



# Lessons learned from Successful Community-Based Tourism Case Studies from the Global South

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## Abstract

Community-based tourism (CBT) has been promoted as a way of development whereby the socio-cultural, environmental and economic needs of local communities are met through tourism product offerings. CBT is known to contribute to social and economic survival of the marginalised communities in developing countries and the preservation of natural resources in the affected areas. In developing countries tourism has often been observed as the spin around for small-scale enterprises and job creation, and therefore the uplifting of local community's standard of living. Where CBT is practiced well, there is a potential to provide some exceptional opportunities for communities by offering not only better benefits but also enhancing their contribution in planning and management of tourism in their community. To progress towards sustainability, CBT must contribute to the empowerment of host communities. To achieve this, communities must be allowed to participate in decision-making where important information is needed, with the early stages of empowerment permitting the community to deciding their own development. Tourism development literature accepts that tourism can occur at the destination area, without dealing towards the development of the area. Additional measures must be undertaken to include locals, and the host community as direct beneficiaries of the tourism industry. CBT has emerged as a viable vehicle to achieve the aims of spreading the development benefits of tourism, biased towards the host community. There Global South which is dominated by developing countries have jumped on the tourism bandwagon, and there is a need to observe and document their experience with CBT. The paper uses case studies of successful CBT projects from the Global South to add to the limited body of knowledge. The lessons drawn from the successful community based projects can be used when planning future local CBT projects.

**Keywords:** Community-based tourism, sustainability, sustainable development, sustainable tourism, pro-poor tourism, African tourism

## Introduction

“The World Travel and Tourism Council (2017) stated that the tourism industry is one of the world's largest economic contributions over the last decade. It provides career opportunity in terms of travel and tourism sectors, takes advantages to share tourism goods and services across the country and males the country as a prosperous place to live. However, the fastest growing tourism cities area affected by negative effects of tourism on social-economic and environment management, for example, uncontrolled of crowds, destruction of tourist destinations and deterioration of natural resources” (Panichm, Hasachoo & Sirisawat 2018:1). Tourism is the world's largest industry, whose growth rate has been robust and sustained.



Henama (2018) noted that tourism growth has been sustainable and resilient, even during times of economic downturn. When tourists arrive in a destination country, they bring highly sought after foreign exchange into the destination area. This is regarded as “new money” in the locality, which must be retained if the tourism industry is to reduce leakages from the local economy. The emergence of tourists ignites entrepreneurship ventures dominated by small, medium and micro enterprises. The growth of tourism is associated with a growth in employment, because it is a labour intensive industry.

“Being a labour intensive sector, tourism offers opportunities for employment for persons entering the labour market for the first time or having difficulties in finding employment elsewhere” (World Tourism Organisation & International Labour Organisation,2014: 16). “Tourism has the ability to improve the balance of payments of a country, as countries can benefit from the foreign exchange as a result of the nature and the characteristics of tourism product offerings. Tourists undertake travel to a destination and import their foreign exchange into the destination country, just like an exported product. Since tourism is like an exported product consumed at the destination area, it is essentially a service which is intangible and is simultaneously produced and consumed at the destination. Majority of the value adding happens at the destination area” (Henama & Sifolo,2017: 48). Tourism represents export trade and the majority of countries earn their foreign exchange through tourism. U88u6“For the tourist-receiving country, tourism is an economic imperative with social ramifications. All in all, the trade and redistributive effects stemming from the act of travel, the trade opportunities in creates and the exports and associated leakages it generates are a logical outcome of the enigma of extremes of wealth and poverty” (Dieke,2013: 624). “Apart from a vehicle for economic development, tourism is also increasingly becoming an important sector for simultaneously initiating cultural and environmental conservation in many countries” (Tamir,2015: 1).

“From a sustainability perspective, tourism is viewed as a renewable resource that, if cared for properly, can be utilized indefinitely” (Hollenhorst, Houge-Mackenzie & Ostergren,2014:306). South African rural societies remain some of the most impoverished societies in the world, and access to employment, education, land, housing, health services and other essential resources still divide them from their urban neighbours. Most rural communities live in severe poverty and there are few development activities taking place in these areas. One possible answer to this lies in empowerment and participatory community tourism development projects (Gopaul, 2006:10). Dimoska (2006:1-5) explained that in recent years’ tourism has been increasingly recognised for its economic potential to contribute to the reduction of poverty in developing countries.

Many developing countries in the Global South have been experiencing rapid populations growth because of a demographic dividend. As a result, tourism has emerged as a reliable economic avenue to allow developing countries to create labour-intensive economy, whilst driving economy growth. Tourism which achieves geographic spread and due to its labour-intensive nature support the spread of employment and can be particularly relevant in remote and rural areas, where a large proportion of the population live under extreme poverty conditions. “CBT differs from many others forms of tourism in that it does not solely aim to maximise profits for absent investors, but to maximise benefits for community shareholders. It is an alternative form of tourism with sustainable community development as its goal” (Dodds, Ali & Galaski,2018: 3).

### **Methodology: Case Study Research**

Case study research design is useful for investigating trends, situations and testing whether scientific theories and models actually work in the real work. “Case study research has grown in reputation as an effective methodology to investigate and understand complex issues in the



real world setting” (Harrison, et al.,2017:1). “Case study method enables a researcher to closely examine the data within a specific context. In most cases, a case study method selects a small geographical area or a very limited number of individuals as the study” (Zainal,2007: 1). Zainal (2007) also noted that the detailed qualitative accounts often produced in case studies not only help to explore or describe the data in real-life environment. Case study research would be applied for the CBT which has gaining popularity in tourism planning. According to Suriya (2007:3) “CBT is been heavily promoted worldwide, but its viability and sustainability are uncertain due to its nature of generating low income, which means that CBT projects take long before the benefits are delivered to the community. As a result the community loses patience in waiting for the growing stage. Tourism activities in most cases are controlled by community leaders and the richest group of community members dominate the scene and income generation opportunities. The situation then violates the ideology of CBT which aims for the sharing of benefits amongst the community members”.

### **Theoretical Framework: Community-Based Tourism**

According to Goodwin & Santilli (2009), the concept of CBT emerged in the mid-1990s as a form of Special Interest Tourism (SIT). CBT is generally small scale and involves interactions between the visitor and host community and is particularly suited to rural and regional areas. It is commonly understood to be managed and owned by the community, for the community. It is a form of ‘local tourism’ favouring local service providers and suppliers and focused on interpreting and communicating local culture and the environment. It has been pursued and supported by communities, local government agencies and non-government organisations (NGOs) (Engström & Leffler, 2012:2). “CBT shares the goals of sustainable development in that it strives to be socially equitable, ecologically sound and economically viable for the long term. CBT differs from any other forms of tourism in that it does not solely aim to maximize profits for absent investors, but to maximise benefits for community shareholders” (Dodds, Ali & Galaski, 2018: 2). CBT has been used to describe a broad range of different tourism models but usually refers to “...tourism that involves community participation and aims to generate benefits for local communities in the developing world by allowing tourists to visit these communities and learn about their culture and local environment” (Front, 2013:2).

According to Ånstrand (2006:26-28) “CBT is not simply business that aims at maximising profits for investors. Rather, it is more concerned with the impact on the community and environmental resources. It is far from a perfect, pre-packaged solution to community problems. Nor is it a miracle cure that will come to save the community. CBT is not trying to attract the same tourists as mass tourism destinations, but tourists who are interested in ensuring their tourism expenditure is retained by the community and directed to improve the Quality-of-Life and standards of living of the host communities. CBT needs to be carefully applied to avoid problems such as the economic leakage from tourism expenditure and an inability to empower the locals with the skills to run the projects successfully and sustainably. This means that those communities that are appropriate for development must be chosen carefully and adequately prepared before implementing CBT. CBT aims to ensure that communities are empowered to participate meaningfully in tourism development. There is also another proviso, namely, that sustainable tourism is not only about the economic contribution of tourism to local economies but also about addressing the wider community needs, including physical and socio-cultural needs. Therefore, sustainability of tourism is dependent on community empowerment, participation and benefits from tourism (Kauppila et al., 2009:3). According to Mearns (2011:72) CBT initiatives have several advantages, including the promise of employment and income to local communities, as well as much needed foreign exchange to national governments, while allowing the continued existence of the natural resource base. CBT can empower local communities, giving them a sense of pride in their natural resources and control over their respective community’s development. CBT should not be viewed as an end in itself, but as a means towards empowering poor communities to take



control over their land and resources, to tap their potential, and to acquire the skills necessary for their own development.

Kiss (2004:234) postulates that development organisations see CBT as a potential source of economic development and poverty alleviation, particularly in marginal rural areas. The major concern lies in the sustainability and delivery of some aspects of sustainable community development, such as:

- Long-term socio-economic conditions of the community in question (does it totally eradicate or alleviate poverty long after funding dries up?). Tourism is often driven by foreign, private sector interests; which have limited potential to contribute much to poverty elimination in developing countries. It is also noted for high levels of revenue 'leakage', and of the revenue that is retained in the destination country, much is captured by rich or middle - income groups - not the poor (Khanya & Roe, 2001:1).
- Skills acquisition: Aref and Redzuan (2009:21-25) postulate that training is required since the change from agriculture to service activities is difficult for rural people. They lack the knowledge and experience to successfully develop tourism activities. Some training needs to be executed directly by government and/or by other organisations that can be contacted for the purpose of bringing training to rural communities. Training should be tailored specifically for the community's tourism needs (Okazaki, 2008:513).
- The dominance of mass tourism operators: Trejos et al. (2008:16-25) showed that past research has found that power relations are prevalent features of emerging CBT settings which result in the domination of community-based projects by local elites who monopolise the benefits of tourism.
- Low employment and income: although tourism often promises community members improved livelihoods and a source of employment, the advent of fledgling tourism industries often fail to benefit communities equitably. High salary jobs in tourism are often scarce and require high levels of education (languages, administration, and accounting). The remainder of the jobs are generally low income and low skill in nature (cleaning, security, waiting tables and cooking) (Trejos et al., 2008:16-25).

According to Burns and Novelli (2008:246-247) the definition of CBT is not quite clear. In development cooperation CBT is always considered as a tool that integrates the goals of the general concept of sustainable development. This means that CBT has to fulfil the criteria that make it economically viable and sensible as well as socially, culturally and ecologically compatible with the communities in which it takes place. The active participation of the population in CBT plays an essential role in successful improvement of living conditions. According to Frunza and Carmen (2005:293), sustainable development and CBT are inherently connected because they, inter-alia, share the same natural and cultural resources.

### **Successful Case Studies in CBT from the Global South**

The Global South includes countries that can be classified as developing countries such as South Africa, India, Brazil and those in the Caribbean. Countries in the Global South have lagged behind developed countries such as Britain, Germany and the USA in human development. According to American University (2018: 1) "the nations of Africa, Central and Latin America, and most of Asia - collectively known as the Global South - face great challenges and offer real opportunities. Political, social, and economic upheaval are prevalent in many of these nations; at the same time, the populations of the global South and their emerging markets offer immense hopes for economic growth, investment, and cultural contribution. The global South includes nearly 157 of a total of 184 recognized states in the world, and many have less developed or severely limited resources. Unfortunately, the people of these nations also bear the brunt of some of the greatest challenges facing the international community in the next millennium: poverty, environmental degradation, human and civil rights abuses, ethnic and regional conflicts, mass displacements of refugees, hunger, and disease".



As almost all countries have jumped on the tourism ‘bandwagon’, countries have also been on the ‘conveyor belt’ of attracting tourism to their destinations. The countries in the Global South sought to use tourism as a developmental tool and in the first years of tourism development, tourism resembled a plantation economy. The plantation type of tourism was by its nature exploitative, rather than developmental with no attempt to develop the region. Countries in the Global South are therefore fertile ground for implementing CBT that will be developmental in nature. Dodds, Ali and Galaski (2018) noted that the key elements for CBT success included:

- Participatory planning and capacity building-to strengthen community’s tourism management skills.
- Collaboration and partnerships facilitating links to markets-to ensure financial viability.
- Local management/empowerment of community members.
- Establishment of environmental/community goals-to ensure outcomes are in alignment with community’s values.
- Assistance from enablers (government, funding institutions and private sector)- to facilitate access to the formal economy.
- Focus on generating supplemental income for long-term community sustainability.

According to Panichm, Hasachoo and Sirisawat (2018:4) identified the following key success factors in community-based tourism:

Figure 1: Key success factors in community-based tourism

The Success Factors of Community-Based Tourism	Key Success Factors
Social Development	<ul style="list-style-type: none"> <li>• Preservation of traditional and cultural heritage</li> <li>• Participation</li> <li>• Human rights</li> <li>• Human resource and skill development</li> <li>• Local ownership</li> <li>• Community distribution of benefits</li> <li>• Government sectors and private sector support</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>• Income distribution</li> <li>• Transportation</li> <li>• Accommodation</li> <li>• SME/local business</li> <li>• Advertisement</li> </ul>
Environmental Development	<ul style="list-style-type: none"> <li>• Preservation and protection of nature</li> <li>• Waste and disposal management</li> <li>• Spending natural resources in community</li> </ul>

### **Miso Walai home stay development, Mukim Batu Puteh, Kinabatangan Sabah (Malaysia)**

According to Razzaq et al. (2012:14-16) the Lower Kinabatangan, in eastern Sabah, is an area known for its natural treasures and cultural heritage. The high concentrations and broad representation of wildlife populations in the area is recognised as having national and international significance. The concept and implementation of CBT is best depicted through the Miso Walai home stay development at Mukim Batu Puteh, Kinabatangan and Sabah. From a rural community that relies on natural resources such as logging, hunting, fishing and agriculture for survival, they later transformed into an environmentally-conscious community that eventually attracted enough tourists to become one of their sources of income. Miso Walai home stay is a model of CBT which as a whole is stimulated by the involvement of local communities. One interesting aspect of Miso Walai is that it has more than 35 households made up of about 400 people speaking some 20 indigenous dialects of the local *Orang Sungai*



communities living and working at the home stay complex. In 2002, a number of previously different community tourism groups, launched through the Model Ecologically Sustainable Community Conservation and Tourism (MESCOT), undertook a consultative process and decided to combine forces into a single community tourism cooperative, Koperasi Pelancongan (KOPEL Bhd) Berhad, which was registered in 2003.

The cooperative retained the original community groups as distinct administrative units, while the MESCOT retained responsibility for driving the overall programme, maintaining community support, coordinating tourism activities between groups, training villagers as guides, accountants and maintenance staff and providing communications support. KOPEL's role was to bring together communities via the achievement of common goals and operate with the concept of ownership through ownership share (Razzaq et al, 2012:9). KOPEL was appointed by the State Forestry Department as the contractor in the on-going restoration and silviculture treatment (which involves getting rid of dead trees, branches and vegetables that impede forest regeneration) of the Pin Supu Forest Reserve (Yusof, 2012:1). To date the cooperative has 260 members from four villages in Batu Puteh, Kinabatangan: Kampung Batu Puteh, Kampung Mengaris, Kampung Perpaduan and Kampung Singgah Mata. The income from the business is used for the community development programmes as well as to pay the cooperative members involved in these programmes (Zeppel, 2006:259). In 2008, Sabah Forestry Department (SFD) signed a Memorandum of Understanding with MESCOT which empowered the local community to be the caretaker of the Supu Forest Reserve. This collaboration with SFD in the form of reforestation projects created jobs for the local people and increased their confidence and self-esteem. This responsibility was taken by KOPEL. The collaboration with the SFD was the main source of income for the local community although increasingly, they could also count on tourism to bring in added revenue. Miso Walai provides a village setting not only for visitors to experience amazing wildlife, forestry and biodiversity in the area but it also provides an avenue for sustainable livelihood for local communities (Hamzah & Mohamad, 2012:30).

The villagers of Batu Puteh Community initiated the MESCOT project in 1996, in response to the establishment of a protected area - the Lower Kinabatangan Wildlife Sanctuary - which stretches more than 160 km along the lower Kinabatangan. At this early stage, tourism was seen as a potential source of income and employment, particularly for the many unemployed youth within the village. Previously, especially from the 1950's, much of the local income generation within the community had come from seasonal work in nearby timber camps. However, with the conversion of forests to agriculture crops in the late 80's to early 90's, much of this work had already diminished (Corcoran et al., 2012:4). According to Rosazman (2006:15-17) this village initiative later gained support from a local Non-Governmental Organisation (NGO) and the MESCOT Project was later started in Batu Puteh in March 1997 with funding from the World Wildlife Fund (WWF) in Norway (Aref & Redzuan, 2009:21-25). The project was developed and supported by the then State Ministry of Tourism and Environment Development in close cooperation with the Sabah Forestry Department. The project was given the mandate to assist the local community to plan ecotourism activities and build local human capacity to be able to manage these activities.

Role players on the MESCOT project are from the four villages of Batu Puteh, Kinabatangan: Kampung Batu Puteh, Kampung Mengaris, Kampung Perpaduan and Kampung Singgah Mata had realised that the crucial issues in the area such as deforestation due to the economic activities, destruction of wildlife, illegal hunting and logging had to be stopped for the purpose of ecotourism development. As a result, in 1999, after three years of planning, MESCOT produced the idea on paper about the Miso Walai home stay programme, which was submitted to the Sabah State Ministry of Tourism, Culture and Environment. Under MESCOT there were five activities, such as boat service (responsible for wildlife observation cruises), guiding service (responsible for training of local guides and local history), culture groups (these are



culture groups which comprise of a number of people doing different activities per group like humanitarian activities) and Tulun Tukou handicraft (a group of women who were trained in handicraft production from the four communities of the Miso Walai area). Eventually, the Miso Walai home stay programme became a core programme or an umbrella to other related activities. In November 2000, the Miso Walai Home stay programme was officially promoted and launched. The main objective of the Miso Walai home stay programme was to involve the local community in community based ecotourism, where the tourists' experiences will be based on *orang sungai* traditional culture and daily activities. There are numerous cultural experiences to experience on day-to-day visits, such as eating communally on traditional home-made mats, bathing from a tub, or washing by the river while staying in the local village home stay. The Miso Walai home stay has its own uniqueness since the location is a part of the Lower Kinabatangan Wildlife Tourism Corridor that is rich with natural biodiversity and culture heritage (MESCOT, 2005:1). Razzaq et al. (2012:14) explains that Miso Walai is a combination of two words of the *orang sungai* language. The word '*miso*' means 'together' and '*walai*' means 'house'.

Thus, Miso Walai home stay carries the meaning of 'staying together in one house'. About 208 people of Mukim Batu Puteh were directly or indirectly involved in the programme with 23 families participating in the home stay programme and 48 local people taking part in the Boat Services Association, as mentioned above. Meanwhile 33 youths became volunteers for environmental protectors called '*sukarelawan* MESCOT', and 22 other young people were involved in the MESCOT Cultural Group (MSG) and more than 60 people joined the *Tulun Tokou* Handicraft Association. Tourists' arrivals in Miso Walai home stay increases from year to year since 2000. Statistics indicated that there were 176 tourists who participated in the programme in the year 2000 and this number rose to 2943 tourists in 2009, with the total revenue more than MYR 600,000 (Malaysian Ringgit) equivalent to 1,852,102 ZAR (South African Rand). Miso Walai home stay offers a unique opportunity to experience the way of life of the local Orang Sungai people, as mentioned above. There are many communal activities carried out on a daily basis, such as, village sports played in the late afternoon and these have become popular activities with visitors. There are also numerous local economic activities such as farming, 'oil palm' or 'fish and prawn trapping on the river', which makes an interesting backdrop to family life, and plenty of amazing tools, stories and things to learn about. The most popular activities at the village home stays are:

- Wildlife Observation River cruises;
- Watching or learning about traditional music and dance;
- Cooking or "leaning to cook" traditional local foods;
- Interpretive walks through local farms and orchards;
- Eating tropical fruits - especially during fruiting season;
- Students and volunteers who often get involved in community projects and English language tuition at the home stays or at the local village school.

### **Lessons learned**

Razzaq et al. (2011:88) explain that based on the researcher's observation and informal interview with informants from the Miso Walai home stay, it was revealed that the key success of community-based tourism in the context of the Miso Walai home stay in Mukim Batu Puteh, Kinabatangan, Sabah was due to community empowerment in tourism development. The community capacity building programme, which became the main focus of the NGO, contributed to community empowerment. The development of the Miso Walai home stay was then considered as a real model of a community driven project in Malaysia or a project that was developed by using a bottom-up approach. The community capacity building programme was then given priority and became a first step in the MESCOT project development. This process was carried out in the following phases: (Mizal et al., 2014:27-28):



- Individual human capital development: to create awareness and build tourism knowledge particularly among the members of the MESCOT pioneer groups;
- Research phase: MESCOT group gathered and documented information about:
  - the surrounding biodiversity, including six different forest types and other places of interest.
  - recording and documenting of “aural history”, traditional beliefs, traditional medicines, traditional uses of forest resources, indigenous culture and the historic significance of the area and the ‘living heritage’.
- Exposure phase: at this stage training, seminars, and study trips to various tourist attractions, facilities and sites were carried out to expose the participants to the real life situations in tourism. Exposure trips were also intended to compile information about present tourism products offered and identify gaps and potential activities not yet developed.
- Brainstorming phase: all the information gathered about potential activities was identified, short-listed, and decisions were made on the appropriate activities for the area.
- Detailed planning stage: this is the stage where the business plan, marketing plan, budgets, strategies and codes of conduct were drawn.
- Skills development among the MESCOT members: suitable skills to run or manage the tourism activities were offered to the local members of the MESCOT.
- Establish leadership/local champion (from non-business oriented to business oriented): the decision for leadership and organisation of the project was decided looking at the three major stakeholders; government, NGO’s and self-appointed representatives of the community (in most cases a local champion).

The abilities and skills of the local people were developed first before the project was implemented. This is the main factor that has contributed to the sustainability of Miso Walai home stay development as mentioned by Simpson et al. (2003:277-286): any community project must be started with people development (capacity building) and not with the project.

### **La Yunga in Bolivia (South America): Lodge or Footpath?**

The La Yunga community lies in the southern buffer zone of the Amboró National Park, roughly 150 km from the major city of Santa Cruz. There were 250 people (37 families) who lived in this community, composed of local people and Bolivia migrants. The infrastructure was very basic; the village had just an elementary school and no medical station or telephone. The majority of the people were farmers. The village itself could be reached by car or small bus throughout the year from Santa Cruz, Bolivia’s second largest city (three hours by car) or from Samaipata, a well-known domestic tourist spot (Monjeau & Pauquet, 2005:10). In 2002, with financial and technical support from national and international NGOs, the community began the construction of a lodge which could provide accommodation for only six people but had a nice restaurant which seated 20 people. However, with 60 visitors per year, the lodge had a very low occupancy rate due to a lack of communication which made organisation and reservation of bookings rather complicated (Goodwin et al., 2009:2). According to Goodwin and Santilli (2009:12-13), the majority of CBT initiatives in Bolivia were based on the development of community-owned and managed lodges or home stays. La Yunga in Bolivia is one such initiative where NGOs encouraged the community to develop a lodge. The lodge had attracted only 60 visitors per year at a bed occupancy rate of 2.7%. In order to supplement the revenue generation for the community, they subsequently developed a walking trail which in 2005 attracted 1000 people paying a \$1.80 trail fee, grossing \$1800 including guide fees and other purchases from the community. The example demonstrates that the common focus on accommodation was misplaced and the community benefitted far more when it provided





an activity. Their initiative required a much smaller investment than the investment in the lodge and provided significantly larger benefits.

According to Robertson and Wunder (2005:82) the community completed the construction of a footpath in 2003 which was surrounded by gigantic ferns and well-integrated into the environment because of the natural resources used in its creation. People of all ages can easily walk along the footpath which takes two to three and half hours. Domestic tourists pay an entrance fee of 10 boliviano (approximately US\$1.20) to the community while international tourists pay 15 boliviano (approx. US\$1.80). It is also possible to book a trained Spanish speaking guide from La Yunga for US\$10. The hope was that these initiatives would capture more benefits for the local community. Indeed, benefits were obtained through increased revenue both from accommodation and foot path fees, guiding fees and food sales. Project funding that came primarily from the NGO's contributed a lot to the successful development of the two initiatives, while the village provided labour as counterpart. So far, a 5 km trail network, an eight-bed hostel for tourists and other infrastructure have been built, supplemented by local training in tourist services and financial management. The local Association for Responsible Tourism (ASYTUR, in its Spanish acronym) had 12 members, all of whom had received tourism training (eight are official guides). Some women, who were not members, had been trained as cooks (Robertson & Wunder, 2005:93).

### **Lessons learned**

While the community generated a direct income from the entrance fees and the guides, the tourists themselves did not spend more money or time in the village. Roberson and Wunder (2005:10) concluded that:

- Instead of trying to find tourists to stay in the lodge, the main target group should be day visitors who come to walk the trail.
- The restaurant should offer a lunch or snacks to the visitors, especially during weekends.
- The two bedrooms in the lodge should be redesigned as an "Interpretation Centre" and "Souvenir Shop" where the tourists would have the possibility to learn more about the region and buy the excellent, locally produced liquor and medicinal plants.
- If the tourists would like to stay there, several tents, a shower and a bathroom would be available.

In conclusion, rather than wasting all their efforts, hopes, and time on the lodge, the villagers would be better advised to invest all their marketing efforts in the footpath and the additional products which can be easily offered to the walk-in tourists, such as local meals, beverages, souvenirs, and medicinal plants. This would personalise the tourism experience, for tourists who are increasingly looking for meaningful and authentic experiences.

### **Conclusions and Recommendations**

"The United Nations World Tourism Organisation (UNWTO) asserts that sustainable tourism can be a tool for economic development and poverty reduction, arguing that tourism provides opportunities for selling additional goods and services, creates opportunities for local economic diversification of poor and marginal areas without other development opportunities; is based on cultural, wildlife and landscape assets that belong to the poor" (Manyara & Jones, 2007: 628).

CBT has received prevalent attention in recent years pertaining to local people. It is used mainly to refer to all tourism products controlled by local people and offering opportunities for direct contact with local people while other forms of tourism are "unreceptive" exhibition-based displays. There are specific ways of managing and facilitating the development and



productivity of CBT projects. Increasing the sustainability of CBT development implies that the development itself should be ecologically sustainable, economically practical, as well as ethically and socially impartial. Sustainable CBT should incorporate the natural, cultural and human environment; it must respect the delicate environmental balance that characterise many tourism destinations, particularly in environmentally sensitive areas. This means that it must have a long-term standpoint. The case studies attested to the fact that the destination community should be incorporated in the tourism planning and management decision-making process, owed to three main reasons:

- It considers them to be part of the tourist product;
- Local communities acclimatize to changes easily, and
- It helps to open their minds to new ideas regarding the implementation of the CBT projects.
- On the other hand, it was necessary to study how the community as a whole participates in the development of the area as a tourist destination, mainly due to the following reasons:
  - Perception of tourism is based on the evaluation of the local community's attitude (including the environment, infrastructure and events).
  - The participation model of people in the local community exerts a powerful influence on the tourist's experience.
  - Tourism planning effects the community as a whole.

From what has been discussed and studied in this research, there are issues that can serve as guidelines on how to increase the sustainability of CBT projects in the project area.

Involving communities in monitoring and evaluation of the CBT projects: to measure progress in development, the goals must be specified. In the development of CBTs a variety of social, economic and environmental aims are proposed. The effects of such developments have to be measured based on the proposed aims. Therefore, it is imperative to involve local community representatives in monitoring and evaluation processes because this will strengthen the adaptive management cycle by linking management more closely with its evaluation. This will cause management actions to become more responsive along with the project implementation process. Involving community representatives also encourages cooperation among stakeholders and prompts a quick management response because the monitoring process will be done on a daily basis. This means that less time and financing will be required because it will be unnecessary to bring in a professional or government official to monitor the progress at their own convenience. There is also the need to manage the relationship between the various stakeholders that are involved in community based tourism. This includes tour operators, NGOs, development agencies, local authorities, tourism government, co-operatives and local entrepreneurs. This including avoiding the CBT being captured by local elites, who may concentrate the benefits for themselves, at the expense of the collective. Ngo, Lohmann and Hales (2018) noted that stakeholder collaboration is important to community-based tourism enterprises, particularly in marketing because it creates demand that will lead to tourism consumption benefiting the CBT project.

Marketing is important to ensure that CBT creates a critical mass of clientele and its able to reach its intended clients and intermediaries. In addition, the message must differentiate the benefits of consuming a CBT product, when compared to other tourism product offerings. CBT products must be developed considering the needs and trends enjoyed by tourists. "For visitor satisfaction, it is crucial to create products that match the needs and preferences of the demand. The opinion of the private sector and existing visitors is highly valuable for the creation of new products or for improving existing products" Front (2013:4). Front (2013) noted that commercial viability of CBT is enhanced between partnership with the private sector. A legislative framework must be created for public-private partnerships (PPP) within CBT that



will ensure that the host community (public) and investors (private) derive benefit from the CBT as equal partners. Education and training are important to upskill and empower the locals to deliver services to tourism in CBT projects. "Education and training are key components of capacity building and courses including hospitality and tourism management at the community level, as well as general business skills such as marketing, communication, finance and governance are imperative for success" (Dodds, Ali & Galaski, 2018: 2). CBT needs a community champion that will advocate for the consideration of tourism as a means of empowering the community. The community champion will assist the community to consider themselves as a site of tourism consumption. This is imperative so that the CBT is not regarded as something undertaken by "outsiders", but rather local communities.

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