



The Role of Community Leadership in fostering an agenda of Active Community Participation in rural Regional Tourism Development: Perspectives from Umhlwazini

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Abstract

This study addresses the misunderstanding in the tourism development literature about the role and importance of locals' leaders in promoting participation of local communities in tourism activities. It can certainly not be denied that no person knows the affairs of an area better than locals, in particular community leaders, as they are in the forefront of community affairs. This is correspondingly the case in this research as it confirms that community leaders in tourism development are undoubtedly well placed community constituents to access the knowledge and resources of local people for tourism. The question that is on everyone's mind remains unanswered as to whether community leaders fully understand their role in pushing the agenda of community participation as far as tourism is concerned. This study was conducted to examine the role of community leadership in promoting the idea of active participation by their community members in matters relating to tourism activities. Lack of funding opportunities, lack of skills and education, and negative perceptions towards tourism, were all identified as challenges that render community leaders ineffectual in their quest to include the broader community in tourism affairs. However, it is worth noting that the existing leadership of for example, Umhlwazini in South Africa, has done nothing tangible to foster the element of community participation into tourism activities. If community participation is in fact at the top of the agenda for tourism authorities, transformational change is urgently required.

Keywords: community, role, tourism, development, community leadership

Introduction

In spite of a number of arguments suggesting that participation in development activities offers no remuneration to the local community, the significance of community participation particularly in the tourism industry is well established in the literature (Tosun 2006). According to Mowforth and Munt (2008) participation in tourism does in fact yield rewards for the rural communities, and involving locals and encouraging community participation in tourism at all levels, from local to national, offers a more efficient method for solving community problems associated with tourism development. Ideally, the participation of community stakeholders in tourism is a process that ought to be initiated by community structures particularly the



headship of the people. This is especially the case in mainly in rural areas seeing that most citizens are uneducated and lack basic information about tourism and its value (Claiborne 2010).

Rural communities also known as “countryside regions” are an important aspect in the South African community development. Similarly, rural communities constitute a critical component in the tourism industry as they are members and stakeholders to any form of tourism development taking place in their area. Aref (2011) suggests that the participation of a local community in tourism activities mainly depends on the proactive, practical and enthused attitude of community leaders in creating possible platforms for the locals to partake in tourism activities. Leadership itself has played an essential role in almost every aspect of community development, and this is particularly imperative in rural communities. However, according to Marré and Weber (2010) the clear-cut role and the responsibilities of community leaders as far as community participation in tourism is concerned remains vague. Therefore, this paper looks at determining the role of community leadership in promoting the spirit of dynamic participation of local communities in the tourism industry.

There has been a growing body of literature that addresses challenges of community participation in tourism in particular in remote areas. However, there is minimal evidence in the literature that represents the role of community leaders in promoting participation of locals in tourism (Aref and Ma’rof 2009) which the research considers to be one of the central components for developing a successful association between community and tourism destinations. Kirk and Kraft (2004) state that whilst the tourism industry accepts as true that the inclusions of local community leaders in tourism development is critical and necessary, there have been some ongoing discussions about their role as far as achieving positive outcomes and the promotion of tourism at grassroots level is concerned. In various rural communities local leaders are said to believe that if productive community development in tourism is to occur, it is parlyt their responsibility to make it materialize.

Ricketts (2005) states that one of the most critical ingredients for encouraging locals to look at tourism as an opportunity rather than an “elite sport” is not how fancily your plan is prepared but rather, the main element for a successful partnership with locals is the ability and the willingness of tourism authorities to establish a powerful partnership with community leaders. Such a beneficial partnership will recognise the wellbeing of all the interested and affected parties while defining the expected function of all parties involved (Ngxongo 2016). The nature of these partnerships between the community and tourism authorities also allows for the necessary resources to be made available for leaders to be able to execute their roles effectively. Sufficient resource and a clear-headed leadership are almost certainly the most vital features that contribute to a successful tourism partnership with a community. Good planning, adequate resources without capable, decisive and well informed community leadership will never allow local communities to reach their full potential through participating in tourism or even to enjoy benefits from tourism.

For the purpose of this study, community leadership in the context of tourism refers to an individual or a group of people that are endowed with power to influence tourism policies, opinion, or community action on matters relating to tourism development because of their official role, title, or position in the local community(Tosun 2006). This research furthermore refers to leaders that were officially appointed by the community they lead, not self-proclaimed community leaders. Furthermore, from a tourism perspective, local leaders are people that can influence tourism activities of a particular destination to generate positive benefits for the surrounding communities. They represent a critical element of the power structure in the community, and they are tasked with the responsibility to represent, fight for, and defend the interest and values of a community at all costs (Ngxongo 2016). Community advancement as far as tourism issues are concerned, generally depend on leaders to ensure that progress made is in line with the desires and the requirements of the host community.



The most significant aspect along with other roles of community leaders in tourism development consists of facilitating, and encouraging the participation of locals and sourcing of opportunities for business development and professional skills in the community (Asnarulkhadi and Aref, 2009). In order to achieve optimistic results in promoting the idea of participation in tourism activities, it is necessary for the community to have a good leadership structure in place. The locals will likely participate willingly in the accomplishment of any community agenda given that good guidance is provided. The effective approach to local community participation is mostly through local leaders who help in influencing and motivating their people to take action. For any tourism project in a rural community to be successful, local leadership must be involved or else the community might undermine the progress of such efforts due to fear of external control.

Literature

The relationship between tourism, local community, and leadership is one that has served as a foundation for effective community development in many developing countries over the past few decades. A number of scholars (Tosun 2006; Aref & Ma'rof 2009) consent that at both local and national levels; local community participation and community leadership must be at the front position of community programs in order to address challenges associated with tourism. In today's economic and political climate especially in South Africa, it is mostly important for all stakeholders to appreciate the fundamental roles that local leaders and tourism authorities ought to play in the process of encouraging more participation from the locals. Efficient leadership in today's rural communities is essential not only to address financial challenges, but also to emphasize successful community activities, promote the spirit of social well-being, and improve community living standards through tourism.

Local Community in Tourism Development Context

In order to understand the existing use of the term 'community' one needs to understand what constitute a 'community' (Tosun 2006). While current literature on tourism development has noted that community is essential to sustainable tourism development, Scherl and Edwards (2007) describe local communities as groups of people with a common identity and who may be involved in an array of related aspects of livelihoods. They additionally asserted that local communities often have traditional privileges related to their participating in tourism development activities and a strong relationship with a region ethnically, socially, economically and religiously.

According to Aref, Gill and Fashid (2010) a community refers to a group of individuals living or working within the same geographic area with some shared cultures or common interests. This geographical definition of community is essential to understand when it comes to how community development is linked to a community's ability to improve tourism development in a region.

Traditionally, local communities have existed side-by-side with the ecological regions of many countries which are considered to be the key tourism attractions (Bushel and McCool 2007). The realism of any tourism development activity that excludes the rights and concerns of local communities is self-serving, if not illegal. As a result, the participation of local communities especially the leadership in tourism development cannot be ignored due to the legally fundamental role that they need to play. Jamal and Stronza (2009) further assert that incorporating the local communities in tourism development activities is crucial in closing the gap between the system and the community itself whilst respecting the community norms, customs, traditions and resources.



The role of the White Paper on Tourism Development and Community Participation

The White Paper on the Development and Promotion of Tourism (WPT) was published in 1996. The Department of Environmental Affairs and Tourism (DEAT) introduced this document jointly with the mission of drafting a tourism discussion paper as a foundation for a potential national tourism strategy. Regional guiding principles were based on this national structure and subsequently municipalities formulated integrated development campaigns which focused on tourism, as well as economic and community development at a local level.

The White Paper presents a policy structure and course of action for tourism development in South Africa. This is succeeded by an execution policy which includes a number of important proceedings in order to efficiently employ the guidelines. The White Paper also outlines some of the critical roles of tourism key players. The main role-players consist of the government, local community, the private sector and parastatals. For the purpose of this study, only government and private sector roles will be further discussed below.

Government as a Role Player in Tourism Development

As suggested in the TWP (DEAT, 1996) the government has an important role to play in the development and encouragement of the tourism industry. In order for the tourism industry to grow, the government must set up a safe and steady political atmosphere which is one of the indirect demands of tourism development. Government has the responsibility to encourage active participation of the host communities in tourism for the betterment of local community members through job creation, business opportunities and economic improvements in the affected communities. A flourishing tourism industry relies on corporations involving government and local communities who play a hosting function to visitors. It is also the duty of the government to supply a variety of infrastructural support such as property, road networks, electrical energy, and water and to the tourism sector. Seaton and Bennet (2004) highlight that international governments play a significant role in land rights, development of tourism and the participation of local communities. In the context of this study, EKZNW and the councilor (local municipality representative) assume the responsibility of the government as they are the custodians of tourism in the region.

Private Sector as a Role Player in Tourism Development

There is no industry that can function effectively without financial support. The private sector is also involved in the development of community because local communities have a scarcity of capital. The private sector plays a fundamental role in the development and encouragement of community participation in the tourism industry. The delivery of excellent tourism services mostly depends on the efforts of the private sector. The responsibilities that are executed by the private sector are proposed by the WPT (DEAT, 1996) but only a small number of the duties are listed here:

- Promote community produced services locally, regionally and globally
- Promote and encourage accountable and environmentally responsible tourism.
- Encourage local community participation in tourism through formation of joint ventures with communities and by sourcing supplies from local communities.
- Improve community skills and expertise by constantly providing training and education
- Allow local communities to profit from tourism development through job opportunities and profit-sharing schemes.
- Allow local communities to benefit from tourism development, for example communities benefiting directly from new infrastructural development i.e. road, power supply etc, through tourism investment in rural areas



Community leadership in Tourism

According to Israel and Beaulieu (1990) a significant subject to further address in this review is the issue of community leadership as a great deal of community participation and improvement largely depends on them as community. Community participation does not occur without the involvement of community leaders in building community ability to meet the demands of tourism. Community leadership improve the ability of locals when they guarantee active participation of community members, therefore, enabling those members with interests to take communal decisions by presenting a series of solutions to counter any challenges.

Improving the practise of local community participation in tourism activities has been proven to yield social and economic advantages through community development (Kilpatrick, 2003). According to Tosun (2006), without practical, efficient and dedicated leadership, it is nearly impossible for local communities to either tackle challenges associated with tourism, or even to enjoy the benefits that come with tourism in their locality. Dynamic leaders are nowadays required to develop and achieve economic and social affairs in an area, and local communities must rely on their leaders to facilitate and improve business networks, and also linkages with private stakeholders in order to address issues arising and to advance local power in tourism. Moreover, community leadership are involved in the prominent roles in community activities, with several of them working to grow the “tourism footprint” of their community (Ricketts, 2005). In the tourism literature, community leaders are regularly referred to as people who are community well-informed, community high-ranking, or individuals within a community that are actively participating in decision-making processes and crisis solving, and they are prominent in tourism activity establishment and tourism development (Marvill, 2006)). Consequently, in considering the application of community participation in tourism development, the role of the community leadership ought to have a continuous academic consideration to inform practice.

Methodology

Information and notes from the selected respondents were collected in January of 2016 by means of a qualitative method approach involving unstructured interviews, observation and two focus groups. The interviews were separated into three categories; community, tourism authorities and Didima Resort. The interviews were administered by the lead researcher by taking notes and also using an audio recorder. The majority of the interviews were conducted in isiZulu as that is the native language of the area. An exact number of 25 participants were selected to participate in the study using a purposive sampling method as it allowed only participants with relevant information to be interviewed. Their consent was sought and Didima Resort offices were used to host interviews with tourism authorities and the resort managers whereas the community hall was used as a venue to stage most of the interviews including the focus groups. A community councillor attended the research throughout the data collection process and this was done to inspire positive interest from the participants. It also assured the community members that this was not a politically motivated event but rather an academic undertaking. It was through the assistance of the community councillor that the lead researcher was introduced to the Amangwane traditional leaders’ “King”.

In order to acquire additional understanding of the current situation as far as tourism issues are concerned, the researcher visited all sections of the community in an effort to scrutinize some of the claims that were asserted by the respondents. Opportunely, the researcher attended a meeting pertaining to land reform and livestock grazing, which in turn provided a good platform for observation of community co-existence. Unstructured interviews were used in order to gain an understanding of stakeholder’s views regarding the issue of community participation and tourism development, and also the role of community leaders. The focus



groups were formed by respondents from the community, community committees, women from the craft centre and members from the ATC. This was done to enable interaction between the groups participants so they could build their thoughts upon the contributions made by others.

The researcher transcribed the interviews. Using these transcriptions and his field notes the researcher developed general themes of the research findings. Welman, Kruger and Mitchell, (2006) state that field notes can be described as detailed notes made by hand, tape recordings and observations that are compiled during qualitative interviewing. The collected information were captured and analysed, data were categorised and individual themes were identified and analysed. The data was presented linking the responses to the literature on community participation and tourism. Data analysis enabled relationships and particularly causal relationships to be identified (Lancaster, 2005).

Results and discussion

A community leader is a person who is perceived to represent a community. He/she holds the trust of the members of the community and is charged with the responsibility of fulfilling the needs and requirements of the community. The members of the community have certain expectations from their leader. In terms of this research, a community leader ought to identify the needs and demands of the community with regard to tourism and take appropriate steps to meet the demands of the community in this regard. Community leaders can thus be defined as 'a person in, for and by the community.' Community leaders determine the general feeling within a community and they act as 'a point of liaison' between the Umhlwazini community and the tourism authorities.

Umhlwazini community leaders are responsible for promoting the spirit of tourism and it is their role to inspire dynamic community participation in tourism. The community leaders to which this research is referring to are Didima Resort Authorities, ATC, EKZNW Representative and the Okhahlamba Municipality Council. The total number of community leaders that participated in the study constituted 8 (32%) of the respondents. The leaders are further clarified below.

Political leader (Okhahlamba Municipality Councillor – African National Congress)

Every community has its party and groups of political leaders who are employed by the local municipality. Such community leaders are effective communicators and can facilitate things easily as a result of their power and influence. Political leaders comprise 1 (4%) of the total respondents of the study. This particular respondent appeared to have a vast amount of knowledge on the subject of tourism and he is in the forefront of other tourism related projects that are in the pipeline for the community of Umhlwazini.

Tourism Authorities (EKZNW and Didima Resort)

This is a statutory board under the leadership of Ezemvelo KwaZulu-Natal Wildlife established to run, manage and operate tourism destinations and make decisions on the progression of the establishment. The task of the institution is to promote tourism, conserve the environment, provide information to tourists on facilities, infrastructure and services, and to initiate action to promote cooperation with other tourism agencies including the community. Respondents from EKZNW/Didima comprise 3 (12%) of the total respondents of the study and include the resort manager, community liaison coordinator and the resort assistant manager.



□ **Traditional leaders (Amangwane Traditional Council)**

These are amongst the most powerful groups at Umhlwazini village. This group interacts directly with the community members and have an abundance of personnel and resources. Their level of understanding of community issues is very high and if this group can be motivated to speak and do for the community, substantial results can be achieved. The local community can easily be convinced by this group that tourism is a possible means of sustainable living. Traditional leaders constitute 4 (16%) of the total respondents. These respondents included the chief of the entire village, a 'king's man' (a person representing the Zulu king), a traditional councillor, and one senior member of the council. Moreover, some of the individuals working for the ATC were also respondents, but on the basis of being community members of Umhlwazini rather than as employees of the council.

Present leadership practise at Umhlwazini

Umhlwazini community leaders have a major role to play in promoting and encouraging participation in tourism development in the community surrounding the resort. The respondents appeared to agree on one inference that the leadership of the community in general has done little to help and encourage the community to participate in tourism issues. The primary question in this issue was to ascertain what the leadership has done to maximise community participation in tourism. According to the results solicited from the data collection 20 (80%) of the respondents stated that the leadership has not done anything tangible to help the community to grow tourism. Four (16%) stated that the leadership is doing enough to encourage more active participation from the local community, and 1 (4%) respondent from the traditional council remained neutral on this issue. One community respondent said that it is very difficult for the leaders to offer support and words of wisdom to the community for them to better understand tourism, as the majority of them [leaders] don't have an understanding of what tourism involves. Another respondent from the community reinforced this assertion by stating that they only see the Zulu king once in a while. The king only comes to Umhlwazini if there is meeting about livestock which is something very important to him; otherwise there is a huge gap between the community and the ATC, particularly the king.

Participants were asked if there is any form of provision that the leadership is offering to support high school students that are showing an interest in tourism. The entire sample (25) 100% of respondents unanimously agreed that there has never been anything implemented by the community leadership to motivate aspiring tourism professionals. All the respondents stated that there has never been a bursary scheme or any training opportunities for local students although opportunities are commonly available to students from other parts of South Africa. The awareness campaigns which are conducted by the community liaison coordinator were viewed as a less efficient strategy of promoting the spirit of tourism amongst the community of Umhlwazini as they only target learners and not adults and business people of the community. The results generated from the response particularly from the resort management, indicate that the resort is deliberately inactive in matters relating to community development. Local community leaders are the ones endowed with specific characteristics that make them very valuable in their locality. The findings of this study furthermore revealed that local leaders in the study area show no or very limited concern for their community to participate in tourism and therefore demonstrate questionable leadership roles that compromises the advancement of the community. It is important that local leaders be consulted before community projects are embarked upon. This will give authenticity by encouraging support which will make other community members believe in the project and show solidarity.



The findings of this research also revealed that there is a colossal break between the levels of community leadership, that the communication channels are not utilised, and that there is no specific goal that all the leaders are working towards. Hence this is not producing a positive outcome for the community of Umhlwazini in terms of tourism. Local leaders exert reasonable levels of influence on the people they lead. They are therefore, useful in passing information and helping to plan and execute community development projects thereby gaining the trust of the people.

Expected role of community leadership

Little attention has been given to purposefully investigating the roles and responsibilities of local leaders in promoting sustainable tourism development within tourism destination contexts (Dinica, 2009). Umhlwazini community leadership nevertheless have an essential role in stimulating progressive actions to ensure that tourism is more sustainable and that more community members are participating in tourism. The literature suggests that leadership at a local level has become an important element in promoting the spirit of community participation (Commonwealth Department of Environment and Heritage, 2004). Dialogues at international and national levels emphasize the significance of community guidance because it is at this local level that debates unfold and decisions about tourism are made.

The aim of this particular investigation was to examine the role of community leadership in promoting and attracting a more active participation position in tourism activities. The outcome from the respondents indicate that the community leaders of Umhlwazini village are far from doing what is required to promote community participation in tourism development, in particular the financially practical side of the industry.

Accordingly, community headship in promotion and development of tourism is imperative to enhance active participation not only in tourism but also in creating awareness and increasing the understanding of tourism amongst community members of Umhlwazini. When the respondents were investigated on the subject matter of the leadership practises and strategies that can be implemented in helping the community of Umhlwazini to participate in tourism, the respondents articulated the following views:

“We need to emphasize and encourage both the community and the Didima Resort to stick to the MOU [memorandum of understanding] and agreement that was made between the community and EKZNW. The agreement was that the organisation will assist community students who demonstrate interest in tourism with financial assistance and bursaries, if this can still happen; trust me more community members will realise the need to participating in tourism.” **Community interviewee**

“The leaders of the community need to educate the community about tourism, they need to make the community understand what tourism is and what can they benefit from tourism. They need to remove the existing perception that tourism is for wealthy and white people only. We don’t even have someone to provide us with information hence there is a community liaison coordinator who should be doing this. Education is key for me, once they enrich the community with information; chances are that more community members will start to take notice of tourism.” **Community interview**

EKZNW assigns highest value to total recruitment of the community and to the establishment of an effective system of decentralized decision making when it comes to tourism. The success of community based tourism initiatives such as the Ndumeni craft centre, bicycle hire business, and tour guiding initiative is largely based on the capacity of the community leaders including EKZNW to manage the functions of these bodies and to provide guidance, resources and



information where necessary. Community leaders of Umhlwazini can make the environment conducive for local community members to see the necessity of participating in tourism development. They have the capability to heighten the desire of local community members to such an extent, that participation in tourism becomes a customary practice in the community. The respondents furthermore suggested that:

“The resort needs to provide meaningful job opportunities for community members, not only menial jobs. We have a database of community members who are qualified and we have submitted that database to them but none of the people on the lists we submitted have been assisted or called for an interview.” **ATC interviewee**

“The community must receive benefits from their land, they must be given first preferences in any tenders and we must always be kept up to date. We now have educated people who can be able to do some of the senior duties. The resort should at least have one of two members from the community as part of the management team of the resort. The burning issue of community levy must be clearly defined to the community so that we avoid the possibilities of unnecessary troubles.”
Community interviewee

According to the findings of the study, it can be concluded that the wished-for key responsibilities of community headship which is to arrange resources in the form of community levies, determination of practicable tourism projects based on community needs, and sustainability of tourism projects is something that the leadership of Umhlwazini community have dismally failed to accomplish. It can be furthermore concluded that the efforts by local leadership in mobilising the community into tourism is exceptionally poor and extra efforts need to be made in order to achieve this in the future.

Leaders of Umhlwazini community are at present ineffective in the actual implementation of tourism community projects as well as selling the idea of tourism to other members of the community. However, local leaders, in particular the councillor and the ATC identified insufficient funding from the local economic development office, poor implementation of tourism projects and lack of support from EKZNW among others to be the major constraints that limit the leadership from achieving positive results in community development projects at Umhlwazini.

Interpretation of the Results

One of the objectives of this research study was to determine and outline the existing strategies that are in place at Didima Resort and other community leadership structures so as to ensure that the locals are part and parcel of tourism initiatives. The community leaders are the ATC, Didima Resort and the democratically elected councillor. The respondents conveyed via their comments that that they are extremely disappointed with the leaders of the community in regard to promoting the spirit of tourism amongst the community members.

The community also concluded that they do not have any faith in the current leadership in all levels of the community structures. The respondents indicated that they are more disappointed with the efforts from Didima/EKZNW as they have information and facts that the latter are the ones who removed the community from their original place so as to make way for the resort. Surprisingly, the local community was rather impressed with one element of community leadership which is the councillor. The community was at least pleased with some of the efforts from some of the leaders from the community, especially the councillor who was commended by the majority of respondents for the work he has put in to help the community in tourism related matters. A number of projects that he has previously implemented were



mentioned including the well-anticipated fly fishing project that is expected to expose community members of Umhlwazini to tourism and create jobs for the locals. Seemingly, this was motivated by the fact that the community councillor is very passionate about tourism as he has previously attempted to establish his own local bed and breakfast business in the area.

The Didima Resort leadership was heavily criticized as the majority of the respondents expressed their despondency regarding what the resort has done to inspire active participation of the community. The respondents unanimously agreed that the resort has never done anything for the community when it comes to tourism. In their interviews the Didima Resort respondents thus confirmed that the resort is doing nothing at all to encourage more active participation from the local community. The local municipality which is Okhahlamba was also held responsible for allowing such things to happen without any serious repercussions to the perpetrators. It appears that the municipality is very ignorant of tourism issues that are happening at Umhlwazini and they have never implemented or sponsored any tourism project in the area. Regarding the ATC, respondents indicated that the council has also done very little to encourage community participation in tourism. The community members asserted that the king lives far away from Umhlwazini. Consequently they only see him once in a while. This is not a good sign for the desired betterment of the local community, not to mention tourism. The respondents also agreed that the ATC has never instigated anything to promote the spirit of tourism amongst community members of Umhlwazini. The low level of community participation from the members of Umhlwazini is predictable because the community leadership is not employing any strategy to inspire the community to participate in tourism. The lack of commitment, team work, creativity and vigour from the leaders of Umhlwazini community is certainly generating a negative impact. This is mainly on the community side as in most cases they are found to be merely idling. The results of the study concluded that there are insufficient efforts from the community leaders in devising or coming up with strategies that will seek to ensure the maximum participation of the community of Umhlwazini. The basis of this conclusion is that the community leadership are too divided and isolated to have a strong and comprehensive plan on how the community of Umhlwazini can be encouraged to participate in tourism issues, and especially aspects relating to the issue of information and awareness.

Conclusion and Recommendations

The research study ascertained the role of community leadership in promoting the spirit of active community participation in tourism activities. The outcomes indicate that thus far, the community has done very little if anything to relating to efforts to incorporate the community of UMhlwazini in tourism activities and ventures. This challenge was perhaps perpetuated by the fact that most of community leaders have no formal education. Another apparent factor was that the leaders lack basic information about tourism *per se*, and that there were no female leaders which suggest an element of gender inequity and thus bias. The participants identified unfair policies which are inconsistent with community programmes, lack of funding, a limited number of programmes for the community, and greediness from the very same leaders. All these factors prevents community leaders from achieving positive outcomes as far as incorporating community interest in tourism is concerned.

Subsequent to the outcomes of this study, it is recommended that there must effective policies in place that will enable community leaders to acquire needed resources from private and government enterprises. This will enable them to make means available for the community to participate in tourism activities. The idea of guiding principles for tourism will also define the roles, including responsibilities of community leaders and other stakeholders, that will give some direction as to what is expected of them as far as community development is concerned. In addition, community projects relating to tourism must all be agreed upon by all the relevant stakeholders and in particular the community leaders since they are the 'face, ears, and voice'



of the community. Such strategies will hopefully allow community leaders to acquire necessary skills, information and resources so as to ensure that as many as possible community members are actively participating in tourism activities to the benefit of their community.

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