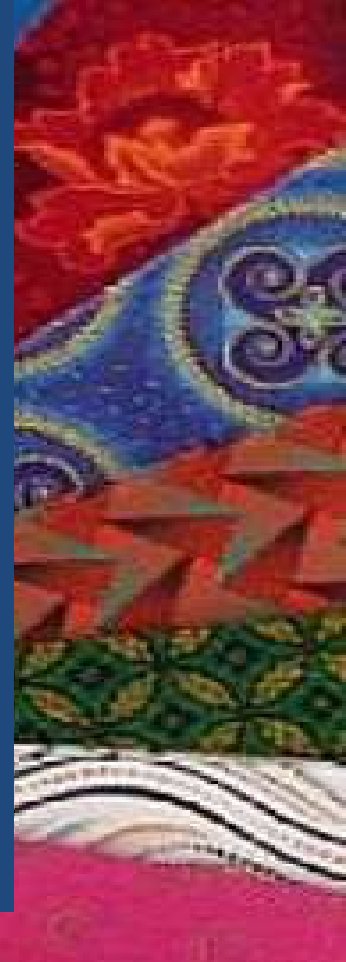


OPTIMIZING SUSTAINABLE COMMUNITY-BASED TOURISM: SOUTH AFRICAN SCENARIOS AND SOLUTIONS

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Department of Historical and Heritage Studies
University of Pretoria

Department of Tourism Research Seminar
Future Africa, Pretoria
24 October 2025



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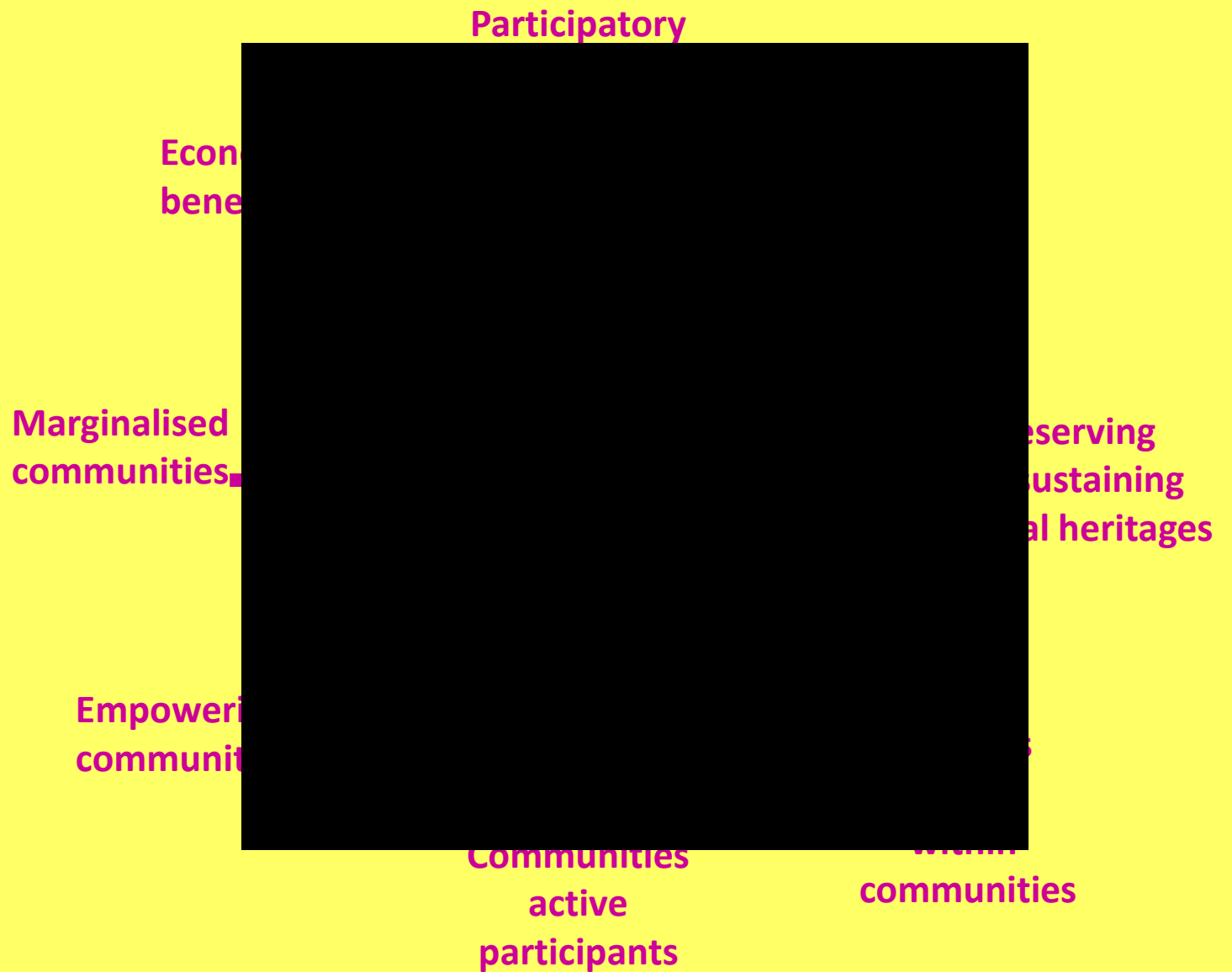
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OPTIMIZING SUSTAINABLE COMMUNITY-BASED TOURISM: SOUTH AFRICAN SCENARIOS & SOLUTIONS

COMMUNITY-BASED TOURISM

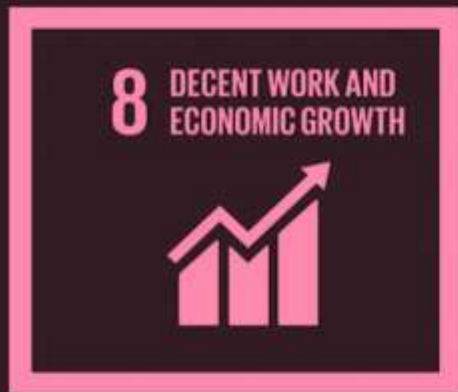




SDG 1



**End Poverty
in All its
Forms
Everywhere**



**Promote sustained,
inclusive and sustainable
economic growth, full and
productive employment
and decent work for all**

SDG 8

COMMUNITY-BASED TOURISM



Communities at the Heart of South Africa's

BY SARAGO PETER @SARAGO_PETER SEPTEMBER 26, 2020

Travel Story



Phoshe village, Buffalo Hills, South Africa Photo Credit: Shutterstock University of Pretoria - Supplied





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INCREASING RESISTANCE TO TOURISM



FRAMING THE OTHER



FRAMING THE OTHER is about a tourist whose comfortable ideas about taking photos of exotic tribal people in Ethiopia are shaken by her encounter with a Mursi woman.



MANDATE:

- **Actionable recommendations based on the findings that can inform policy, planning, and interventions within the community-based tourism sector**

- **Revisit the concepts**
- **Reevaluate stakeholders**
- **Deconstruct processes**
- **Realign policies**

- **Methodology applied in the study**

- **Mixed method**
- **Qualitative study**
- **Literature review**
- **Stakeholder interviews/discussions**
- **Comparitive analysis**
- **Deduction and development**

- **Processes applied in the study**

- **Analysis and synthesis**
- **Case studies and models**
- **Assessment of the components and attributes**
- **Consideration of successes (strengths) and obstacles (weaknesses)**
- **Reassessment, reconfiguration and recalibration in order to optimize the sustainability of CBT in South Africa**

RESEARCH FOCUS

As CBT has not always been practiced or engaged with in an optimal manner – hence the rationale to suggest solutions to “**OPTIMIZE**” the CBT domain.

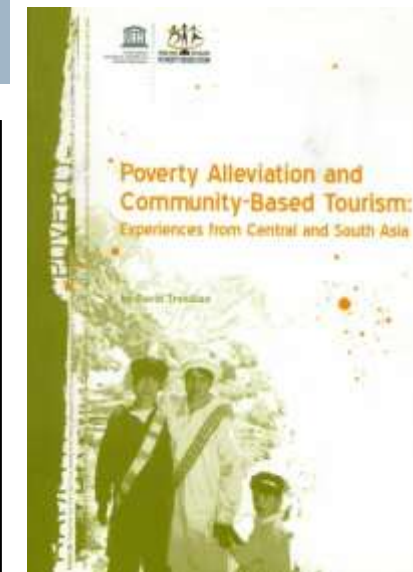
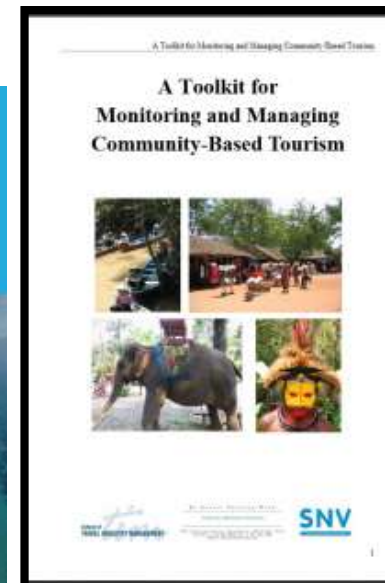
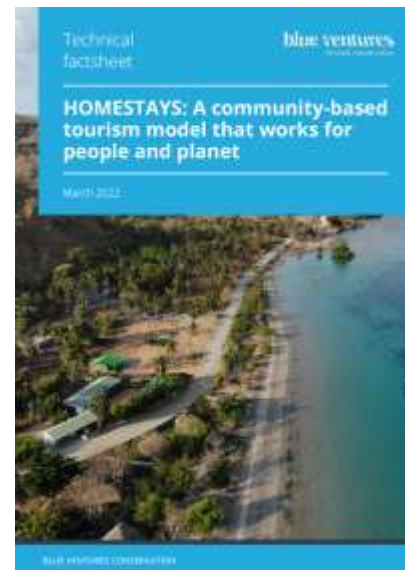
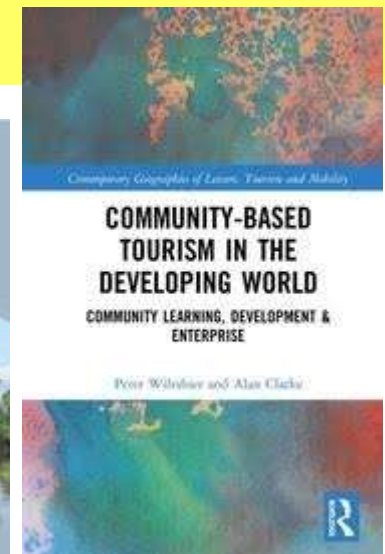
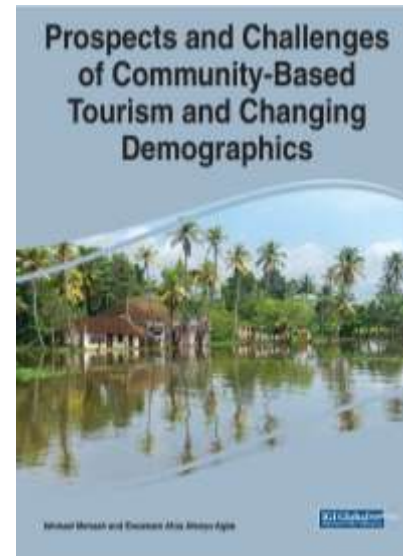
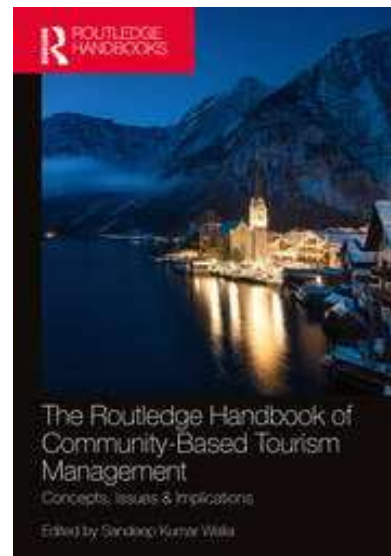
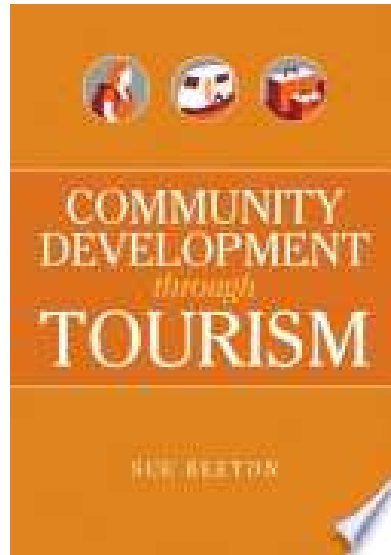
The research problem is to address the apparent underperformance of CBT and seek ways in which to **REINVIGORATE IT IN A SUSTAINABLE MANNER.**

DEPARTMENT OF TOURISM: KEY CBT POLICIES

- 1996 – White Paper for Development and Promotion of Tourism
- 2016 – National Tourism Sector Strategy
- 2016 – Operational Guidelines for CBT
- 2023 – Framework for community participation



LITERATURE REVIEW – BOOKS



LITERATURE REVIEW

ASIA PACIFIC JOURNAL OF TOURISM RESEARCH
2023, VOL. 28, NO. 9, 1031–1051
<https://doi.org/10.1080/10941665.2023.2276477>

 **Routledge**
Taylor & Francis Group

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Research on sustainability in community-based tourism: a bibliometric review and future directions

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ABSTRACT

Over three decades, community-based tourism and sustainable tourism have emerged as innovative approaches to tourism development. Yet, only limited reviews have been conducted. Using VOSviewer software, this bibliometric review analyzed 869 Scopus-indexed documents on sustainable community-based tourism for research insights. The study suggests the recent trend has shifted from developed toward developing countries. Research foci include tourist and resident satisfaction, the effects of sustainable community-based tourism on economic growth, stakeholder participation and decision making, and heritage conservation. Future research directions are suggested with a focus on post-pandemic resilience and the contributions of community-based tourism toward global sustainable development goals.

ARTICLE HISTORY

Received 11 April 2023
Accepted 22 October 2023

KEYWORDS

Sustainability; sustainable development; sustainable tourism; community-based tourism; community tourism; bibliometric review; tourism management; rural tourism; sustainable development goal

Introduction

Tourism is a key generative industry that contributes to economic development through both direct and indirect job creation (Sharpley, 2020). In fact, tourism accounts for one in 10 jobs created throughout the world (World Travel and Tourism Council, 2020). This is reflected in global economic output; Tourism contributed US\$ 9.1 trillion or 10.4% of the global gross domestic product in 2019 (World Travel and Tourism Council, 2020). Furthermore, while tourism creates economic benefits in all countries, the effects are particularly significant in developing societies that often feature less diversified economies (Brida et al., 2016; Suriyankietkaew et al., 2022). For example, in Thailand, the tourism sector represented 20% of the nation's GDP in 2019, a proportion predicted to rise to 30% of the GDP by 2030 (OECD, 2018).

However, tourism is not simply an engine for economic growth and development. When properly managed, tourism also has the potential to improve

the satisfaction of community members, improve and diversify their productive capacity, conserve the environment, and preserve local cultures and heritage (Dodds et al., 2018; Suriyankietkaew et al., 2022). However, these positive effects of tourism do not happen organically. Their achievement requires intentional, cohesive, and skillful tourism management at the government, industry, community, and provider levels (Dodds et al., 2018; Thananusak & Suriyankietkaew, 2023).

Without planning and coordination, tourism providers tend to prioritize quantity over quality and short-term profits over sustainable growth (Yoopetch & Nimsai, 2019). This can lead to unintended negative consequences for longer-term economic, sociocultural, and environmental development (Cohen, 2008; Pigram & Wahab, 2005). For example, scholars have documented the deterioration of natural resources and local habitats due to the uncontrolled influx of tourists in both developing (Calgaro et al., 2014;

V. Kumar, T. Agarwala & S. Kumar

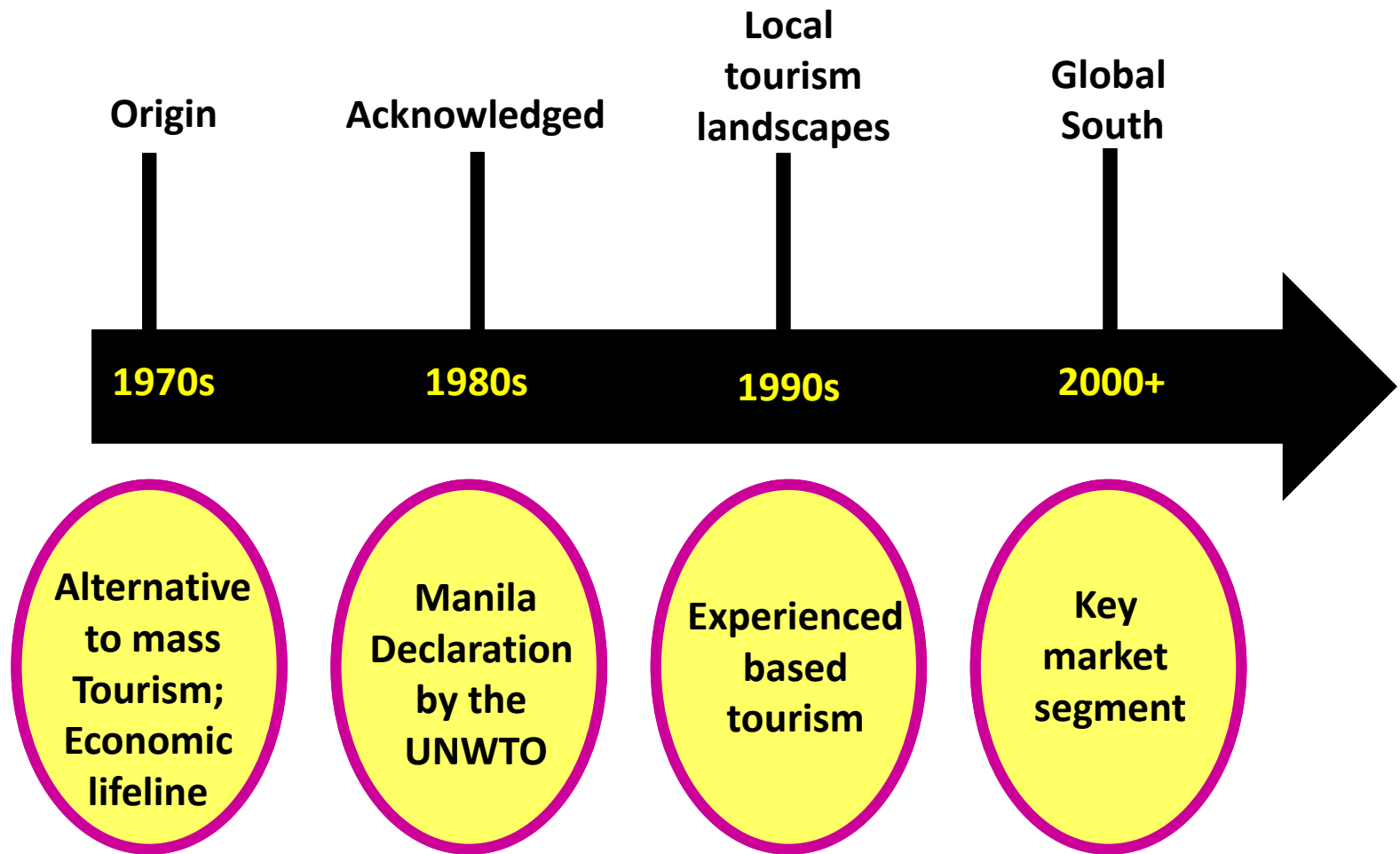
“Research on sustainability in community-based tourism: A bibliometric review and future directions’

... over **350** Scopus indexed publications for the period of six years (1995 to 2021)

LITERATURE REVIEW – SURVEY OF THEMES

- **History, principles and development discourse**
- **Stakeholders, participation and collaboration**
- **Challenges and obstacles**
- **Benefits and successes**
- **Sustainable and responsible tourism**
- **Positive, negative & ambivalent appraisal**
- **Operating models**
- **South African context**

TIME LINE: Community-Based Tourism



DEFINING COMMUNITY-BASED TOURISM

“Community” = rural, poor and economically marginalized

“Tourism” = people traveling to and staying in places outside their usual environment for leisure, business, or other purposes.

“Community-based tourism” = tourism in which local residents invite tourists to visit their communities with the provision of overnight accommodation.

DEFINING COMMUNITY-BASED TOURISM: TWO CONVENTIONAL PREMISES

A form of tourism where tourists are hosted by a local community, wherein the community offers the visiting tourists a deeper **experiential, participatory, unique, authentic and cross-cultural interactive insight into local people, their culture and their environment.**

The community in this context serves as the **key stakeholder that exercises ownership, control and/or management** over the tourism development and touristic experience.

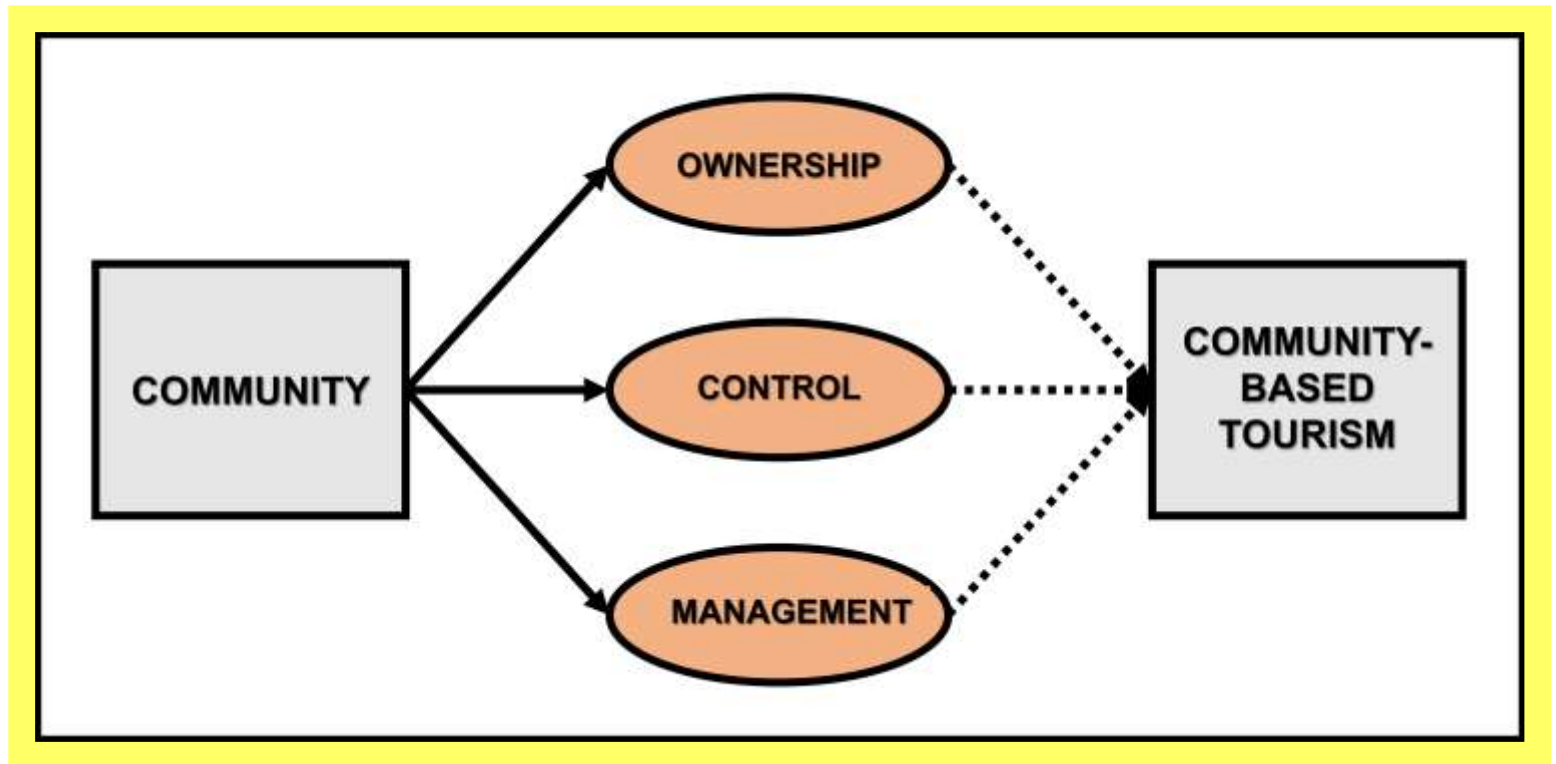
REDEFINING COMMUNITY

Community boundaries can be **highly political** resulting in certain groups feeling threatened when they are seemingly peripheral to official designations.

The fuzzy boundaries of what constitutes a community make **governance and the assessment of CBT considerably challenging.**

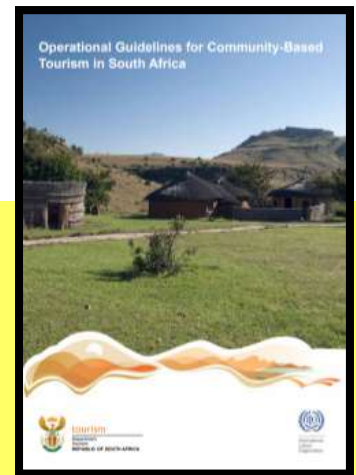
A suggestion is to **resist predefining a community** and to instead consider its fluid boundaries and heterogeneity in CBT planning and research.

PERCEIVED CONVENTIONAL CBT



KEY CBT MODELS

- **Communally-owned ventures**
- **Community initiatives in joint ventures with the private sector**
- **Community-based tourism entrepreneurship**
- **Community enterprise linkages with private sector owned tourism businesses**



- **INTERNATIONAL BEST PRACTICE MODELS**

“Structural community support model for tourism”

“Community tourism planning model for marginalized destinations”

“Community-based action model to influence tourism”

“Factor analysis model for CBT”

“Governance model for CBT”

“Community-based stakeholder model”

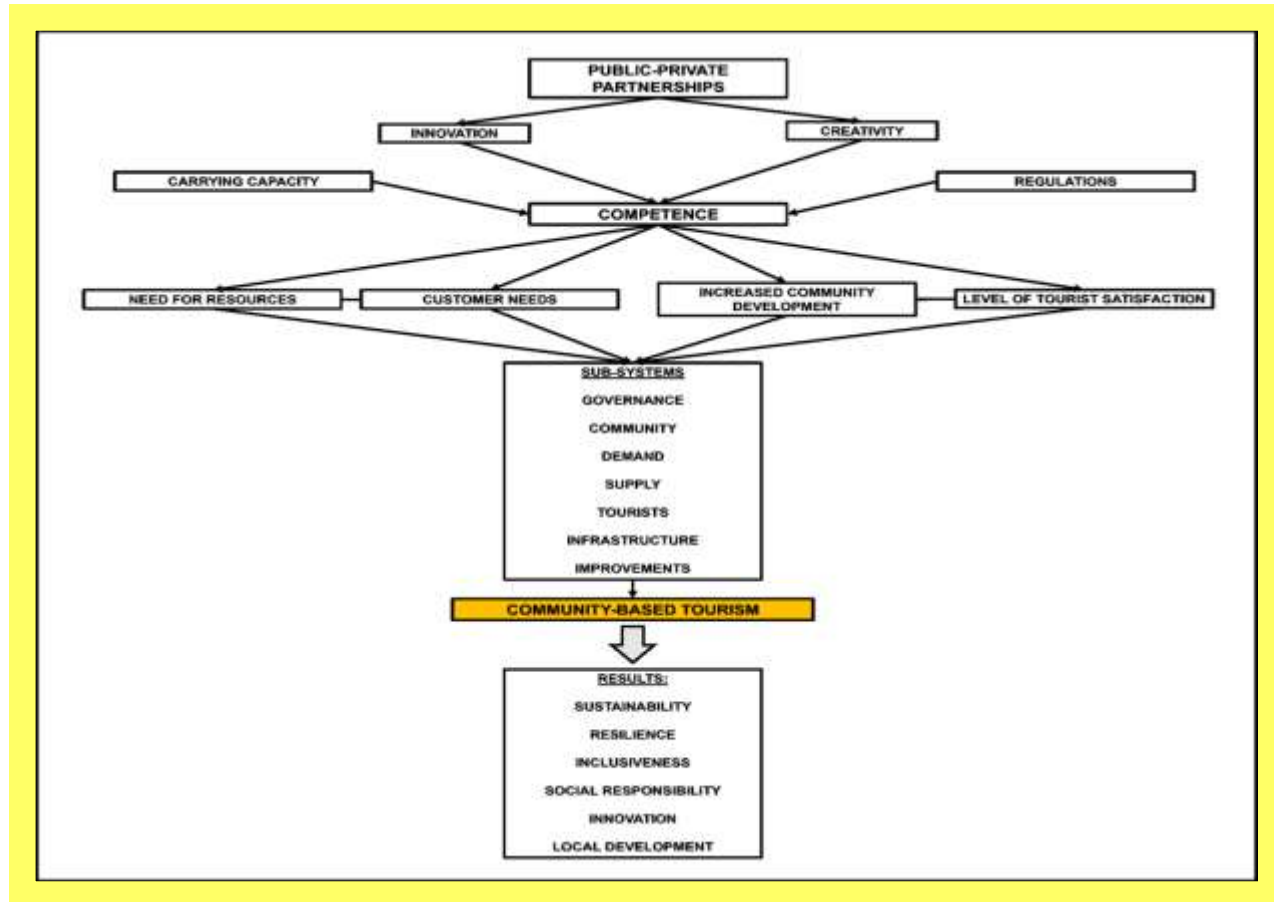
“Structural model for CBT performance”

“Sustainable model for CBT”

“Structural model for sustainable community development”

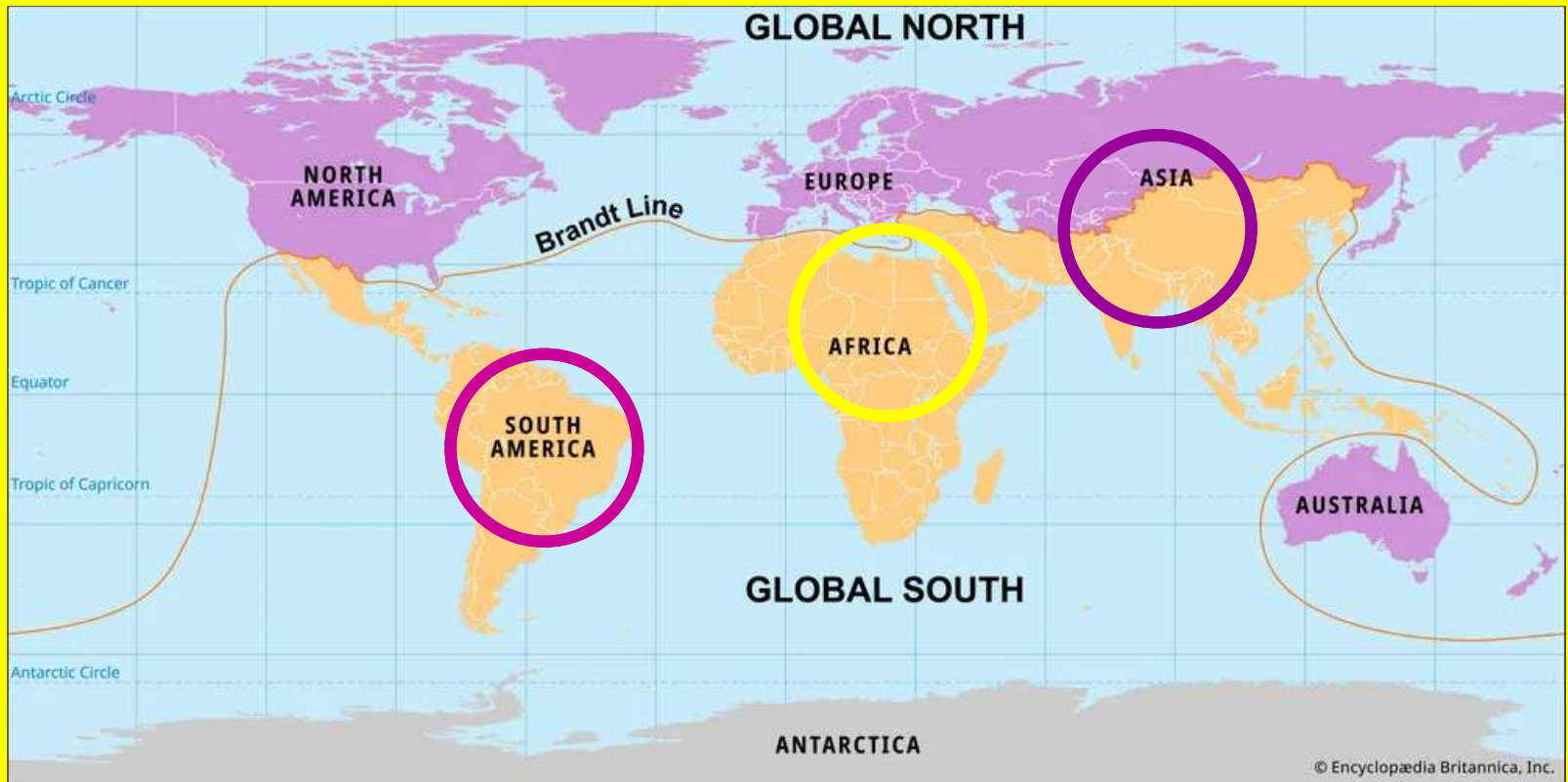
“Model for the analysis of CBT”

“Model for the analysis of CBT”



MODEL	COMMUNITY	GOVERNMENT	PRIVATE	FOCUS
1. Gursoy & Rutherford	X	X	X	Just, conscious and responsible
2. Harwood	✓	X	X	Capacity
3. Hwang, Stewart & Ka	✓	X	✓	Inclusion
4. Konwar & Chakrabarty	✓	X	X	Sustainable
5. Adi et al.	X	✓	X	Sustainable
6. Ernawati, Arjana & Sukmawati	X	✓	✓	Facilitation
7. Han et al.	X	X	X	Performance
8. Mtapuri, Camillieri & Dluzewska	X	✓	X	Ethical
9. Rose et al.	X	✓	X	Sustainable
10. Llupat	✓	✓	✓	Sustainable and inclusion

“Global South – 15 case studies”



**SOUTH
AMERICA**

AFRICA

ASIA

“Global South - analysis”

	Country	CBT	Start date	Operational	Key stakeholder
1	Peru	Titikayak project:	Not specified	Yes	Community

SOUTH AMERICA

ASIA

	Country	CBT	Start date	Operational	Stakeholders
1	Kenya	Ngwesi lodge	1996	Yes	Government
2	Namibia	Community-based natural resource management program	1996	Yes	Government
3	Gambia	Ninki Nanka Trail	2019	Yes	-Private
4	Uganda	Mount Gahinga Lodge	1997	Yes	-Private
5	Namibia	Damaraland camp	1996	Yes	Community

AFRICA

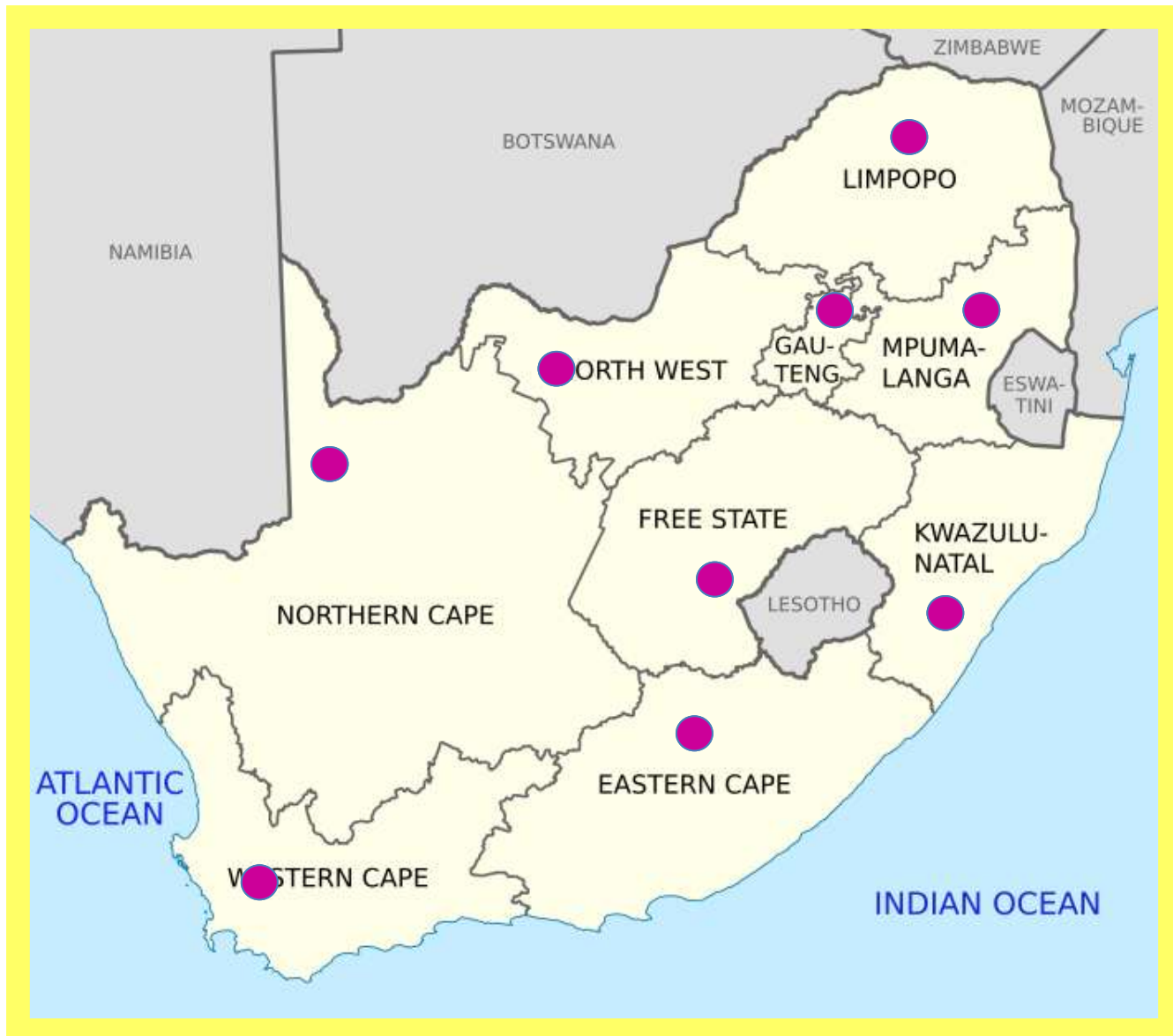
DEPARTMENT OF TOURISM



CBT MODELS

- **Communally-owned ventures**
- **Community initiatives in joint ventures with the private sector**
- **CBT entrepreneurship**
- **Community enterprise linkages with private sector owned tourism businesses**

“South African – 90 case studies”



“South Africa - analysis”

	City	CBT	Start date	Operational	Key stakeholder
1	Cape Town	!Khwa ttu San Culture & Education Centre	2002	Yes	Private

WESTERN CAPE

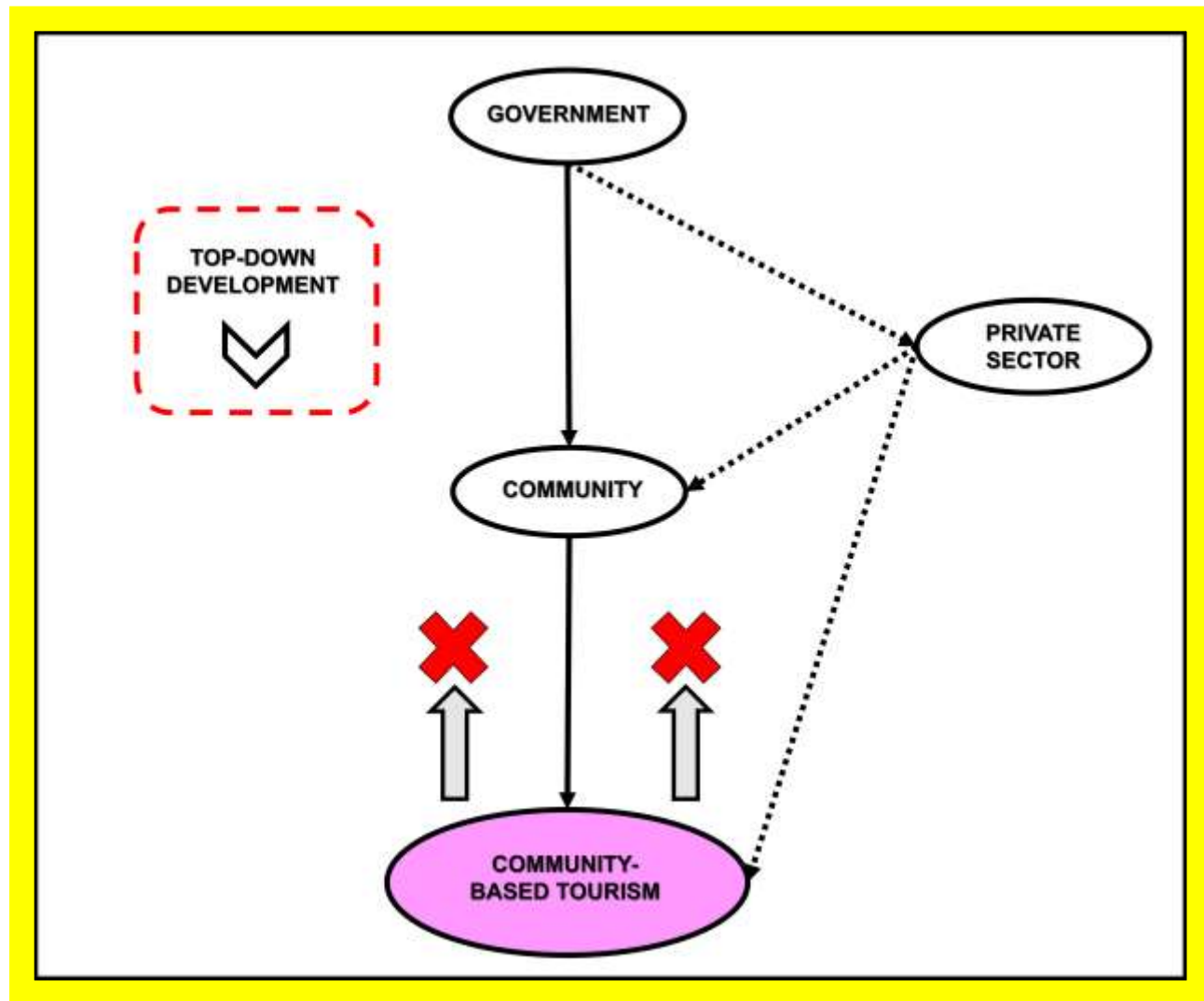
		Centre		City	CBT	Start date	Operational	Key stakeholder
2	Knysna	Mothers of Creation Project	1	Tweerivieren	!Xaus Lodge, Kgalagadi Transfrontier Park.	2002	Yes	Private
3	Khayelitsha	Ghetto Sessions						

		Locations			City	CBT	Start date	Operational	Key stakeholder	
4	Khayelitsha	18 Gangst Museum	2	Kimberley						
5	Franschhoek	Franschhoek Township Village.	3	Kimberley	1	Hazyview	Shangana Cultural Village	1999	Yes	Government
6	Langa	Guga S'Th Arts & Cul Centre	4	Askham	2	Bushbuckridge	Bushbuckridge Marula Route	2018	Yes	Government
			5	Kimberley	3	Barbeton	Mahushe-Shongwe Nature Reserve	1996	Yes	Government
7	Cape Town	Camissa T	6	Riemvasmaak	4	Bronkhorstspuit	Kghodwana Cultural Village	1989	Yes	Community
8	Cape Town	Veld & Se	7	Mier	5	Mbombela	Matsamo Customs & Tradition Centre	2001	Yes	Government
9	Uthando	Uthando			6	Hazyview	Shabalala Interpretation of Culture Centre	2023	Yes	Government
10	Hermanus	Hawston	8	Eksteenfontein						

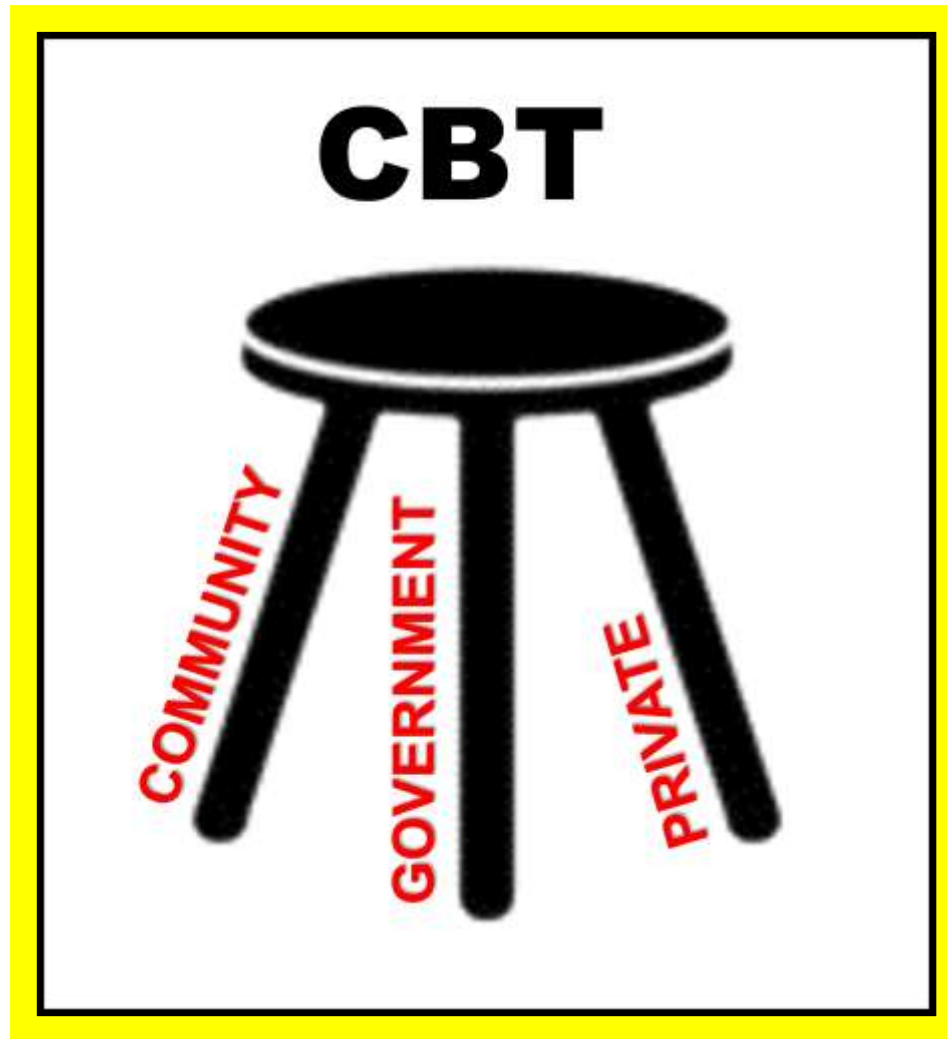
NORTHERN CAPE

MPUMALANGA

Status quo of CBT in South Africa



Three legs of CBT





SOLUTIONS TO OPTIMIZE SUSTAINABLE TOURISM

Solution A: Community carousal

Solution B: C-Based-T integration approach

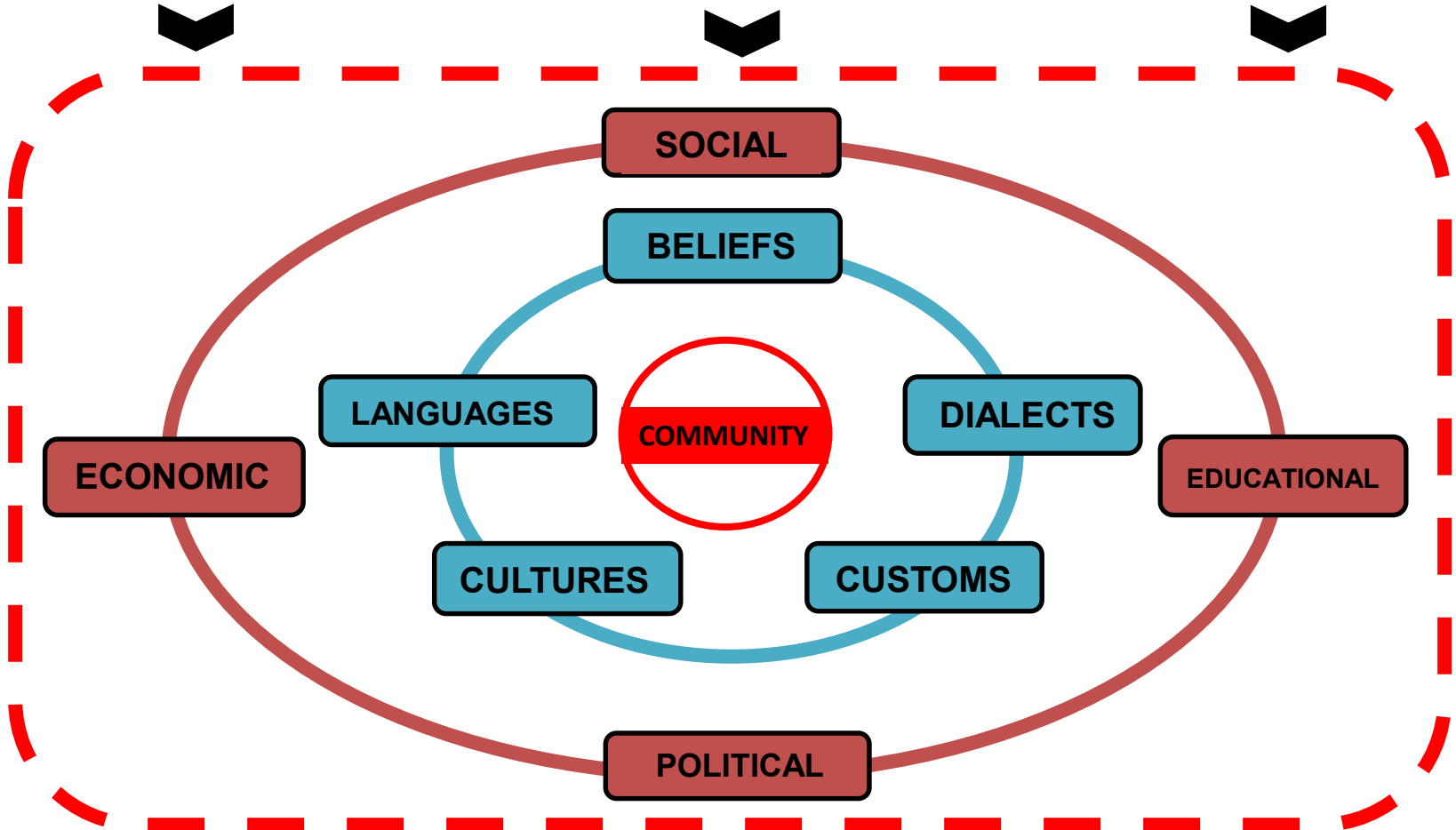
Solution C: I-factor indicator

Solution A: Community carousel





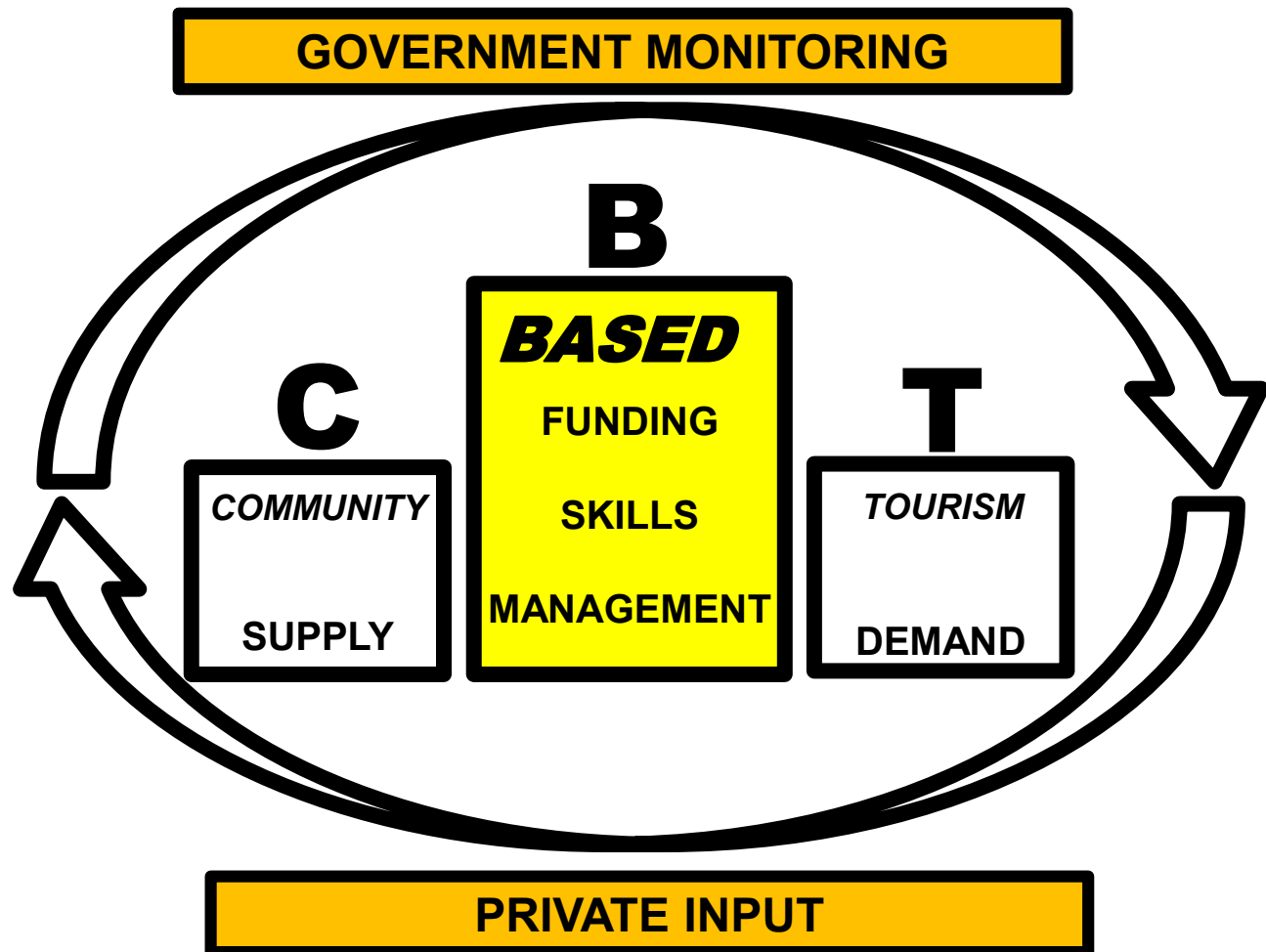
COMMUNITY CAROUSAL



Solution B: C-Based-T integration approach

CBT

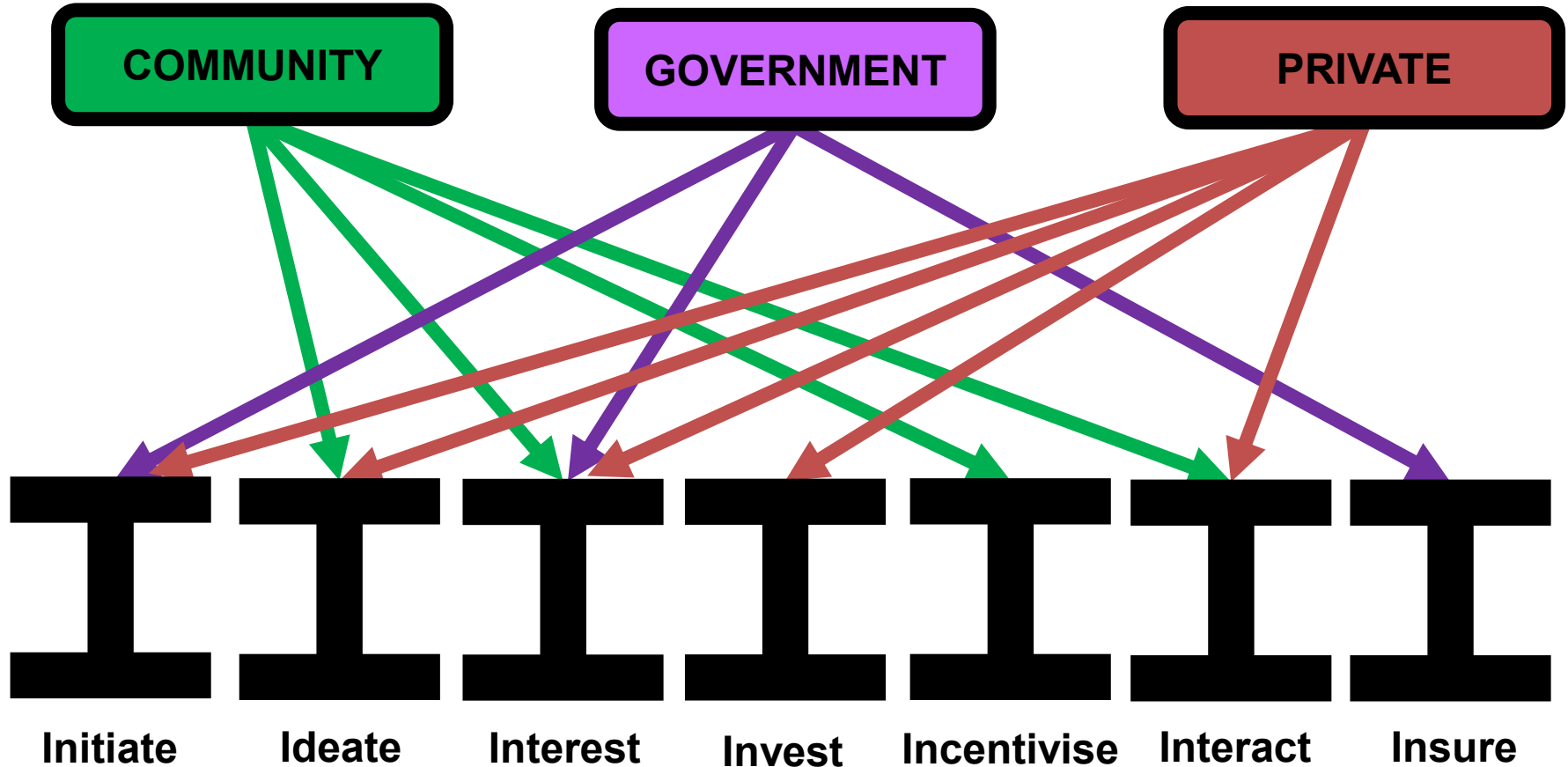
Solution B: C-Based-T integration approach



Solution C: I-factor indicator



Solution C: I-factor indicator



• Tourism priorities

•Reigniting Demand:

Stimulating domestic demand and marketing South Africa to international leisure and business events markets.

•Rejuvenating Supply:

Enhancing product quality, developing tourism infrastructure, and investing in rural areas to support sustainability and inclusivity.

•Strengthening Enabling Capability:

Improving skills within the sector, developing digital platforms, and fostering strong collaboration between government, private sector, and communities.



tourism

Department:
Tourism
REPUBLIC OF SOUTH AFRICA

• Tourism priorities

• Reigniting Demand:

Improved CBT

• Rejuvenating Supply:

Reconfiguring community

• Strengthening Enabling Capability:

Realigning the private input



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G20

22-23 November 2025



- **EQUALITY** - *Community, government and private*
- **SUSTAINABILITY** - *Community, government private*
- **SOLIDARITY** - *Community, government and private*

- Prospects for future research



- Engaging models with stakeholders
practical encounters
- Roll out of CBT
workshops and interventions
- Refining the modelling
adaptation based on feedback



Thank you!