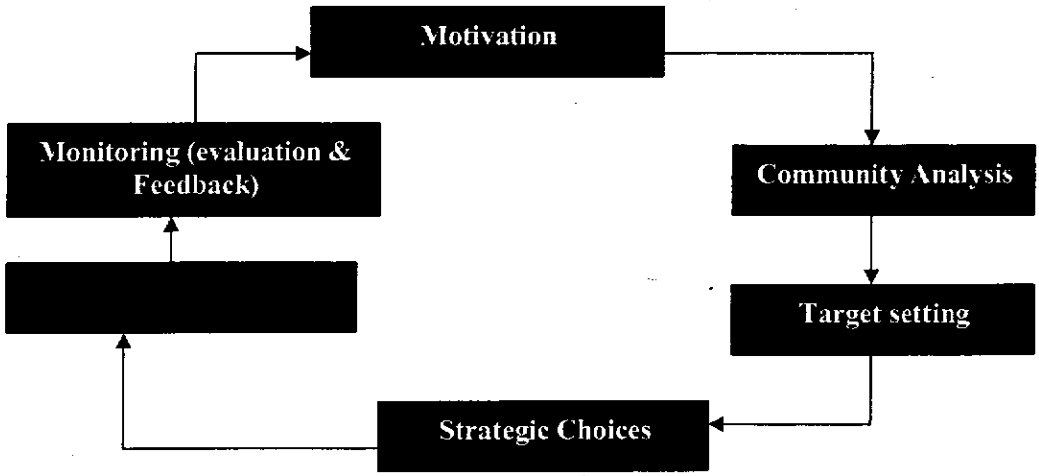
Figure3: Tourism Planning Process



Source: WTO 1994:10

It is advised that environmental sensitive and sustainable approaches be built into the tourism planning, implementation and management process in defining quality tourism. To sum up it up, tourism planning should be seen as a continuous process with the necessary adjustment made as needed based feedback from monitoring, but with a view to maintain the basic objectives and policies of tourism development (Inskeep 1991: 29). Tourism planning process is illustrated in figure 4, which is not different from the strategic planning process but emphasise tourism activities.

Figure 4: **Strategic Tourism Planning Process**



Source: WTO 1994: 10

5.5 Role of a planner

The planner plays a crucial role in development. It is necessary to briefly discuss the role of a planner in tourism planning and development. Hills et al (1984:13) identified three roles that a planner should fulfill in tourism, namely: facilitator, negotiator and coordinator.

Planner as a negotiator

The planner as a negotiator should try and resolve conflicts between the various individuals and groups, in order to reach decisions, which are in line with agreed goals and objectives. The goals and objectives should be realistic in terms of prevailing conditions and resources and acceptable to those who will be responsible for approving and implementing them and to the beneficiaries. It is not an easy task, especially since the planner is seldom in a position to be able to impose his/ her views or wishes on others. The planner is a negotiator not an arbitrator. Nevertheless, the planner can intervene by encouraging dialogue between the parties concerned, ensuring that all available relevant information is at hand, and analyzing the information in a manner that indicates the implications of alternative courses of action.

Planner as a Facilitator

The planner as a facilitator is to encourage, both by making relevant individuals and organizations, more aware of the purpose and nature of planning, and providing services, e.g. collecting and analyzing data, organizing meetings and writing reports, which are necessary for the planning process to progress smoothly This should also include the analysis of positive and negative impact of tourism in the destination areas. Most communities may not have the necessary expertise and or motivation to achieve their desired objectives, the planner should make them aware of the opportunities and as prime agents for change by providing information where needed.

Planner as a coordinator

The planner has to ensure that all individuals, organizations or groups, which have some interest or expertise in a particular tourism field, are involved in planning all the activities. This may mean consulting with them, collecting information from them or on their behalf, making sure that they attend relevant meetings and are kept informed of relevant developments in related type of tourism

The planner as a mobiliser

The planner as a mobiliser has knowledge of resources, policies and legislation that ordinary people may not have. The planner can use that knowledge as means of mobilizing resources for the community that s/he serves. The planner should ensure that the community is aware of the opportunities and limitations of the project.

The above discussed roles of a planner imply that s/he cannot work in isolation. S/he has to work very closely with all the individuals and organizations involved in the preparations and implementation of tourism plans, including administration and technical staff, politicians, and the general public. S/he work is more than mere consultation; it involves coordinating and negotiating between the relevant stakeholders. The planner should represent the outcome of the process of reconciling their different views and interest, rather than simply promoting the personal views (Hills et al 1984:282). Much of the work of a planner involves the technical and administrative tasks, such as collecting and processing data, attending meetings and compiling and presenting information on implementing progress. The planner spent large proportion of his/her time interacting with people and other organizations or agencies not only in formal meetings but also in informal discussions.

5.6 Conclusions

The chapter has tempted to analyse planning approaches and methodologies and link their evolution to alternative tourism development in rural areas. From the discussion, it is important to highlight that rural areas in terms of planning should follow the environmental and public participation processes as the core strategies for planning. It is argued by many development academic researchers that for any development to be viable, community participation and sustainability should underpin the process. It has proven in many rural projects that participation can effectively contribute to poverty alleviation.

On the other hand, the planner should empower the community to ensure that there is a full participation from the community. If participation is achieved, consensus should be reached about the types of tourism the people need. One will not be in a position to involve the whole community, but through structured public participation, the planner can be in a position to achieve it.

CHAPTER 6- CASE STUDY

6.1 Introduction

While the first two parts of the study discussed the theoretical aspects in relation to 'alternative tourism' and rural poverty, this part deals with the description and analysis of Noko Cultural village in the Limpopo Province. Noko Cultural Village is situated at Ga-mohoboya rural village. It is one of a number of community initiatives, with the support from the Finland Embassy. The objectives of the cultural village are to alleviating poverty in the area and protect the environment.

This chapter will first give the background of the study area by describing the province and the local municipality in which it is located. Secondly, the chapter will examine economic, physical, demographic and social aspects, which impacts on the development of the area. The background of the study will start by describing the province, the local municipality in which it is located. Thirdly, the chapter will discuss Noko Cultural Village, its activities and linkages with the community and other tourism industries. The chapter will finally outline the key findings of the case study. Some of the information that the case study used is extracted from the Noko Cultural village's brochure prepared by the African Centre for Arts, Culture and Heritage studies known as ACACHS in UNISA.

6.2 Limpopo Province

The Limpopo province is an area of deep and ancient African traditions. It is situated in the far northern corner of the country. It is the area that one must pass en route to Zimbabwe. It shares the eastern and the western borders with Mozambique and Botswana respectively. The Limpopo Province largely comprises the areas that were previously known as the homelands of Lebowa, Gazankulu and Venda.

The province, with its population of more than 5.6 million people, has a high rate of unemployment and it is rated as the second poorest province in the country. The early Voortrekkers and missionaries brought with them a strong European influence, which has caused many problems in the development of the province today. But at the same time it can be regarded as the heart of 'alternative tourism'. Many people are still entrenched in their traditions, thus the area provides a fascinating look at the very heart of Africa. The province offers different natural, cultural and heritage resource, which appeals to most of the international and domestic tourists. It contains tourism areas such as the Modjadji Nature Reserve, including the rain Queen of Ba-pedi, Hans Merensky nature reserve and the northern part of the Kruger National Park. The province has five (6) district municipalities, namely Capricorn, Mopani, Waterberg, Vhembe, Sekhukhune and the eastern Boarder municipalities. The Greater Tzaneen Municipality forms part of Mopani District Municipality.

It is argued from Mopani District IDP report of that the Limpopo Province received 4% of the international tourists visiting South Africa and 60% of those are interested in cultural activities and wild life. Wildlife, scenery and culture are the prime attractions of the province.

6.3 Greater Tzaneen Municipality (GTM)

The Greater Tzaneen Municipality, known as the 'tropical paradise' forms part of the Valley of the Olifants (the Olifants river flow across the region where Greater Tzaneen belongs). It is situated in the north-eastern part of the Limpopo Province, approximately 100km north -east of Polokwane. The estimated resident population of the area is 411 350 people, which consists 40% of Mopani District municipality, with an area of 323 999.14 ha (based on the statistics that was taken 2001).

The area is characterised by high rate of unemployment, (which is 45%) and with the illiteracy rate of more than 40%. The level of literacy has a bearing on the employment status, more specifically because most of the people occupy low- income positions or not

working at all. Agriculture, manufacturing, trade, government (teachers, nurses, clerks, etc.), construction and energy characterise the economic functions of the area, where the government sector forms the largest employer in the municipality. The Greater Tzaneen Municipality consists of 75% rural dwellers with 33 wards. Almost 60% of the people could be considered to be living under the poverty line.

The area has vast untapped resources that could be developed into various tourism products and make it a destination of its own, such as cultural, man- made including dams, heritage and natural resources which can help to overcome the problem of unemployment, environmental deterioration and social problems. According to the municipal IDP, the area contains 370 bird species, which appeals to most of the international tourists who visited the area. The area is described, as the melting pot of ethnic cultures for it is here that the Shangaan, North Sotho and Bolubedi weave their individual cultures with the Afrikaner, the English and the Indian into a tapestry of rich and colorful contrasts.

6.4 Ga-Mohoboya Rural Village

6.4.1 Location

Ga-mohoboya village is situated at the eastern part of Greater Tzaneen Municipality in ward 4 and it is 35km away from the main town. The village consists of 29 headmen under chief Ga-mohoboya. It covers the area of approximately 3219 ha. The population is estimated to be 15591. The Bathlabine ethnic group occupies the area. The area has a temperature of 36°c in January and 15°c in July.

The Ga-mohoboya community initiated Noko Cultural village project. It is built in their original place of birth before the forced removals by the apartheid government.

6.4.2 Infrastructure

There is a general lack of infrastructure in the village, which is discussed under the following sub headings: -

Water Availability

Similar to the situation in the rest of the Limpopo Province and other large parts of the country, water is currently an extremely scarce commodity and the biggest problem that the rural and cultural village experiences. The water pipes that are connected to the Ga-mogoboya village do not reach the cultural village. Hence it impacts on the running of the toilets and the project itself. Boreholes that are available run dry from time to time.

Women who run the cultural village cover long distances and wait in queues to obtain water and are carried to the cultural village in a variety of containers. The storage of water in substandard containers leads to unhygienic conditions and impose health hazards. According to the Director of the cultural village, the Coach House hotel declared that they are not bringing any more tourists to the village if the water problem is not sorted out. It also has a direct impact to women who collect water. According to them, they arrive home late, tired and unable to perform their responsible duties. Sometimes the cultural village hires people to fetch water.

Transportation and Roads

The cultural village is effectively linked to Tzaneen by the R81 Lydenburg road. It stretches from Tzaneen to Lenyenye Township. From the township there is a gravel road (currently, the Road Agency Limpopo is constructing a tarred road, which will be finished by the end of the year or early next year) to Ga-mogoboya village. Only gravel road accesses the cultural village, but one has to park 500m away and use a developed footpath.

People in the area depend on buses and taxis for transport and they mainly use them for work. Approximately 70% of the people depend on buses and 25% on taxis, few their own private vehicles and others depend on walking.

Electric Power and Telecommunication

The area and the cultural village use pre-paid electricity, which depends largely on maintenance for its running; i.e. no tokens, no electricity. The cultural village only uses electricity when they have visitors but they always switch it off to save power. According to the Director of the cultural village, they spent ± R300.00 for electricity every month mainly for lights and sometimes cooking. Households consume an amount of approximately R200.00 for electricity every month, especially for lights.

There are telephones lines in the area, but they do not reach the cultural village. The cultural village has applied for telephones lines long time ago from Telkom and they are still waiting for a response. The only mobile phone that is available is for the Director of the cultural village, which is uncertain because of the network problem and his availability.

6.4.3 Socio- Economic Aspects

Socio- economic factors of the study area are as follows:

Education Levels

Approximately 44% of the populations in Ga- mogoboya village have no education at all and small percentage has limited education i.e. to write and read. Women employed at the cultural village are illiterate, they cannot read nor write. Most of the young people who have passed standard 10 do not have money to further their studies, howeve a few has managed. The African Center for Arts, Cultural and Heritage studies (ACACHS) has introduced a project to teach women and tour guides how to speak with international and domestic tourists without interpretations and perform their jobs successfully offered by the Drumbeat Academy.

Economic Function

Traditionally, the economic function of the Ga-mogoboya village is dominated by subsistence agriculture, with some few people owning small shops. As such the economic function is not diversified with limited employment opportunities.

Employment

There is high rate of unemployment, 68% of the people in the village are unemployed and engaged in some informal sector activities. The young men aged between 25 and 45 are forced to migrate to the cities to seek employment. The agricultural sector provides a small number of employment opportunities and benefits. The unavailability of water and rainfall further restricts entrance to the agricultural sector. Apart from the existence of migratory labor, workers also commute to Lenyenye Township as domestic workers and gardeners and seek opportunities in Tzaneen and other adjacent areas. Although Tzaneen is growing and promising stable town, the formal economy cannot accommodate the number of people who are looking for employment. Apart from this 80% of the families depend on pensioners from their grandparents and parents, which cannot sustain the whole family. The educated people who are employed form part of the government sector as nurses, teachers, clerks and police.

6.4.4 The environment

The community of Ga- mogoboya village depends on subsistence farming/ agriculture, foe living. People rely on the natural resources to gather food, grow crops and collect wood for fuel to support their families and soil to build their houses. It is clear from the observations that due to poor planning and education, conservation of the environment is not practice or applicable

Sanitation is one of the major problems, which also contribute to the health hazards of the area. Most of people use unhygienic pit latrines while others have no sanitation at all. The problem of sanitation also linked to the problem of lack of access to clean water.

The community depends on the environment to survive as they already live in the most marginalised areas. This tends to have pressure on the consumption of the environment leading to over harvesting and utilizing of resources and the pollution of water and land. It impacts on the human livelihoods by increasing vulnerability to natural hazards and limiting opportunities for economic growth.

6.5 Noko Cultural Village

6.5.1 Brief Background

Noko is in the foothills of the lowveld Drakensberg mountain range, approximately 900m (2 953 ft) above sea level.

Noko (in Sotho) is a Porcupine; it is regarded as a sacred animal or totem of the Bathlabine People. It is not to be touched or harmed. The Bathlabine are said to be the first North- Sotho speaking people to settle in the sub tropical Thlabine river valley. The Bathlabie people are said have diversity of cultures, which encouraged them to start a community-based project during the late 1990s.

Women around the village started a project of weaving, making traditional pots, crafts and dancing. In 1999, Mr. Mashile (from the village) and the Bathlabine Rural Development Trust (BRDT) initiated the idea of building a cultural village, which would accommodate the cultural products of the community and preserve the environment. Mr. Mashile with the support of the community approached the African Centre for Arts, Culture and Studies (ACACHS) at UNISA for assistance in terms of feasibility studies and awareness programmes. Workshops were conducted which include the following: traditional documentary; basic heritage awareness; basic research in material culture and community based site guide tourism. Dr. Van Vuuren, the head of ACACHS and BRDT approached Finland Government for funding.

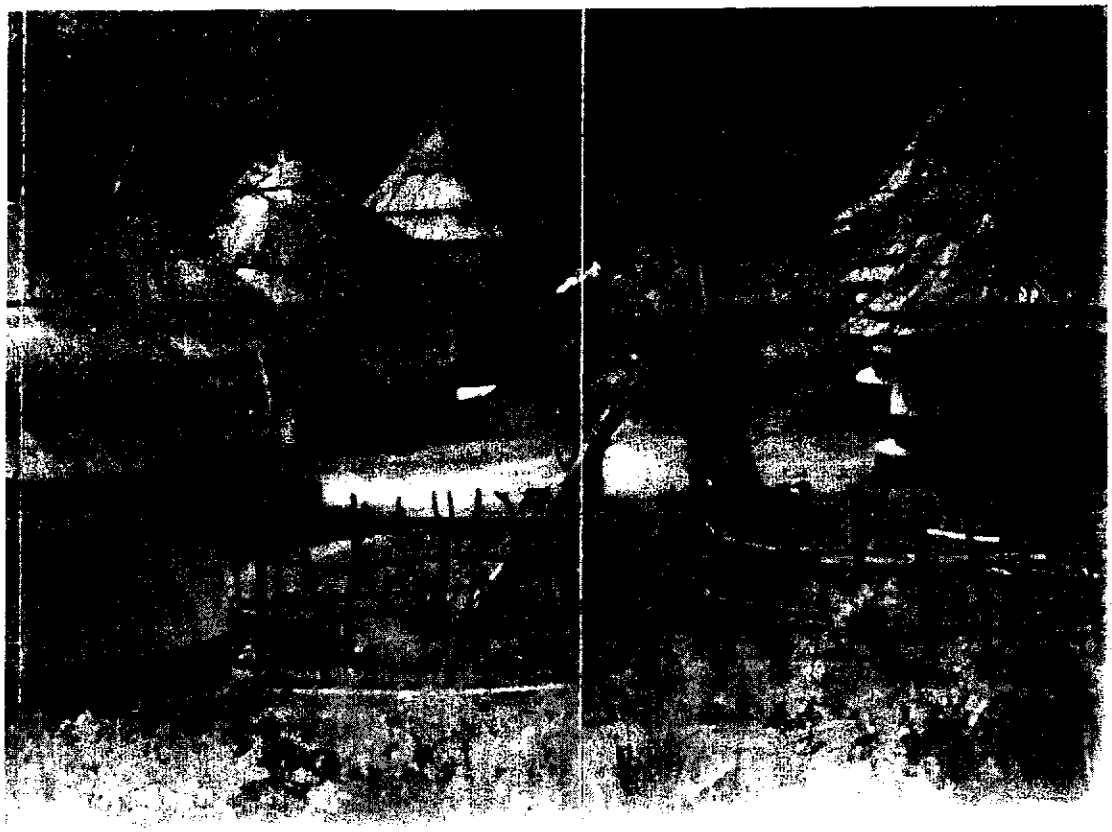


FIGURE 5: NOKO CULTURAL VILLAGE

In the year 2000, UNISA gave the community R10, 000, 00 to clean the area where the cultural village was to be located, which was from the Finland government. During the end of 2000, the Finland government gave the community R80, 000, 00 to build the cultural village.

The Cultural Village was officially opened on the 4th of May 2001 and has involved a number of dignitaries, speakers and the Finland Ambassador. A plaque was unveiled on behalf of the Limpopo Provincial MEC for Sports, Arts and Culture.

The idea of the cultural village is:

- To attract tourists into the already popular Letaba River Valley (which is part of Tzaneen Municipality);
- To improve the quality of lives; and
- To protect the environment.

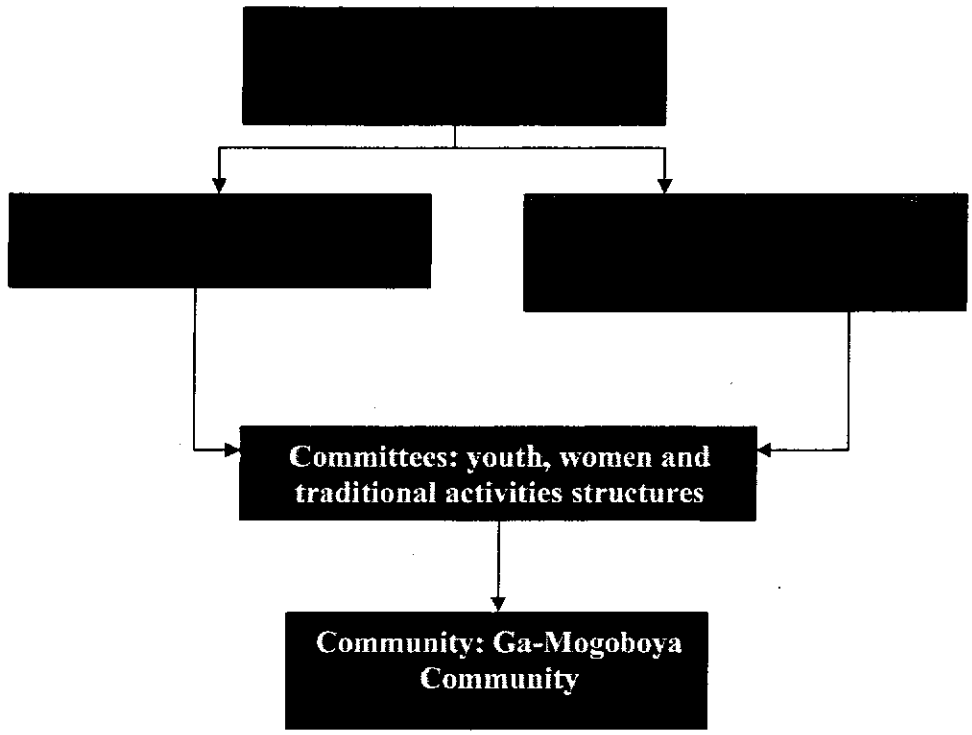
The cultural village is specifically used for tourism.

Institutional Framework

The project is a joint initiative by the ACACHS, BRDT and the Finland Embassy.

A board serves as the top management structure in the village and consists of seven (7) members of the BRDT. The traditional chief of Ga-Mohoboya is the chairperson of the Board, followed by the executive directors, administration, committees and the community (see the below organogram). Noko Cultural Village is under the BRDT. ACACHS and Finland government form part of the administration component. The Finland Government has currently appointed Thlavhama Training Institute to assess the institutional structure of the village and recommend the best institutional structure that will effectively manage the cultural village.

Figure 4: BRDT Organogram



Source: Members of the Community

Physical Structure of the Village

The village has twelve (12) traditional huts or rondavels built with the indigenous Bathlabine technology. They are hidden among the lush vegetation under the magical (mmadibidi) trees on the mountain slopes. The huts use traditional mats made of braches instead of beds for accommodation. The village is in a process of buying beds to combine both the traditional and western beds.

The cultural village has a western styled building, which is not finished (roofed and plastered). It would be used as a curio shop and an administration office. The funder does not have money to finish the building and as such other institutions are recommended to finalise it.

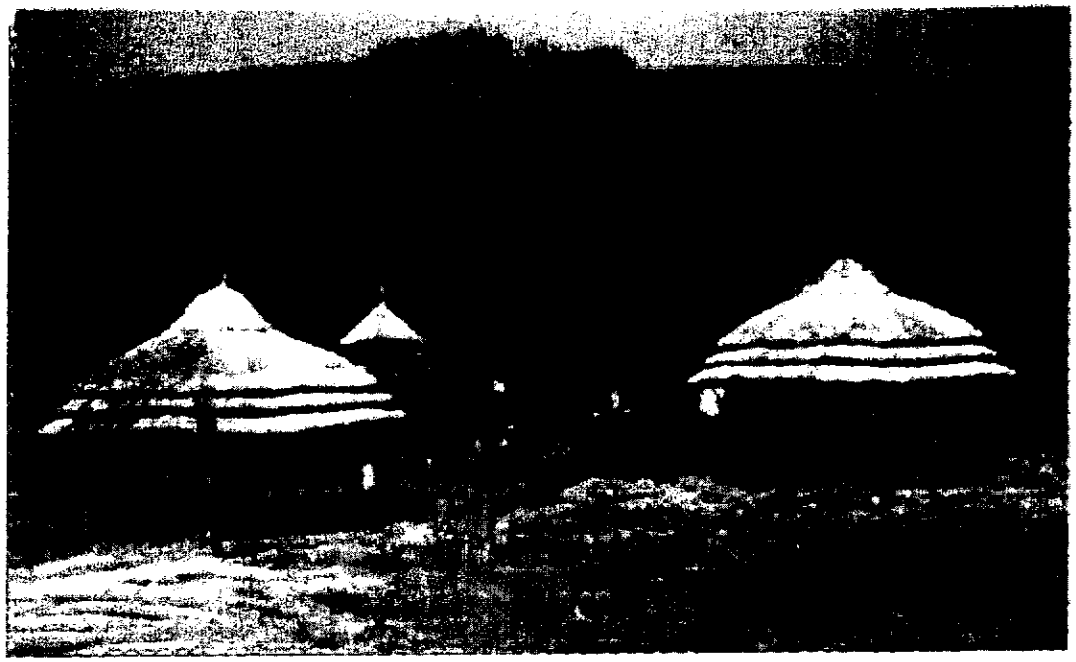


FIGURE 5: CULTURAL VILLAGE

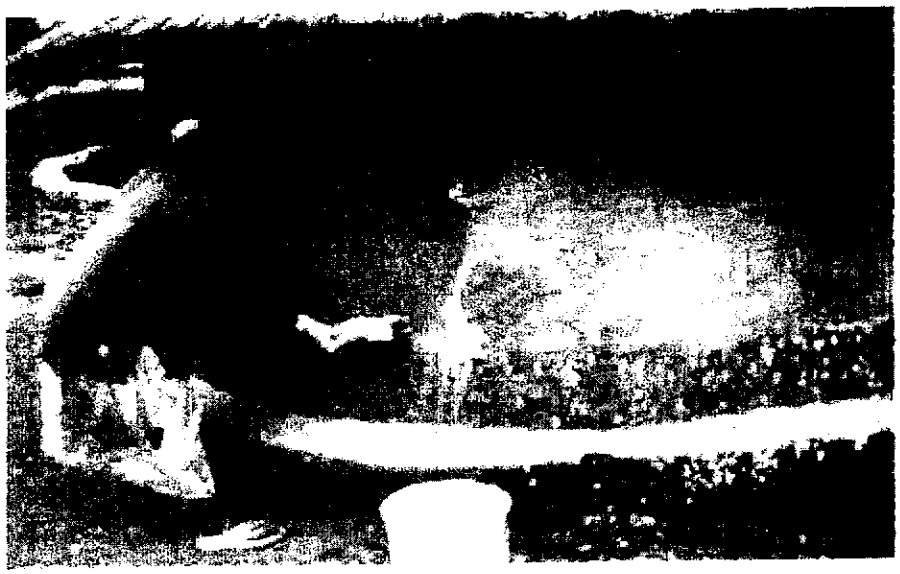


FIGURE 9: TRADITIONAL BUILDING TECHNIQUES



FIGURE 11: TRADITIONAL HUT

6.5.2 Attractions of the Village

During the visit to the village, the tour guides (makgomane) receive and orientate the visitors in the Thlabine settlement history (kgoro), which includes the early archeological roots of the village, the original home of the traditional chief (kgoro) and its structural arrangement (a place to cook, sleep and men's place for relaxation). Craft women and performing dancers are always available to sell their heritage.

The itinerary includes: evening (around the fire); and overnight programmes and community tours. Members of the community have variety of skills. These include traditional pots, bowls and figurines. They weave baskets (seroto), sleeping mats and brooms with their hands and needles through the guidance of an artisan. The community also carves bowls (direto) and walking sticks. School children from Modupi Primary school do songs, dances and poetry to visitors. The cultural dances are also performed by the Chief's mother (Mmakgosi) and her famous group (sekgapa).

In the evening, visitors are entertained by praises (direto) of butterflies, (which are regarded as the founders of the Bathlabine people) and tales (water snake called Mmamogaswa).

Indigenous food and beverages

The village offers true lowveld sotho cuisine cooked and dished up in the traditional Thlabine way. This includes various maize or corn meal (bogobe) with wild, traditional spinach (morogo) and meat stew (beef or chicken). The community also prepares the famous Marula fruit beer during March and February.

Hiking Trails

There are various short walking trails which take thirty (30) minutes to one (1) hour around Noko Cultural village, which provides spectacular view of the village, around the



FIGURE 7: TRADITIONAL POTS, BOWLS, ETC

Mogoboya dam into the pristine surroundings of the upper reaches of the Tlhabine River towards the Drankensberg range.

The cultural village replicates a traditional village and provides some insight into aspects of the local lifestyles, traditions and experiences that are authentic.

6.5.3 Linkages with other Tourist Attractions

Noko Cultural village has been built next to the Thabina Nature Reserve and Thabina Dam with a very attractive waterfall. The nature reserve consists of 1500ha. The topography is striking with a tremendous diversity of indigenous plant types and various animal species and the Thabina River provides a very high quality natural environment. The reserve is in communally controlled land.

Attractions include walkabout around the village, visit to the traditional healer at Leole village, school choir at Modupi Primary School, the tribal office and Mosate or royal capital at Mosoroni, health care programmes at the clinic, religious sites, etc.

6.5.4 The Economic and Employment status of the village

The village has employed six (6) permanent staff, one director who works as a marketing and managing director of the cultural village and reports to the Board. There are three (3) women who assist in the functioning of the village; i.e. accommodation, arts, crafts and cleaning. The village has two (2) tour guides and volunteers from Finland and Norway. Community members also perform part time positions such as cooking, cooking and collecting water and firewood.

The director earn only when the cultural village has performed well that month, women earns R400, 00 per month. Tour guides are still in training. The cultural village used to generate R15, 000, 00 a month, but because of misunderstand (ref: participation) the income has dropped to some few rand. The cultural village does not have a bank

account; they are in a process of opening the account. All financial matters are handled by the director. The village relies on the BRDT's constitution.

Visitor numbers is growing currently; the village receives 40% of the international tourist and more than 50 % domestic day visit. Most of the international tourists are from Germany, Europe and France. It is estimated that every international tourist spend more than R500, 00 per visit (Not sleeping, only eating and relaxing) and the domestic figure varies from R120- R200 per visit per person.

6.5.5 Community Participation

Community participation is very weak in the functioning of the cultural village. From the observation of the study, conflicts are apparent within the cultural village. According to one of the member of BDRT, the director is not representing the values of BRDT organization, and he is spreading rumors that the cultural village is collapsing. It is alleged that he has misused the funds of the cultural village. He is the only one who has signing powers over the matters of the village. Hence, there is poor communication between stakeholders of the cultural village, and it has caused the following issues:

- Misunderstandings between the members of the board and the Director of the cultural village on how to handle matters of the village and the Finland government has sent one of their representatives to assess the situation;
- Sense of ownership by other community members, they feel they are excluded in the activities of the village;
- The inability of the surrounding areas to contribute their skills on the basis that they are not part of the Batlhabine ethnic group; and
- Perception and attitudes by some of the community members. Jealousy appears to be a major problem among the community members.

According to the BRDT, the board and the community do appreciate what the director did for them, but at the moment they are not satisfied with his behavior He wrote a letter



FIGURE 8: WOMEN WEAVING

to the Drumbeat Academy Institution to stop the learnership of the tour guides without consulting members of BRDT including the chief.

6.6 Marketing Strategy

The marketing strategy that the cultural village uses is through ACACHS and the website in UNISA. The Coach House hotel plays an important role in the marketing of the village. Most of the international tourists from Europe, Norway and United Kingdom are recruited from the Coach House hotel to the cultural village. The Tzaneen Tourism Association is also involved in the marketing of the cultural village by referring tourists to the village, giving people information and brochures; hence they expand the arrival of tourists in the village.

6.7 Government and Private Sector Support

At the moment the cultural village does not receive any support from the government. According to the Strategy and Development Manager in the GTM, she was surprised to find out that Noko cultural village was not included in the local municipality's budget (she is still new in the municipality). The municipality's role should be support in terms of funding and coordinating the activities of the village, but at the moment there is no support. The Manger further pointed out that for Noko Cultural Village to gain financial support, the village should include other ethnic groups like the Shangaan and the Bokgaga people. According to her, it should be a one-stop offering of different cultural experiences.

Currently, there is a lack of private sector's involvement in the cultural village. According to the tourism operators in the area, there are initiatives that are still under discussion to support the cultural village in terms of linking it into the well- established existing tourist attraction within the GTM. This will enhance their skills to meet and maintain the standard of the tourist expectations. On the other hand, some tourism operators feel that Noko, in order to receive support, the local government should first

train the community about tourism. According to them, rural people do not understand tourism and it would take time to understand the processes of tourism industry. They further pointed out that it their responsibility to teach the communities, but it is the government responsibility to implement tourism awareness.

6.8 Other Projects the Cultural Village involved in

The director of the cultural village has played a role in building the Modupi Primary School. He secured funding from European Union and facilitated the registration of the school by the Department of Education. The school has included cultural tourism as part of the curriculum.

6.9 Key findings

The findings contained in the study are intended to promote further discussions and debates. Key findings in the study are outlined as follows:-

- The craft industry is not well developed, but many artists and craft workers have talent, and appropriate training and direction in terms of the market demand could greatly improved the range and quality of craft items.
- Singing and dancing groups are common throughout the village but opportunities to witness them need to be specially created
- Story telling is alive and well, although there are still many legends and aspects of the oral history of the people, which have not been adequately recorded and are being lost as the elders die.
- There are misunderstandings between members of the community and the director of the cultural village with regard to the management and administration of the cultural village.
- Lack of proper participation in decision making: The Director of the cultural village relies on ACACHS and Finland government for advises and support

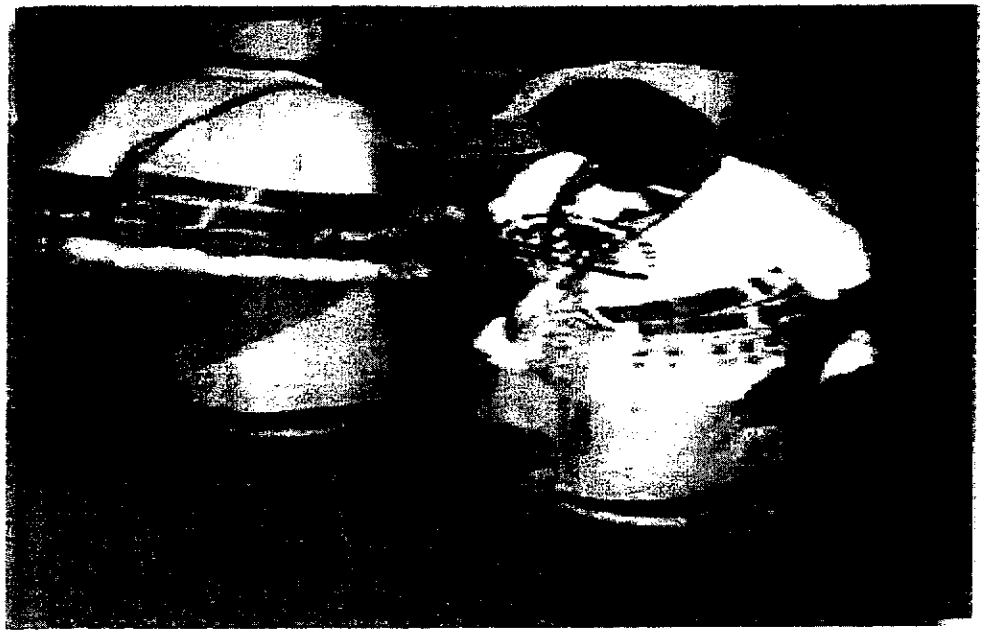


FIGURE 10: TRADITIONAL DANCES

without consulting and integrating the local people, local private sectors and the municipality.

- Lack of proper infrastructure; i.e. water supply and sanitation hampers the development and functioning of the cultural village.
- The links between nature and culture is included in all reference and promotional material. In other words it is not just important for local guides to identify a tree, a bird or insect. The relevance of that tree, bird or insect to the local culture in terms of its healing powers, food potential, taboo, spiritual association is told. In this way, ordinary things are alive and assume some importance in the cultural village.
- Using Noko as a base, walking, horse riding and even mountain bike trails could head into the Nature Reserve and beyond up towards the escarpment and to the Tours dam (which is very scenic with little tourist utilization at present, and can be utilized for picnic sites). Other experiences could be rock- climbing, abseiling, kayaking, fishing and learning between the nature and culture.
- Key weaknesses inhabiting tourism growth is lack of funding, lack of up to date useable statistics, poor roads conditions and signage and certain shortcomings in the quality of products and services.
- Another challenge is that local communities have often not yet had the chance to develop the capacity in environmental management and cultural resources management to effectively protect these resources when the demand side increases, i.e. the principles of sustainable tourism are not clearly outlined.

6.10 Conclusions

The chapter has given a full description of the study area, where it is located and the activities that are taking place. From the description of the case study, the chapter has outlined the key findings of the project. The following chapter will attempt to provide a clear analysis and interpretation of the study area.