



tourism

Department:
Tourism
REPUBLIC OF SOUTH AFRICA

A **NATION** 
THAT **WORKS** FOR ALL



TOURISM RESEARCH SEMINAR:

Advancing Tourism Growth, Development and Sustainability through Evidence-Based Research

FACTORS DETERMINING THE SUCCESS OF CBT IN SOUTH AFRICA

24 October 2025



University of Venda
Creating Future Leaders



UNIVERSITEIT VAN PRETORIA
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Background

Two key document anchor and give background context to the study



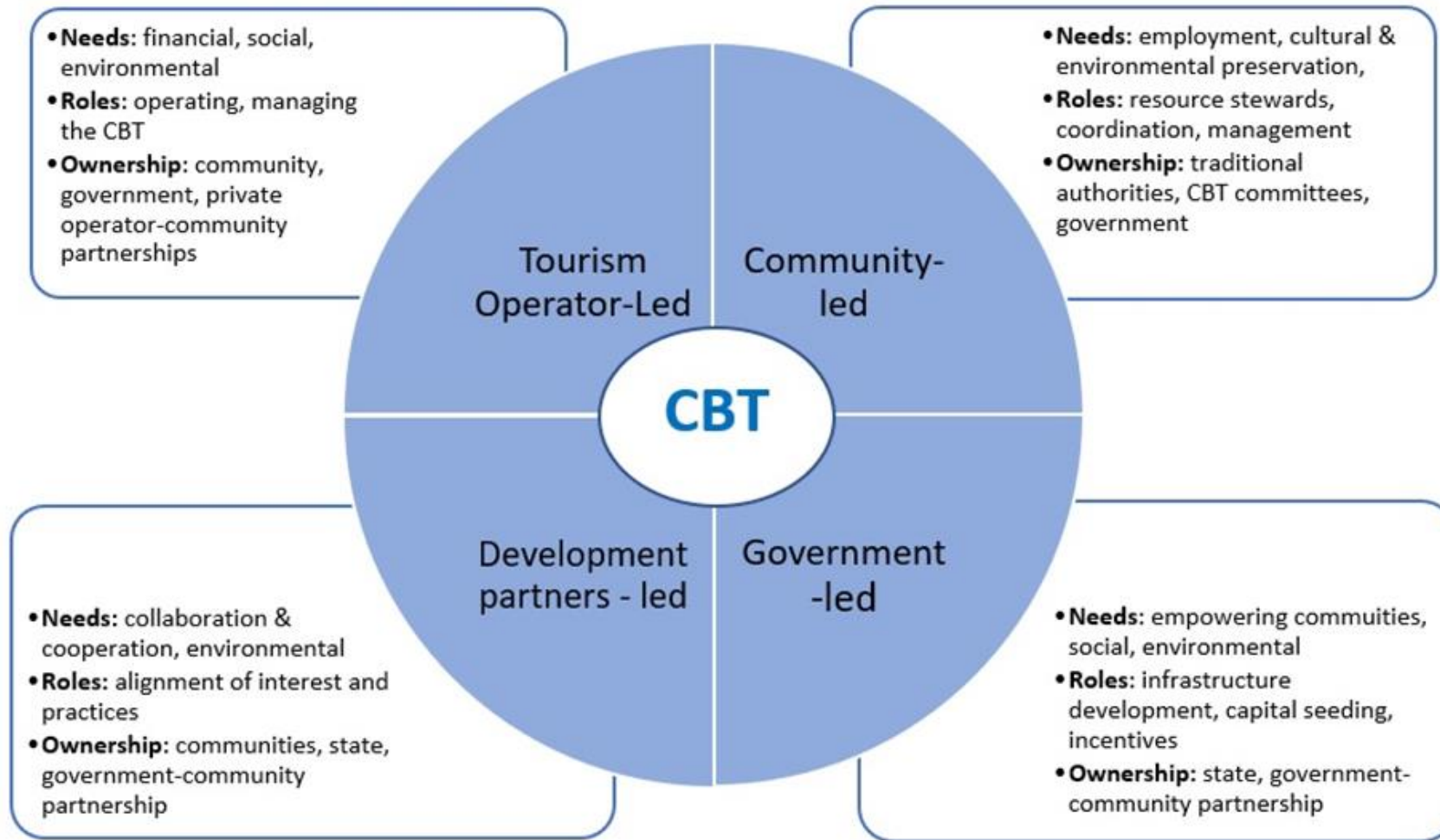
Ownership & operational model report identified ...

- Private-led, leased property with rental payments
- Private-led, fully owned property
- Private-led, third-party ownership
- Private-led, third-party ownership with specialised management firm
- Private-led, third-party ownership with franchise
- Private-led, fractional ownership
- Government-led, fully owned property and operated by government department
- Government-led, fully owned property and operated by government entity
- Government-led, fully owned property operated by third party
- Civil Society, community owned property
- Civil Society, community owned property managed by private operator

Operational guidelines for CBT in SA report identified ...

- Community-owned tourism venture
- Community tourism initiative in a partnership with a private operator
- Community-based tourism entrepreneurship
- Community enterprise linkages with private owned tourism businesses

Conceptual framework



Methodology applied in the study



Research design – qualitative approach



Target population – stakeholders of CBT



Data collection methods – participatory workshop, key informant interviews & Focus Group Discussions



Data analysis – primarily discourse analysis, with limited use of content analysis and ChatGPT used as a software for analysis and editing



Ethical consideration – none of the participants and their institutions are directly included and quoted

List of targeted stakeholders for the workshop

Local tourism
government official
(5 attended)

Government tourism
agencies
(2 attended)

Environmental
Groups
(None attended)

Academics and
Research Institutions
(5 attended)

Tourism operators
(None attended)

CBT owners/
managers
(2 attended)

Local community
representatives
(2 attended)

Traditional
authorities
(1 attended)

OBJECTIVES OF THE WORKSHOP

- Main Objective** Gathering insights from key stakeholders to determine success factors in the CBTs Projects in South Africa
- Guiding Question 1** What constitutes success in CBTs?
Sub-questions:
- *Is it meeting the needs of individuals (private owners), communities, government or donors involved?*
 - *What are these needs?*
 - *Are needs spelt out in the missions, visions and goals of CBTs?*
- Guiding Question 2** What are the functions of available operating CBT models in South Africa?
Sub-questions:
- *Are these functions generic or differ by type of CBT model?*
 - *Who plays what role on these functions?*
 - *Which functions appear to be associated with success?*
- Guiding Question 3** What types of organisational structure of extant CBT models are you aware of?
Sub-questions:
- *Are these structures generic or differ by type of CBT model?*
 - *Which structures appear to be associated with success?*

List of targeted key informants

Key Informant	Description/Relevance	Interviewed
Local tourism government officials	Specialized knowledge, with extensive experience. One at National level and the other in Kwazulu-Natal Province.	2
Environmental groups reps	These did not participate in the stakeholders and thus were targeted for key informant interviews.	3 in one session
Tourism operators	These did not participate in the stakeholders and thus were targeted for key informant interviews. Their operational and geographic coverage included Eastern Cape, Kwazulu-Natal, Limpopo and Northern Cape Provinces	4 (3 in one session)
CBT Owners/Managers	Seasoned project owner from Limpopo Province.	2
Local community representatives	Highly active community members and/or representative structures from Limpopo and Kwazulu-Natal Provinces	4 (3 in one session)

NB: There were two sessions where we interviewed three key informants at one go, turning the interviews into a mini-form of focus group discussions.

Analytical framing

NEEDS ASSESSMENT



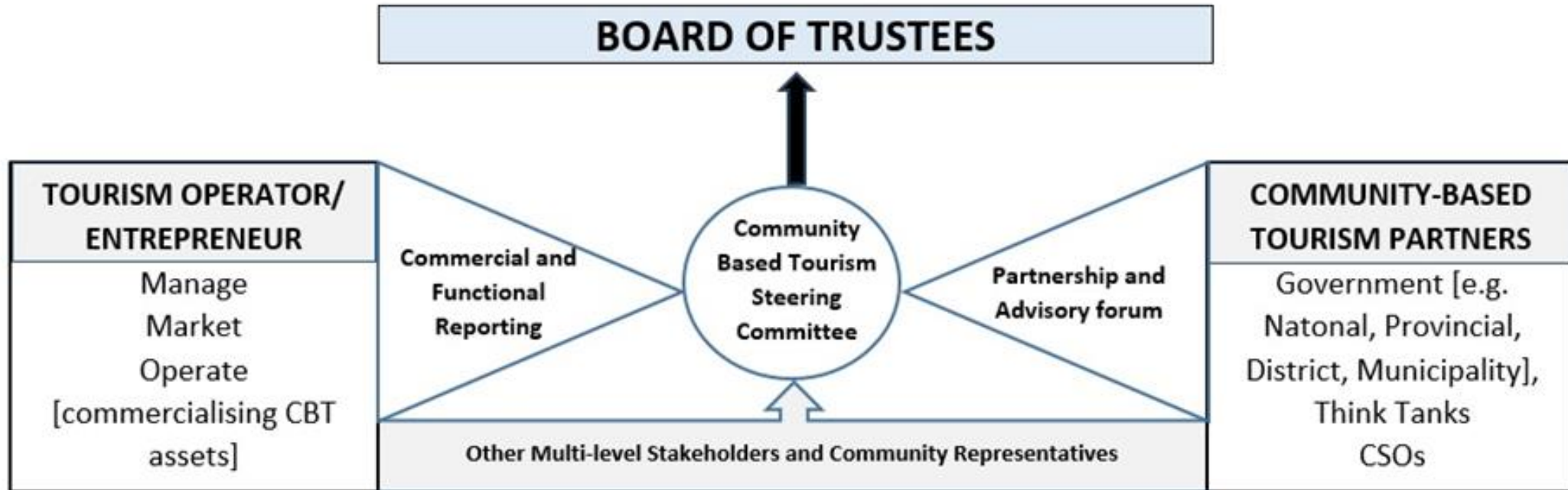
EXTERNAL	Opportunities <i>For example:</i> -market for cultural tourism -eco-tourism trends -partnerships	Strengths <i>For example:</i> -community empowerment -cultural preservation -environmental stewardship	Weaknesses <i>For example:</i> -lack of skills -inconsistent quality of service -limited access to markets
	Threats -competition from established tourism enterprises -cultural commodification -political interference	Opportunity-Strength (OS) Strategies <i>Use the strengths to take advantage of opportunities</i>	Opportunity-Weakness (OW) Strategies <i>Overcome weaknesses by taking advantage of opportunities</i>
		Threat-Strength (TS) Strategies <i>Use strengths to avoid threats</i>	Threat-Weakness (TW) Strategies <i>Minimize weaknesses and avoid threats</i>

CBT	Type of Costs	Perceptions/ rank	Types of Benefits	Perceptions/ rank
Private-led []	Set-up (e.g. construction)		Set-up (e.g. job creation)	
Community-led []	Operational (e.g. maintenance)		Operational (e.g. revenue generation)	
State-led []	Environmental (e.g. degradation of local ecosystem)		Environmental (e.g. conservation)	
NGO-led []	Social (e.g. (cultural commodification)		Social (e.g. (promotion of local heritage)	
	Opportunity cost (e.g. forgone tourism investments)		Opportunity cost (e.g. positive multiplier effect)	

Key findings: CBT operating models

1. **Tourism operator-led CBT** (here, the CBTs are led and managed by private enterprises)
2. **Community-led CBT** (here, the community is identified as key in managing the CBT)
3. **Government-led CBT** (here, the government entities is at the forefront of managing the CBT)
4. **Development partner-led CBT** (here, NGOs typically drive the CBT)

Tourism operator-led implementation structure



Two key insights from operator-CBT

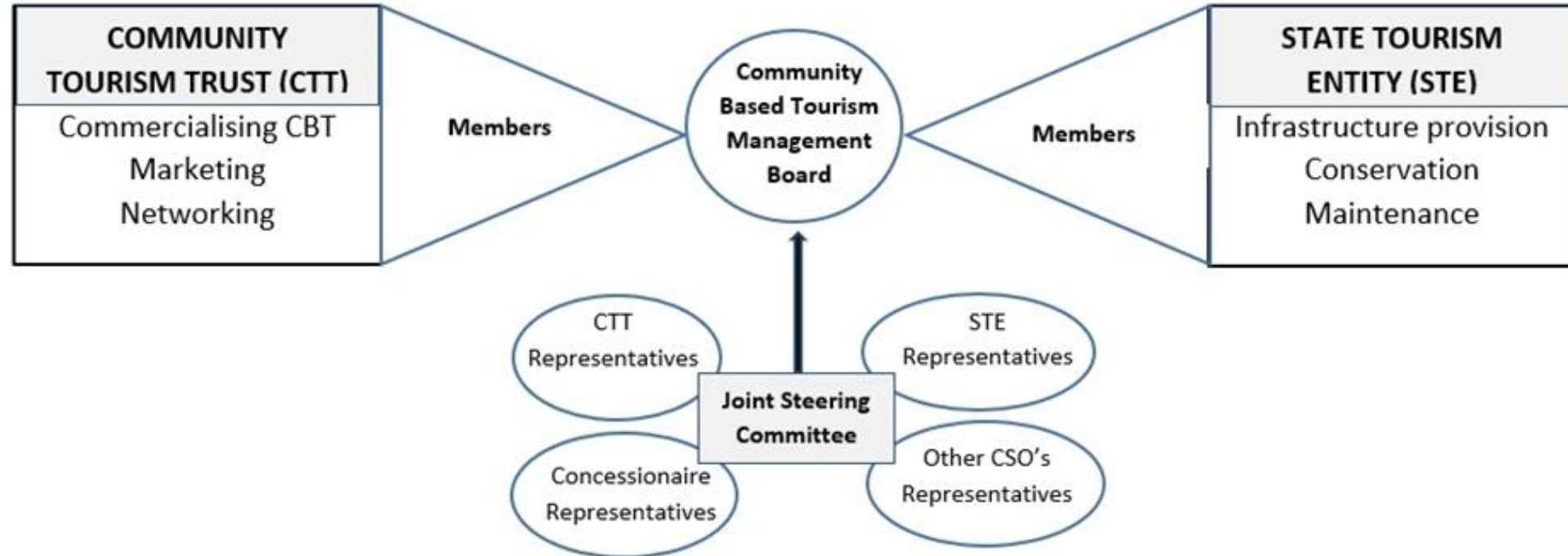


Benefit sharing arrangements



Commercial viability and
community-centred sustainability

Community- & gvt-led implementation structure

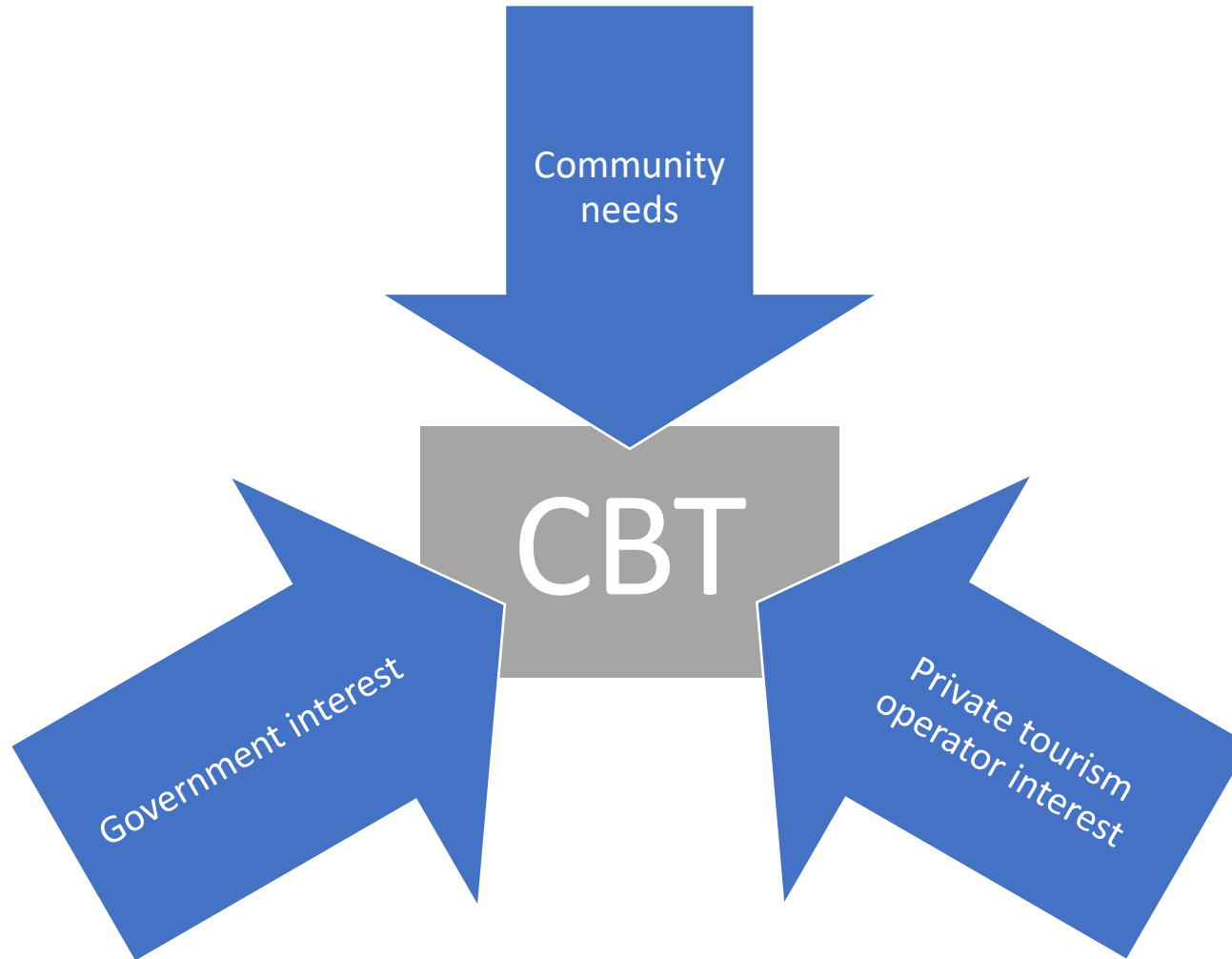


Two key insights from community- & gvt-led CBT

**WHITE
ELEPHANTS**

**INEFFICIENT
REDISTRIBUTION**

Evaluation of CBT: needs assessments, SWTO & CBA



Two key insights from the evaluation



Tourism operator-led CBT model viewed as desirable



In community-led CBT, there is urgent drive to secure involvement of private tourism operator

Key intervention areas & success factors

Tourism operator-led CBT Specific

Key Area 1: Trust deficits and benefit-sharing arrangements

Success factors:

- (1) Clearly defined benefits (for example, monetary and/or non-monetary, short-term and/or long-term, dependent on returns and/or rights based);
- (2) Trust between the operator and the community;
- (3) Accessible financial reporting systems.

Key intervention areas & success factors

Tourism operator-led CBT Specific

Key Area 2: “Route-to-market” deviations

Success factors:

- (4) Incentives for geographic diversification of tourism and off-route areas;
- (5) Effective branding and marketing (that showcases authentic tourism in ‘off the beaten path’).

Key intervention areas & success factors

Tourism operator-led CBT Specific

Key Area 3: Decoupling marketing from CBT operations

Success factors:

(6) Marketing alignment with authenticity to avoid over-selling.

Key intervention areas & success factors

Community-led CBT Specific

Key Area 4: Interpersonal and professional networking skills

Success factors:

- (7) Interpersonal and professional networking skills;
- (8) Access to networking infrastructure (to provide linkages with domestic and international tourism markets).

Key intervention areas & success factors

Government-led CBT Specific

Key Area 5: Conservation and restitution of land

Success factors:

(9) Inclusive co-management structures between the government and communities.

Key intervention areas & success factors

Across all CBT Models

Key Area 6: Abandonment post-handover

Success factors:

(10) Government long-term support is key to preventing white elephants.

Key intervention areas & success factors

Across all CBT Specific

Key Area 7: The operating model of homestays

Success factors:

- (11) Community cohesion and trust;
- (12) Enabling homestay policy environment.

Thank you
