



Standing Committee for Economic
and Commercial Cooperation of the
Organization of Islamic Cooperation (COMCEC)

COMCEC Coordination Office

COMMUNITY BASED TOURISM

Finding the Equilibrium in the COMCEC Context

Setting the Pathway for the Future



COMMUNITY BASED TOURISM
FINDING THE EQUILIBRIUM IN COMCEC CONTEXT
Setting the Pathway for the Future

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PREFACE

This study was prepared by Aslı D. A. TASCI, Kelly J. SEMRAD and Semih S. YILMAZ and commissioned by the Standing Committee for Economic and Commercial Cooperation of the Organization of Islamic Cooperation (COMCEC) Coordination Office. The views and opinions expressed in this publication are those of the authors and do not necessarily reflect the official position of COMCEC Coordination Office or the COMCEC Members.

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INTRODUCTION

The Standing Committee for Economic and Commercial Cooperation of the Organization of Islamic Cooperation (COMCEC) has been working to enhance economic and commercial cooperation among the Member States since 1984. One of the cooperation areas of the COMCEC is tourism.

Tourism is an important sector of the economy in both developed and developing countries. It contributes to the economic growth, job creation and poverty alleviation and fosters cross cultural understanding and well-being among countries.

Tourism sector has a great potential for the socio-economic development of the COMCEC member countries. However, this performance could not be realized adequately due to insufficient tourism-related infrastructure and investments, unskilled tourism workforce, low-capacity tourism administrations, lack of tourism diversification and lack of effective marketing strategies in the COMCEC Member Countries.

In recent years, international organizations developed several programs/ models for benefiting from tourism in rural development and poverty alleviation. One of these models is the Community Based Tourism (CBT) which provides income to local communities by ensuring their involvement in the tourism activities. CBT also contributes to regions' economic development and cultural and environmental conservation without damaging their tourist attractions. Considering that 21 out of 57 member countries of the COMCEC are the Least Developed Member Countries (LDCs), CBT can be an important tool for the COMCEC region in rural development and poverty alleviation.

This study is conducted upon the request of the COMCEC Coordination Office in order to increase awareness on the CBT and evaluate the CBT potential in the COMCEC region. It highlights the CBT potential, challenges, and remedy strategies in applying CBT in COMCEC member countries that are marked by the Islamic culture. The diversity in characteristics of the COMCEC Member Countries, which are spread across different continents, makes it difficult to approach them as a region that can be offered one-fits-all type strategies common enough to be applicable for them all. Some insights and suggestions provided in the study, however, can be applicable for the majority of the member countries if not all.

Since tourist-generating countries are usually from Western countries, special attention needs to be paid to cultural similarities and differences to generate strategies that build awareness and engage interest. Tourism may evoke cultural clashes in the presence of distinct socioeconomic and cultural differences between the host and guest societies. Tourism is also believed to enhance awareness and understanding about different cultures, including heritage and religions, when proper tourism practices are followed. Therefore, historical and cultural backgrounds, and cultural and social distances are both potential challenges and opportunities which are kept in perspective in outlining this study. The study aims to keep authenticity in perspective while striving to provide those basics demanded by the global tourists. This could be accomplished by a dual approach: with the

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standardization for the COMCEC countries and a customization approach in destination management and marketing where appropriate for those COMCEC Member Countries which decide to adopt CBT.

The methodology utilized in compilation of the information for this study is mostly content analysis of written information in books, articles, and reports about CBT. The cases from the COMCEC Member Countries covered in these sources are minimal; therefore, the list serves and web contact information of tourism authorities in each COMCEC Member Country were used to inquire up-to-date information about current CBT applications.

The study comprises of five main sections. Section 1 highlights the evolution of the concept of CBT. The definition, characteristics, benefits and costs of the CBT are explained. The Section 2 outlines the typical steps of a CBT development, by explaining some of the major steps in detail to provide some guiding insights for the CBT stakeholders. In outlining the CBT development process, a marketing approach, more specifically, destination branding is utilized as the guiding framework. Destination branding involves creation of distinguishing identifiers such as name, logo (symbol), color and slogan that differentiate a destination from similar others in the minds of consumers (Tasci, 2011; Tasci and Gartner, 2009). It is a sustainable strategy in fiercely competitive industries where many similar products compete for the same consumers and increasing CBT destinations may be a case in point. Section 3 comprises CBT development cases from around the world, followed by Section 4, with CBT cases specifically from the COMCEC Member Countries. Section 5 summarizes some of the critical factors for successful CBT applications followed by policy recommendations for the COMCEC Member Countries.

1. EVOLUTION OF COMMUNITY-BASED TOURISM

Community-Based Tourism (CBT) was hailed by a long process of conceptual, philosophical and managerial evolution in the areas of general resource management as well as tourism resource management in the international arena. Below is a brief summary of socioeconomic, political and intellectual phenomena that played a critical role in formation of CBT as a tourism resource management paradigm for economic development of localities.

1.1. Tourism Development and Impacts

Tourism has been a socioeconomic phenomenon that is both praised as a panacea for benefits and blamed for the economic, social, environmental, and political perils it could cause, particularly for the host community. Table 1 summarizes benefits and costs of tourism.

Tourism academia, the United Nations, and the UN World Tourism Organization accept tourism as an influential ambassador promoting cultural understanding, goodwill and peace among different nations worldwide. The most important benefit is the economic development through foreign dollars, tax revenues, foreign direct investment and new jobs for the locals (Fleming and Toepper, 1990; Stynes, 2013). Tourism is also praised for its role in increasing the awareness about environmental and socio-cultural matters, particularly boosting local pride and cross-cultural understanding (Pearce, Moscardo, and Ross, 1996).

However, tourism is also blamed for its role in several economic costs including increased inflation, unequal distribution of economic benefits (leakage), low pay and seasonal jobs, overuse of resources, rapid and short-term developments, increased cost of living, increased cost of properties, as well as loss of jobs to outsiders (Wall and Mathieson, 2006). In addition, tourism has been blamed for environmental, cultural, and social degradation. (Weaver, 2006; Stabler, 1997).

Although positive impacts of tourism have been at the center in both developed and developing countries, the concern about its negative impacts, especially its potential damage on the locals' well-being in the developing and less-developed countries have resulted in shifts in resource management paradigms. These paradigm shifts were supported by the continuing debates about Earth's diminishing resources (Meadows et al, 1972), resulting in the concept of sustainability, requirements and indicators of sustainability, with particular attention on the less developed areas and the Least Developed Countries (the LDCs) (Hall, 2000; Stone and Stone, 2011).

1.2. Paradigm Shift in Resource Management: Sustainability

During the 1950s and 1960s, the community became at the center of development of rural and underdeveloped areas. Subsequently, in the late 1960s and early 1970s, the World Bank and the United Nations (UN) promoted community participation in development programs (Sebele, 2010). As focal point of development turned to community participation, global concerns about socio-cultural, economic and environmental issues emerged. It has resulted in organization of several international conferences and preparations of reports, declarations and action plans to accelerate awareness and actions about sustainability at the international level. (See the Summary List of the Activities Related to Sustainable Development, Sustainable Tourism and the LDCs, in Appendix A.)

Table 1. Social, Environmental and Economic Benefits and Costs of Tourism

<u>Social Benefits</u>	<u>Social Costs</u>
<ul style="list-style-type: none"> • Brings in outside dollars to support community facilities and services that otherwise might not be developed. • Encourages civic involvement and pride. • Provides cultural exchange between hosts and guests. • Encourages the preservation and celebration of local festivals and cultural events. • Facilities and infrastructure developed for tourism can also benefit residents. • Enhances community's collective ego. • Improves quality of life. • Re-populates by keeping or attracting emigrants and driving labor force from outside. • Capacity building- encourages the learning of new languages and skills. • Tourism related funds have contributed towards schools being built in some areas. • Builds human capital and social capital. 	<ul style="list-style-type: none"> • May attract visitors whose lifestyles and ideas conflict with the community's. An example may be the visitors' use of drugs and alcohol. • May change individual behavior and family relationships. • May lead to an increase in sexually transmitted diseases. • Loss of traditional values and culture through imitation of visitor behavior or cultural diffusion resulting from normal, everyday interaction. • May create crowding and congestion. • May compete with residents for available services, facilities, and existing recreation opportunities. • May result in harassment of visitors perceived to be wealthy and an increase in crime. • Can involve violations of human rights. People have been displaced from their land and beaches have been reserved for hotel guests while access is barred to local people.
<u>Environmental Benefits</u>	<u>Environmental Costs</u>
<ul style="list-style-type: none"> • Fosters conservation and preservation of natural, cultural and historical resources. • Encourages community beautification and revitalization. • Could be considered a clean industry. 	<ul style="list-style-type: none"> • May threaten specific natural resources such as beaches and coral reefs or historical sites. • May increase litter, noise, and pollution. • Brings increased competition for limited resources such as water and land, resulting in land degradation, loss of wildlife habitats and deterioration of scenery. • Directly contributes to sewage and solid waste pollution. • Emissions generated by forms of transport are one of the main environmental problems of tourism.
<u>Economic Benefits</u>	<u>Economic Costs</u>
<ul style="list-style-type: none"> • Helps diversify and stabilize the local economy. • Provides governments with extra tax revenues each year through accommodation and restaurant taxes, airport taxes, sales taxes, park entrance fees, employee income tax etc. • Creates local jobs and business opportunities. These include those jobs directly related to tourism (hotel and tour services) and those that indirectly support tourism (such as food production and housing construction). • The multiplier effect: • Brings new money into the economy. Tourist money is 	<ul style="list-style-type: none"> • Tourism development of infrastructure (airports, roads, etc.) can cost the local government a great deal of money. • May inflate property values and prices of goods and services. • Leakages: If outside interests own the tourism development, most of the economic benefits will leave the community. Considerable amount of foreign exchange revenues leaks back out of the destination countries for tourism-related imports. • Employment tends to be seasonal. Workers may be laid off in the winter season. • Many jobs in the tourism industry are poorly paid. This is a particular problem in the LDCs where the local workforce lacks the

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<p>returned to the local economy as it is spent over and over again.</p> <ul style="list-style-type: none">• Helps attract additional businesses and services to support the tourist industry.• Is labor-intensive.• Earns valuable foreign exchange.• Increases commercial and residential development.	<p>skills to fill the better paid management positions.</p> <ul style="list-style-type: none">• Tourist numbers can be adversely affected by events beyond the control of the destination e.g. terrorism, economic recession. This is a big problem in the LDCs dependent on tourism.• Tourism follows a "product life cycle", with a final stage of decline, where the destination no longer offers new attractions for the tourist, and the quality has diminished with the rise of competition and tourist saturation.
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Source: Adapted from <http://geographyfieldwork.com/TourismProsCons.htm>.

The need for development in social, environmental, ecological, and economic domains at both the macro (destination and society) and micro levels (households and individuals), initiated a top-down process of discussions about development. Development from the top, initiated, planned and executed by authorities, have been found to result in unforeseen and undesired results or side-effects (Aronsson, 2000). A more holistic and comprehensive approach to development requires involvement of the locals. This holistic perspective in defining development led to the emergence of the sustainable development concept, involving the concepts of social justice and human rights, aiming development in all domains, at macro and micro levels, and requiring participation of both rich and poor for achieving sustainability of resources for future generations. Hence, starting with the UN Conference in 1972, and followed by the Brundtland Report in 1987 and Agenda 21 in 1992, sustainability with a focus on community participation and locals' ability to control and manage their resources gained importance in economic development (Hall, 2000; Stone and Stone, 2011).

The same paradigm shift is observed in natural and socio-cultural resource management in tourism. The heightened awareness of the negative impacts of mass tourism to popular tourist destinations (mostly sea-sand-sun) in the international tourism arena lead to a search for alternative approaches to tourism resource management, resulting in sustainable tourism with attention to biodiversity conservation and community development (de Kadt, 1979; Smith, 1977; Turner and Ash, 1975). The 1980s witnessed heightened level of knowledge and practice of community involvement in tourism in which locals were considered as a key factor in developing and sustaining the tourism products and resources (Stone and Stone, 2011).

1.3. Paradigm Shift in Tourism Resource Management: Sustainable Tourism

Rapid and large scale growth due to mass tourism is known to induce negative impacts in less developed areas due to lack of resources (financial, human, know-how, experience) and infrastructure. Therefore, development is hampered by the economic leakage in several different ways. Economic leakage may be caused by heavy investment of outside investors. Furthermore, there may be a rapid change in social norms, cultural values, pollution, and degradation on the environment. For positive long-term benefits of tourism in less developed areas, tourism development is recommended to take place slowly thus allowing the local community to learn, develop experience, capital, knowledge and know-how, make necessary adjustments, and grow along with tourism growth. Sustainable tourism is considered to be possible with such a healthy development (Aronsson, 2000).

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Sustainable tourism requires ecologically sound actions without any damage to the environment, largely consisting of locally based and small-scale developments - not to exploit the locals but to sustain their cultural, heritage and economic wellbeing (Pigram, 1992).

The sustainable tourism development concept lead to several different tourism resource management models, alternative to mass tourism, including green tourism, rural tourism, nature-based tourism, heritage tourism, alternative tourism, low impact tourism, conscious tourism, fair trade tourism, soft tourism, appropriate tourism, quality tourism, responsible tourism, responsive tourism, ecotourism, pro-poor tourism, progressive tourism, sensitive tourism, postindustrial tourism and voluntourism. The 21st century started in favor of these new sustainable tourism models due to changes in tourist preferences (Lopez-Guzman et al, 2011). Advancement in information technology increased awareness about the environmental, social and economic perils of the world, including negative impacts of mass tourism. Moreover, access to information about previously unknown destinations lead to familiarity as well as curiosity about unexplored destinations. Thus, a new type of tourist emerged with the potential to appreciate and search for new destinations based on cultural experience enrichment. Depending on their characteristics and situational factors, the new tourists searched for destinations providing these newly defined sustainable tourism experiences.

1.4. Sustainable Development, Tourism, Poverty Reduction, and the LDCs

Sustainable development and sustainable tourism arguments naturally highlighted tourism as a viable and sustainable development strategy. As the world's largest and one of the fastest growing industries, tourism has been promoted as a feasible strategy for promoting international trade, economic development sustainability, and the best tool to alleviate poverty in the LDCs (Honeck, 2008; Scheyvens, 2007; UNCTAD, 2007; UNWTO, 2006, 2007a, 2007b, 2008, 2009, 2013).

Tourism enables linkages among local enterprises. Due to its labor intensive nature, tourism enables employing potentially unskilled and underprivileged groups such as youth and women. Tourism's economic development potential for creation of employment, poverty reduction, human development and environmental sustainability has long been realized by international organizations. Therefore, several tourism development programs have been formulated by the international organizations and institutions including the United Nations World Tourism Organization (UNWTO), World Bank, World Trade Organization (WTO), International Monetary Fund (IMF), World Travel and Tourism Council (WTTC).

In 2002, UNWTO has launched a program entitled "Sustainable Tourism for the Elimination of Poverty Program (ST-EP)". Under this program, 140 projects were accomplished in 19 countries and some trans-frontier areas according to the criteria set shown in Box 1.

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Box 1. UNWTO's Criteria Set for ST-EP Projects

- Employment of the poor in tourism enterprises.
- Supply of goods and services to tourism enterprises by the poor or by enterprises employing the poor.
- Direct sales of goods and services to visitors by the poor (informal economy).
- Establishment and running of tourism-related enterprises by the poor - e.g. micro, small and medium sized enterprises (MSMEs), or community based enterprises (formal economy).
- Tax or levy on tourism income or profits with proceeds benefiting the poor.
- Voluntary giving/support by tourism enterprises and tourists.
- Investment in infrastructure stimulated by tourism also benefiting the poor in the locality, directly or through support to other sectors.

Over the last decade, a significant growth in tourist arrivals, foreign exchange revenues, and tourism jobs identified tourism as the leading export industry and the main source of foreign exchange revenues for the LDCs (Honeck, 2008; UNCTAD, 2007). Therefore, according to UNWTO reports, tourism is growing fastest in poorest countries. Tourist arrivals and tourist receipts in the LDCs have been growing more than double of those worldwide; however, despite this fast growth, tourism in the LDCs is still about 1% of the world market share in terms of international tourist arrivals and international tourism receipts (UNWTO, 2006). The most recent data on tourist arrivals and receipts recorded in some LDCs and percent change are provided in Table 2. As can be seen from the table, the lack of data is an obstacle to an accurate assessment of the growth in tourism in many of these countries. However, from the available data, it is clear that tourism has a significant growth potential that was achieved in some of these countries and still waiting for attention in many others.

Table 2. Recent Tourism Statistics for Some LDCs (2010-2011)

LDCs	International Tourist Arrivals				Int. Tourism Receipts	
	2010 (1000s)	2011 (1000s)	% Change (^{'10/'09})	% Change (^{'11/'10})	2010 (\$ mil)	2011 (\$ mil)
Angola	425	-	16.2	-	719	-
Bangladesh	303	-	13.4	-	81	-
Benin	199	-	4.7	-	133	-
Bhutan	27	37	14.7	39.2	35	48
Burkina Faso	274	-	1.8	-	72	-
Burundi	142	-	-33	-	2	-
Cambodia	2,399	2,882	17.3	20.1	1,180	1,683
Cent. African Rep.	54	-	2.7	-	6	-
Comoros	15	-	35.4	-	35	-
Ethiopia	468	-	9.6	-	522	-
Gambia	91	-	-35.7	-	32	-
Haiti	255	-	-34.1	-	167	-
Kiribati	5	5	19.2	12	-	-
Lao PDR	1,670	-	34.8	-	382	406
Lesotho	414	-	29.5	-	34	-

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Madagascar	196	225	20.5	14.8	321	-
Malawi	746	-	-1.2	-	47	-
Mali	169	-	5.6	-	205	-
Mozambique	1,718	-	17.6	-	197	231
Myanmar	311	391	27.7	25.9	73	-
Nepal	603	736	18.3	22.1	344	386
Niger	74	-	12.3	-	79	-
Rwanda	619	-	-4.2	-	202	252
Samoa	129	127	0.2	-1.6	124	-
Sao Tome and Principe	8	-	-47.4	-	9	-
Senegal	900	-	11.1	-	453	-
Sierra Leone	39	-	5	-	26	-
Solomon Islands	21	23	12.4	11.8	54	73
Sudan	495	536	17.8	8.3	94	-
Togo	202	-	34.7	-	66	-
Uganda	946	-	17.3	-	784	-
Uni. Rep. Tanzania	754	-	8.5	-	1,254	1,457
Vanuatu	97	94	-3.5	-3.5	-	-
Yemen	536	-	23.5	-	622	-
Zambia	815	-	14.8	-	125	-

Source: UNWTO, 2012

Although some of these LDCs recorded high growth rates (e.g. 39.2% in 2011 compared to 2010 in Bhutan), the actual numbers are too low to consider significant (37,000 arrivals in 2011 in Bhutan). Hence, the need for development, especially tourism development is evident in many of these LDCs. Sustainable tourism has been the key area in efforts to develop some of these countries. However, it also has been criticized for some of the shortcomings that could hinder achieving locals' full participation and the resultant target outcomes. Therefore, a more holistic and comprehensive approach to development, requiring initiation, planning and execution by the locals and for the locals was needed.

1.5. Emergence of Community-Based Tourism

Although sustainable tourism promotes community participation, protection, and improvement of the quality of life for all (France, 1998; Lea, 1988; Roseland, 2005), its top-down approach to distributing empowerment to stakeholders is considered as an obstacle to collaborative community participation (Goodwin and Santilli, 2009; Sebele, 2010). People's participation would highly be determined by the power structure and distribution among the community members, thus rendering the success of any poverty reduction effort dependent on the existing institutional, legal and political framework (Wang and Wall, 2005). Sharing the same goals of sustainability, a new model entitled "the Community-Based Tourism (CBT)" became popular in the mid-1990s, reversing the development approach to bottom-up, in an effort to provide real and all-inclusive community participation at all levels of the development (Asker et al, 2010).

Similar to other tourism development models, there is a "major gap between the academic definition of the concept and the way it is used by practitioners" (Goodwin and Santilli,

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2009). There is also a substantial variance in definition and application of CBT among different destinations around the World. Different CBT definitions are provided in Table 3. The content of all these definitions can be summed up as: *CBT is a tourism that is planned, developed, owned and managed by the community for the community, guided by collective decision-making, responsibility, access, ownership and benefits.* It is envisioned as a win-win exchange between hosts and guests. Guests gain enjoyment and satisfaction from discovering natural and cultural heritage and wisdom of the destination people whereas the hosts gain heightened awareness and pride as their natural and cultural heritage and wisdom function as a source of economic and social well-being.

Some other sustainable tourism models are used interchangeably with CBT or in combination with CBT in academic and practitioner rhetoric. For example, the use of such combined terminologies is common in the form of Community-Based Rural Tourism in Latin America and Community-Based Ecotourism in Asia (Asker et al, 2010). Although CBT is similar to other sustainable tourism development models in its goal to sustain natural and cultural heritage while improving socio-economic conditions for the locals, it is unique in prioritizing locals' having control and power in defining the development direction. Sustainability also guides all policies and actions in CBT; the difference, however, is CBT's bottom-up approach in outlining and executing tourism development plans. One basic premise of CBT is its foundation in "community development," as defined by the Brundtland Report, calling for sustainable development by promoting community participation and the protection and improvement of the quality of life of communities. The emphasis is on the issues of sustainability, social equity and environmental responsibility, ensuring that the development provides opportunities for people of different incomes and skills, promotes a better quality of life for all, and protects the environment.

Table 3. Different Definitions of CBT

Author/Source	Definition of CBT and its derivatives
WWF (2001) International	A form of tourism "where the local community has substantial control over, and involvement in, its development and management, and a major proportion of the benefits remain within the community."
Dixey (2005)	"Tourism owned and/or managed by communities, that is designed to deliver wider community benefit. Communities may own an asset such as lodge but outsource the management to a tourism company. Alternatively communities may not own the assets on which their tourism enterprise is based (e.g. land, campsite infrastructure inside national parks, national monuments) but are responsible for management and there is an objective of wider community benefit" (p.29).
Goodwin and Santilli (2009)	"Tourism owned and/or managed by communities and intended to deliver wider community benefit" (p.12).
Asker et al (2010)	"Generally small scale and involves interactions between visitor and host community, particularly suited to rural and regional areas. CBT is commonly

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	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 the local culture and environment" (p.2)
Kibicho (2010)	"Empowering local people by generating employment opportunities, thereby improving their incomes and developing their skills and institutions" (p.212).
Zapata et al (2011)	"Any business organisational form grounded on the property and self-management of the community's patrimonial assets, according to democratic and solidarity practices; and on the distribution of the benefits generated by the supply of tourist services, with the aim at supporting intercultural quality meetings with the visitors" (p.727).
Salazar (2011)	"Aims to create a more sustainable tourism industry (at least discursively), focusing on the receiving communities in terms of planning and maintaining tourism development" (p.10).
Resonsibletravel.com (2013)	"Tourism in which local residents (often rural, poor and economically marginalized) invite tourists to visit their communities with the provision of overnight accommodation."
Kyrgyz CBT Association (2013)	"The practice of providing natural, value-packed travel services that utilize local accommodation, food, music, art, crafts and traditions."
Thailand CBT Institute (2013)	"Tourism that takes environmental, social and cultural sustainability into account. It is managed and owned by the community, for the community, with the purpose of enabling visitors to increase their awareness and learn about the community and local ways of life."
SNV-(Netherlands Development Organization) and University of Hawaii (2013)	"A type of sustainable tourism that promotes pro-poor strategies in a community setting. CBT initiatives aim to involve local residents in the running and management of small tourism projects as a means of alleviating poverty and providing an alternative income source for community members" (p.9).
World Bank (2013)	"Community driven development aims at giving a voice to the stakeholders, involve them in identifying their own needs and the ensuing decision making, encourage them to take responsibility, and mobilize the majority of actors in a given community through a participatory process."

1.5.1. Characteristics of Community-Based Tourism

Since CBT is originally conceptualized as a means of economic development for underdeveloped localities, its target groups' descriptors naturally include remote, rural, impoverished, marginalized, economically depressed, undeveloped, poor, indigenous, ethnic minority, and people in small towns. These communities are likely have a traditional, participatory or agricultural economic system in which work, goods and

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services, use and exchange of resources fit in long-established patterns that are shaped by tradition. Standards of living, economic behaviors and relationships are static and thus predictable, without much financial or occupational mobility or change. Usually, community interests come before the individual. Production and distribution of goods is conducted by combined public participation to some extent, with the expectation of sharing the proceeds in return for their labor and efforts. This is a potential advantage for implementation of CBT since community participation is a requirement for successful CBT implementation. However, once the tourism development is underway, locals may encounter obstacles in transitioning from agrarian to service production, bypassing the change processes in production and consumption through industrialization (Pinel, 2013). Therefore, it is crucial to keep tourism development simple by basing CBT on the existing knowledge systems, the traditional way-of-life and practices, existing community capital, skills, cultural and environmental assets, and attractions so as not to overwhelm the locals.

Typical CBT destinations involve non-Westernized cultures and environments where the local life style, folklore and culture, materials and clothing, dance and music, food and drink, and the natural surroundings become the CBT products. Table 4 displays common types of CBT products as attractions and activities for visitors. These products, which are often simple and traditional, constitute an attraction for ideal CBT consumers. These local elements are novel, different, exotic, pleasant and enriching, especially when bundled with the genuine enthusiasm, warmth, and hospitality of the hosts, creating a unique social space for cross-cultural expression and exchange. However, sometimes locals may perceive aspects of their way of life as weakness, backward, or unpleasant rather than attractive. It may take well-structured and targeted capacity building to empower the community by increasing their awareness about cultural identity, pride, self-confidence, and sense of control, besides providing the new skills and ability to deal with outsiders.

Table 4. Common Types of CBT Products as Attractions and Activities for Visitors

Single activity or objects daily chores/ production/ products	Culture tours/ walks/ visits/ events/ classes	Nature/ wildlife/ outdoor activities	Significant sites
drumming dance hair braiding craft work handicraft production cookery meal sharing storytelling natural dying bread basket pottery	village tours agriculture tours history tours guided walks school visits language classes seafood event cooking classes	bird watching medicinal use of plants thatching grass herbal tea collection trophy hunting campsite management jungle trekking traditional fishing safaris turtles flowers	hot springs falls rainforest volcanos lakes rivers ancient sites production facilities mountains

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CBT is not exclusive to the developing or less developed countries. Since community participation is believed to improve community support for tourism development, CBT is adopted as a tourism development approach in developed areas as well. There are cases from developed countries such as the US, Canada and Australia, often for diversification of tourism products to attract niche market segments, yet still applied in less developed parts within these countries.

1.5.2. Requirements for Successful Community-Based Tourism

A common similarity between many CBT applications in many countries is the assumption that tourism is adopted because it generates revenue, creates employment, and promotes private sector growth as well as infrastructural development (WTO, 1997). However, several CBT programs failed due to lack of some critical factors such as tangible benefits and employment creation, benefits from the land, management, marketing and entrepreneurial skills, community involvement and participation, sense of ownership of the project amongst the community members, and the lack of local financial resources or heavy reliance on foreign donors. Since each case has unique destination characteristics and stakeholders involved, there are no rigid CBT models that can be applied indiscriminately to all communities. However, CBT relies on some principles for best probability of success and sustainability as summarized in Box 2 and listed in more detail in Table 5.

Box 2. Major Principles of CBT

- High extent and level of planning, planning active rather than reactive;
- System of production and consumption (the economic system) adapted to local conditions;
- High degree of local participation and control (inclusive of marginal groups) in all stages starting from the planning stage;
- Responsiveness to the priorities of the communities;
- Power structure in the population (if positive and conducive to productivity) to be put to use for all;
- Educational system is critical to train and educate locals and re-construct the power structure and increase knowledge and formal competence;
- Equity in distribution of income and wealth, avoiding losers and winners (winners usually outsiders, exploiters);
- Private market forces may overlook equity, thus public authorities to structure government intervention (policy framework reforms) to stimulate more desirable outcomes;
- Tourism as a complementing industry rather than the only industry, implying heavy dependence on tourism and potential crippling on the economy when tourism is halted.

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Table 5. The Principles for Successful CBT Applications

Author	Principles for Success in CBT
Dixey (2005)	<ul style="list-style-type: none"> • Market linkages to tourism companies, • Proximity to the tourism market, • Competitive advantage, • Financial management, • Visitor handling, • Community motivation, • Product quality, • Community investment (p.50).
Hiwasaki (2006)	<ul style="list-style-type: none"> • Local community, • Participation in decision-making, • Partnerships, strengthened institutions, and awareness raising (p.689).
Kibicho (2008)	<ul style="list-style-type: none"> • Inclusion of stakeholders, • Recognition of individual and mutual benefits, • Appointment of legitimate convener, • Formulation of aims and objectives, • Perception that decisions arrived at will be implemented (p.228).
Goodwin and Santilli (2009)	<ul style="list-style-type: none"> • Social Capital and Empowerment, • Local Economic Development, • Livelihoods, • Conservation/Environment, • Commercial Viability, • Education, • Sense of Place, • Tourism, • Collective Benefits (p.20)
Asker et al (2010)	<ul style="list-style-type: none"> • The community is already well organized and cohesive, • Community members, women, men and youth are, widely involved in decision making processes, and financial management around the CBT, • Land ownership and other 'resource' issues are clear and well defined, • 'Bottom up desire', in the community reflected in the facility design, decision-making and management structures, • Decision for CBT is made by the community based on informed choice, of impact, options, risk, and outcomes • High participation levels, • Driver is not purely income generation but also cultural and natural heritage conservation and intercultural learning, • The activity is supported by good marketing mechanisms, • A strong plan for expansion, and/or to limit visitor numbers in balance with the carrying capacity of the community and environment to avoid adverse effects on both, • Strong partnership with local NGOs, relevant government bodies and other supporters, • Approaches are contextually and locally appropriate and not just 'imported' from other contexts,

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	<ul style="list-style-type: none"> • CBT is part of a broader/wider community development strategy, • Linked to visitor education on the value of culture and resources present, • Clear zoning of visitor and non-visitor areas, • There is good existing infrastructure to access the product (P.4)
Zapata et al (2011)	<ul style="list-style-type: none"> • Located within a community (i.e. on communal land or with community benefits such as lease fees), • Owned by one or more community members (i.e. for the benefit of one or more community members), • Managed by community members (i.e. community members could influence the decision making process of the enterprise) (p.727).
Salazar (2011)	<ul style="list-style-type: none"> • Economically viable: the revenue should exceed the costs, • Ecologically sustainable: the environment should not decrease in value, • An equitable distribution of costs and benefits among all participants in the activity, • Institutional consolidation ensured: a transparent organisation, recognized by all stakeholders, should be established to represent the interests of all community members and to reflect true ownership (p.11).
Thailand CBT Institute (2013)	<ul style="list-style-type: none"> • Developing based around special elements of local lifestyle, culture, people and nature that community members feel proud of and choose to share with guests, • Training locals to prepare and strengthen the community to manage tourism.
Kyrgyz CBT Association (2013)	<ul style="list-style-type: none"> • Relies on participation of local stakeholders, • Has to contribute to the local economic development through increasing tourism revenues, • Certainly “for-profit,” but its essence is promoting local products and local ownership, • Has to develop socially and economically sustainable tourism.
Silva and Wimalaratana (2013)	<ul style="list-style-type: none"> • Undeniable role for the community on cost-benefits sharing principle, • Community consultation in tourism related legislations and planning, • Projects implemented with the consent and active participation of the community, • Community initiated, owned, and managed projects, • Community and private/public partnerships, • Economically viable and ecologically sound projects, • Fair distribution of costs and benefits among involved parties, • Institutional consolidation and well-developed institutional environment,, • Accountability and transparency of all activities (p.8).
World Bank (2013)	<ul style="list-style-type: none"> • Ensuring participation at all levels of the community and avoiding the exclusion of marginal groups, • Remaining responsive to the priorities of the communities, • Establishing a dialogue between the communities and the local government, • Ensuring that intermediaries are held accountable to community groups, • Be demand oriented, • Support policy reforms necessary for the success of a given project undertaken with a community driven approach.

Community participation is imperative for tourism development where tourist attractions are within the living environment of the community and sometimes community (culture) is the part of the attraction for tourists. In such cases, the community may suffer from the

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negative impacts of tourism (Kibicho, 2003). For this reason, the protection of the touristic attraction (the environment and the community itself) largely depends on the collaboration level of the community in tourism planning, development and execution. Therefore, participation of all stakeholders including ordinary members of the community, decision-makers within the community, tourism professionals, tourism businesses and NGOs have to collaborate for effective CBT applications. Community participation can be achieved through their active involvement in three domains:

- Information gathering through household surveys, interviews, field observations, document analysis, and informal discussions
- Tourism decision-making process, to ensure that they get expected benefits from tourism, that their lifestyles and values are respected
- Employment opportunities - inclusive of the underprivileged, e.g. women and poor, to work, to invest in and to operate small scale businesses.

1.5.3. Benefits of Community-Based Tourism

CBT has been supported by different international organizations due to its objectives of community empowerment and ownership, social and economic development, conservation of natural and cultural resources, and a high quality visitor experience by integrating all stakeholders in tourism planning and development processes aiming creation of resources for the community itself (SNV-Netherlands Development Organization, 2001; World Bank, 2013). Besides protecting local cultures from the sweeping influence of globalization, CBT contributes to locals' wellbeing, by developing infrastructure (transportation, water, electricity and telecommunication networks) and superstructure (legal and institutional structure of health, safety, security, civil rights, environmental, heritage and cultural preservation) to ensure basic human needs for not only touristic enjoyment but also locals (Asker et al, 2010; Goodwin & Santilli, 2009; Thailand CBT Institute, 2013). It provides, expands and improves sources of livelihood and opportunities to earn income, which is often times used for basic living material, education, healthcare and clothes, and building houses (SNV, 2001).

The CBT participatory development process empowers local community members by building the skills, knowledge and confidence needed to take control over their land and resources, to tap their potential and to direct tourism development in their communities. CBT stimulates increased community cooperation and participation, providing new roles and improved voice for unskilled youth, women, elderly, indigenous, marginalized, non-elite, poor and disadvantaged minority groups. All-inclusive community participation in tourism planning results in shared decision-making, equitable distribution of resources, consensus over community's direction, sharing of local knowledge about local assets and issues (Medeiros de Araujo and Bramwell, 1999; Okazaki, 2008).

Ideally speaking, when CBT is conducted effectively, the results are supposed to be minimal costs and maximum benefits of tourism. If effective and successful, CBT may lead to healthy economic development, cultural and environmental awareness, cross-cultural understanding and peace, sustainable destination development, successful destination

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branding through concerted efforts, high morale, national pride and team spirit besides high living standards and quality of life for locals, boost in human capital with a focus on non-elite groups, boost in social capital, namely social bonds, community spirit, social energy, extended friendships, community life, social resources, informal and formal community networks, and good neighborliness. Some of these benefits are rather abstract and hard to measure; however, several CBT applications and case studies investigating the results of some CBT projects reveal several of these benefits as listed below:

1.5.3.1. Economic Benefits of CBT

- Increased local income: revenues and employment;
- Poverty alleviation;
- Economic recovery;
- Improved infrastructure;
- Harmony with other existing sustainable economic activities;
- Development of linkages among sectors;
- Provision and creation of markets for existing products and services;
- Contribution to balanced development: providing economic diversity, eliminating economic dependency on a few sectors, improving geographic distribution of employment and income generation opportunities;
- Increased flow of resources towards local level development initiatives.

1.5.3.2. Socio-cultural Benefits of CBT

- Enhanced human capital- provision of training and education for locals to improve skills and capacity relevant to planning, production, business development and management of business related tourism services;
- Enhanced social capital- support on community institutions, improved capacity of, linkages between, and involvement of public, non-governmental, private, local, civil society and non-governmental organizations in tourism development;
- Good governance by involvement of participatory planning at all levels;
- Community development- enhanced community identity, sense of pride, social cohesion, community empowerment and social equity through the participation of local people in the planning process, development and management as well as monitoring, reduced emigration and attracting immigration;
- Increased local quality of life- improved local health by development of a sanitation and sewage system, public facilities and infrastructure, such as roads, water system, electricity network and telecommunications;
- Preserving and promoting the local culture, historical heritage and natural resources with the help of increased willingness of community members to conserve natural, cultural and heritage resources because the generation of income from the enterprise is directly linked to the existence of CBT;
- Improved inter and intra-cultural relations and links through cultural exchange and dialogue between local community members and tourists.

1.5.3.3. Environmental Benefits of CBT

- Sustainable use and development of sensitive natural capital environments;
- Conservation of local natural resources;
- Use of a wide range of resources rather than depending on one intensively;
- Encouraging non-consumptive uses of natural resources;
- Increased environmental awareness at the national and local levels;
- Improved understanding of the relationship between the environment and sustainable economic development.

Besides the benefits mentioned above, the most important benefit of CBT is the change in locals' outlook on life and themselves. CBT may open up the horizons of the future for the community, giving hope and therefore a willingness for locals to get involved, produce and take control of their lives. CBT may encourage the local population to seek change of an otherwise undesirable life condition. It may provide and sustain the motivation to overcome potential obstacles to productivity such as laziness and learned helplessness, eventually resulting in belief in themselves, improved self-confidence, and self-respect among locals. Most CBT projects are subsidized by local or international donors. Whether the subsidy continues, locals should stay active in production at least until it becomes a second nature for the new generations. The resultant change in locals' outlook on life may prove to be a gift that keeps giving, as it might impact both their current economic efforts and future as well. This may result in, by way of demonstration of production focus, a change in the horizons. This potential benefit, in essence, may urge supporting CBT projects at all costs - for the greater good of the society, particularly for equity, and toward cohesion and peace.

The benefit of CBT regarding the change in locals' outlook on life in less developed places may actually be a critical factor in achieving UN's Millennium Development Goals, namely combating poverty and hunger, illiteracy, gender discrimination, HIV/AIDS, and achieving health for children and mothers, environmental sustainability and global partnership. It is clear that the target groups of these objectives are also the most likely target groups of locals in CBT development.

1.5.4. Costs of Community-Based Tourism

When CBT principles are overlooked, the results may be more dramatic than the typical costs of tourism since the groups involved in CBT projects are usually marginalized, poor, and disadvantaged groups. Disappointed expectations and disillusioned communities from the collapsed, failed, struggling or poor performance of a CBT project can endanger the well-being of the locals, which may already be under the threat of disappearing due to unfavorable socioeconomic conditions. Therefore, before jumping on the bandwagon of CBT, authorities need to ensure the critical requirements for successful CBT applications.

Despite its holistic goals of community well-being, empowerment and development, CBT, as other tourism development models, has its weaknesses steering away from the

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accomplishment of ideal goals. Communities are heterogeneous, with stakeholders significantly different in skills, interest, support and commitment to tourism development. Besides, power relations and imperfect information flow and transparency among the community may hinder community trust and equity in CBT. The lack of human and social capital, cultural obstacles such as limiting norms about gender roles and youth's abilities as well as misconceptions about their own and others' cultures may debilitate CBT efforts. The extent of these issues in a community defines the ratio of costs to benefits. During the course of CBT development, dynamics can be different with differing levels of these issues posing obstacles for success. When intensity of these issues comes to a crippling point, the costs may surpass the benefits, leading to extreme negative consequences, such as "alienation and loss of cultural identity; creation of frictions within the community (between generations or between subgroups e.g. who do and do not profit); disruption of socio-economic structures; conflicts over use of resources (land, hunting rights, infrastructure) which may also create hostility towards tourists, disturbance to local environments e.g. for building accommodations or to obtain firewood, pollution of water and air" (Asker et al, 2010, p.10).

Pinel's dramatic description of residents' discomfort and resentment towards tourism and tourists can be reflective of many other similar destinations: "Some tourists see the village like an incidental 'backdrop for their experience,' and not as a living community with real people" (Pinel, 2013, p. 282-283). This type of encounters can be detrimental to locals' self-confidence, pride, respect and hospitable attitude, potentially resulting in locals' avoidance from contacting tourists, only leading to increase the potential for cultural clash, conflicts, stereotyping and social tension in both host and guest sides mutually (Pinel, 2013). Avoiding such negative consequences, as Pinel also suggests, requires assurance of the main premise of CBT and input from all stakeholders, while outlining an adaptive, proactive and all-inclusive plan.

2. COMMUNITY-BASED TOURISM DEVELOPMENT PROCESS

The CBT development steps, strategies, and activities depend on the destination and its characteristics including the geographic, social and cultural context, economic development stage, tourism development stage besides a plethora of other factors. Therefore, there is no one-fits-all framework or blueprint applicable to all destinations. Each CBT case is unique in terms of its destination characteristics, phase of development, and thus, stakeholders, their roles, responsibilities and steps of action.

This can be illustrated by Butler's Product Life Cycle Model (1980), which explains the life stage of destinations on a spectrum of six stages including: exploration, investment, development, consolidation, and stagnation, which is then followed by a destination's decline or revitalization stage depending on the marketing efforts of the destination (See Figure 1).

The exploration stage of a destination begins as a relatively unknown place where visitor numbers are low and lacks access, facilities and local knowledge. After the discovery of the destination, word-of-mouth advertising from tourists who have visited the destination reaches other potential travelers, which is usually then followed by development of attractions and hospitality amenities.

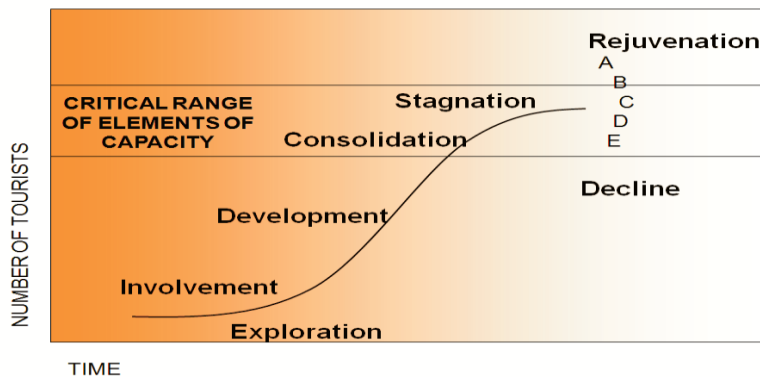
As tourist arrivals increase, the destination reaches or exceeds its carrying capacity (a theoretical implication) in its social and environmental limits where upon then a destination may face stagnation. From this point on, the efforts and decisions made by the destination authorities designate if the destination will head into a decline or rejuvenation stage. Decline is inevitable for a destination if destination authorities do not put forth adequate effort or make the wrong marketing decisions for the destination. Rejuvenation is only likely with a clear understanding of the root causes regarding why a destination reached a stagnation stage.

In order to determine the root causes of stagnation, destination authorities may decide to conduct a SWOT analysis of the destination, determine its competitive advantage in the marketplace, assess the destination brand, concentrate on product differentiation strategies, or initiate repositioning efforts that may rejuvenate the destination.

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Figure 1: Destination Product Life Cycle: Hypothetical Evolution of a Tourist Area (Butler 1980)

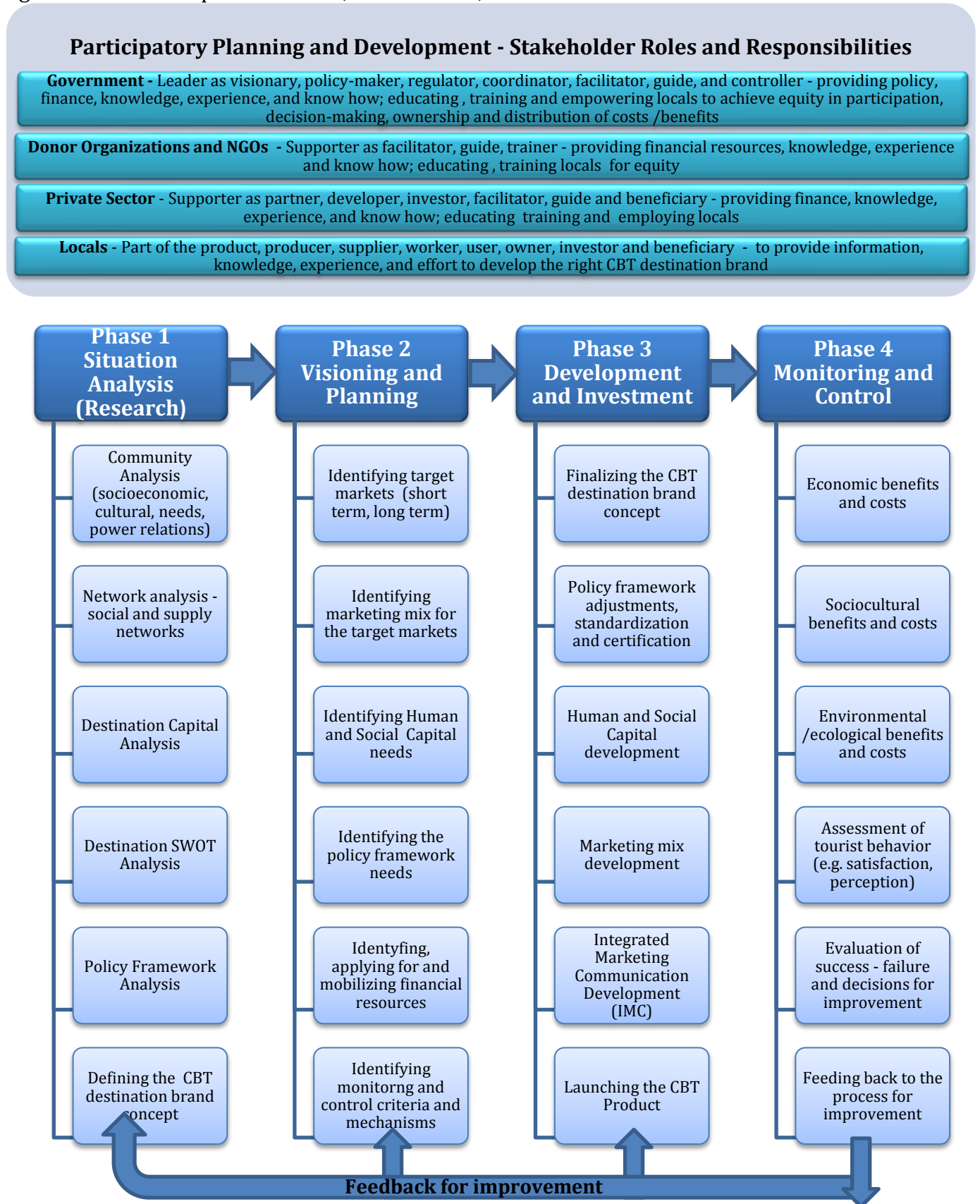


Implementation of CBT development at different stages of the Destination Product Life Cycle would involve different tasks, stakeholders, facilitators and challenges. It is questionable how many of the CBT principles are achievable if the region or community already has existing tourism structure such as accommodation and dining facilities, travel intermediary networks, tour guiding, etc. While such existing structures might facilitate an increase in tourism inflow, they might also constitute a barrier to the required community participation, ownership and control.

However, the general framework, concepts and principles can be applicable across different destinations. The framework provided in Figure 2 is a comprehensive list of phases, steps, activities, stakeholders and their roles if the destination of concern is to be start from scratch when developing tourism with a CBT approach. Each case may have a different starting point on this framework and may take different length of time to complete each step. The starting point and the length of completion would depend on the destination characteristics such as size, development phase, types of stakeholders, their talents, skills, experience, commitment, time, patience, perseverance, besides the factors in the larger environment (socioeconomic, cultural, economic, political, technical) and the situational factors. Also, the movement on the CBT process steps may not always be forward, linear and regular due to hurdles in the environment and challenges due to stakeholder alienation, turnover, attrition and burnout. Therefore, CBT process needs to be flexible, adaptive and responsive to such potential hurdles rather than a rigid plan; otherwise, the entire plan may face the threat of stalling altogether.

For a successful CBT application, a marketing approach, more specifically CBT destination brand development approach is required at every step of the development process including research, SWOT analysis, marketing mix development, integrated marketing communication, control and evaluation feeding back to the process to improve the CBT destination brand. CBT has holistic goals that may sometimes be perceived as out of the marketing realm; however, marketing approach is the key to success in any endeavor that includes demand and supply of products in any form.

Figure 2. CBT Development Process, Stakeholders, Actors and Roles



2.1. Participatory Planning and Development

The first and foremost principle of CBT is the participation of all stakeholders in the planning and development process. In order for CBT to be successful, a communal sense of ownership is necessary because communities can only be active participants in tourism projects if they have a sense of ownership. (Sebele, 2010).

As described in Figure 2, each stakeholder has a significant role in the CBT development process. The government and the donor organizations are the major initiators, facilitators, and leaders. Governments provide the supportive policy framework for community involvement and participation in CBT visioning, planning, development, managing and sharing of the benefits and costs. The civil society (educational institutions, NGOs, trade associations, organizations, journalists) are also instrumental in increasing awareness, offering awards, providing training and information conducting research, bringing the stakeholders together, and assisting locals in voicing their issues and opinions.

Citizen participation is the most critical for the planning process to be effective, equitable and legitimate; as long as those who participate are representative of the whole community and are capable of looking after collective interests. Ideally, community participation allows citizens to shape their local economies by influencing the type of business, industry, and employment opportunities in their own backyards (Sebele, 2010). Unless local residents are empowered and participate fully in decision-making and ownership of tourism developments, tourism will not reflect their values and consequently will not generate sustainable outcomes.

Although most CBT projects are initiated and even carried out by national or international organizations, NGOs, or donor agencies, the success level depends on some key factors of locals' involvement in participatory planning and development of tourism development as listed in detail below:

- Strategic networking and partnerships among local communities, government, NGOs, academics and private businesses to build the knowledge, skills, and self-confidence of community members.
- A shared vision of tourism, a holistic approach to development with realistic expectations of what, where and how among the local community (to avoid disappointed expectations and disillusioned communities from the collapsed, failed, struggling or poor performance of a CBT project).
- All inclusive participation and equity in planning, decision-making, management, ownership, and distribution of benefits and costs.
- Strong collaboration, communication links and dialogue between all stakeholders.
- Active community involvement in building and strengthening appropriate community institutions (e.g. trusts, CBT associations) to take full control of management by the locals.

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- Community contribution (e.g. time, labor, locally available materials) for increased community sense of ownership and responsibility.
- Locals' discipline to follow the rules, agendas and follow through actions.
- Good local governance with a cohesive community with the ability to work together, free of conflicts, jealousies, power issues, traditional divisions, or tensions.
- Priorities, important values, and expectations of the communities forward the focus of development.
- Transparency and equity in decisions to avoid dominance of a small group of elite.

2.1.1. Power Relations: Challenges and Opportunities

A potential challenge in CBT development is the existing social structure. Often, in the CBT planning phase, the local structure is conceptualized as a homogenous and therefore inherently harmonious group. However, in reality, communities are, regardless of size or geographical concentration, usually heterogeneous, with in-group variations based on race, ethnicity, socioeconomic status, gender, religion, language, dialect or simply based on family ties. While certain areas of social disparity may already be present in the community (norms about gender roles); some may arise during the implementation stage of CBT development (unequal distribution of costs or benefits) (Reed, 1997).

As Reed (1997) cautions, social variations and disparity could be the cause of pre-existing conflicts that might prevent cohesion and cooperation among the community; or they could cause social inequalities that could compromise the democratic participation in decision making and management of tourism activities, and they could also adversely affect the desired level of ownership by the community. Therefore, existing ownership inequalities as well as the conflicting claims to land, natural and cultural resources are issues to be addressed for the effectiveness of CBT initiatives.

2.1.2. Steps for Strong Stakeholder Participation

Since stakeholder participation, especially local resident involvement is the most critical component of effective CBT development, several studies were conducted regarding this aspect. The steps in Box 3 are suggested by Stonich (2005) for establishing a CBT program with strong stakeholder participation and equity.

Box 3. Steps for Strong Stakeholder Participation and Equity in CBT

- Define and operationalize participation. There are two main dimensions of participation: participation as a goal in itself that allows communities to have greater control over their lives and resources, and participation as a means of achieving improved social, economic, or environmental objectives.
- Realistically address the major weaknesses in many community based initiatives. Some of the most important of weaknesses are:
 - *An unrealistic understanding of local social and cultural dynamics;*
 - *Lack of understanding of competing interest groups both within and outside the local community;*
 - *Ignorance of the larger political and economic structures that generate local competition and conflict.*
- Conduct a thorough, informed assessment of the meaning of the "local," paying close attention to local-extra-local linkages.
- Use socio-cultural analysis to attain a realistic understanding of the "community" in terms of

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heterogeneity of nationality, ethnicity, class, and gender.

- Identify relevant stakeholders at all levels- from the local through the global-including their ideologies, values, interests, and behaviours. The development and conservation literature is full of examples of unsuccessful efforts due to failure to collaborate with important interest groups or segments of the population. This involves:
 - *Identifying major interest groups and their motives, strategies, and behaviours; and,*
 - *Identifying conflicts among and between stakeholders over such things as jobs and resources.*
- Stipulate the structure of power and extant power relations among stakeholders.
- Identify the benefits and costs or risks (the winners and the losers) from current trends in development and conservation.
- Collaboratively (i.e. with all stakeholders) identify feasible stages (from problem formation and design through implementation, monitoring, and evaluation), facilitating conditions (sharing, dispersing, or redistributing power among stakeholders), and actions or steps to ensure that power is distributed among stakeholders.
- Collaboration among local, community, and extra-local stakeholders may involve establishing new institutions or enhancing existing ones.
- Establish means by which to resolve conflicts.
- Engage in direct and vigorous attempts to channel greater power and authority to less powerful local groups during processes of coalition building.
- Establish networks among communities.
- Ensure that local representatives of communities are truly representative and accountable.
- Ensure that local people (especially the poor and women) benefit economically and in other ways from the development and conservation projects. Cases in which local communities in poor regions manage their resource base with the prime objective of conservation are virtually non-existent.
- Integrate cultural survival in CBT development and conservation.

These steps provided by Stonich are designed to encourage local community priorities, community empowerment and transparency, discourage elitism, promote effective community leadership, and develop community capacity to operate their own enterprises efficiently, to enhance economic development and poverty reduction goals of CBT in the end.

2.2. Situation Analysis - Research

Situation Analysis is the critical first stage of CBT development where research is used for effective and efficient use of scarce resources. The current situation of the destination is assessed comprehensively, starting with the locals as the main beneficiary of the CBT destination brand development. The situation analysis of each case is different, placing different levels of importance on different phases, steps, goals and objectives of the CBT development.

Situation Analysis is consisted of seven steps. These are Community Analysis, Social Network Analysis, Supply Network Analysis, Destination Capital Analysis, Destination SWOT Analysis, Policy Framework Analysis, CBT Destination Brand Concept.

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2.2.1. Community Analysis

Since the community is both a part of the product and the end beneficiary of the CBT development, understanding the community is critical. Community's needs, expectations, and worries about tourism development need to be identified. Among locals' needs and expectations of tourism, financial goals are usually the most common drivers. Financial goals are defined either in general terms or defined as specific as dollar amount increases in annual household income. In the case of Uganda (Bwindi), for example, the discussions with the target group revealed that households needed specific additional income to cover the costs of school fees and health treatment.

Furthermore, socioeconomic conditions of the locals, namely economic, education, employment, family life cycle, standard and quality of life factors, as well as strengths, weaknesses, prejudices, stereotypes about other groups of people, negative images and perceptions about tourism and/or tourists need to be identified. Also, psychographic factors including lifestyle, outlook on life, religion, and cultural values need to be identified and considered in defining the expectations from tourism. Therefore, extensive research needs to be conducted at first to understand locals utilizing both qualitative (in-depth interviews, focus groups, observations) and quantitative methods (individual and household surveys) to capture true nature of their opinions and feelings.

2.2.2. Social Network Analysis

Existing social networks within the community need to be identified since they could facilitate collective decision-making, participation and co-management of tourism activities. In Bali, the pre-existence of a tradition that enabled social discussion and collective decision-making allowed for a natural adoption of the participatory aspects of CBT. Local communities may be readily engaging in collective decision-making through various institutions or activities such as local foundations, organization of local festivals, religious gatherings, etc. The stronger the tradition of collective decision-making is, the better the principles of CBT are adopted.

2.2.3. Supply Network Analysis

In a well-developed destination with an already well-established tourism supply structure, stakeholders of the tourism industry are usually extremely fragmented, dispersed and heterogeneous, including local governments (national, regional, state, county, provincial, and municipality level), tourism offices, departments, commissions, convention and visitors bureaus (CVBs), tourism development councils or commissions, chambers of commerce, public and private suppliers (tour operators, travel agents, attractions, transportations, accommodations, restaurants), and associations and organizations (hotel, travel agent, restaurant). All the mentioned bodies have different characteristics, interests, abilities, roles, perspectives, values, agendas, resources, actions and reactions concerning the tourism planning and development process. Therefore, it is likely that stakeholder involvement, collaboration and support in all phases of research, planning, implementation, evaluation and control could be hindered. The problem may be bigger when stakeholders

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lack a sense of ownership of the destination and its development, including lack of time, financial and labor resources to contribute in development endeavors. For this reason, some stakeholders may act in disconnect and ignorance of others, as well as engage in friction, unnecessary competition, and even hostile attitudes.

Furthermore, when a destination already has a tourism supply structure that has substantial control over the tourism flow, barriers for the local community to involve in planning, decision-making, ownership and management of CBT enterprises may be posed. In such cases, a higher authority, usually the local government as the sustainer/protector of the common greater good of the society may need to step in and achieve collaboration by using a bottom-up approach through empowerment of local communities. For this reason, lack of such well-established tourism supply structures in less developed destinations may be an advantage in assuring full participation of all stakeholders as a result of fewer numbers of stakeholder groups.

2.2.4. Destination Capital Analysis

Current Infrastructures, products and services need to be analyzed for healthy assessment of weaknesses and strengths of the product. Box 4 displays major elements of Destination Capital and Table 6 lists a detailed inventory of Destination Capital. Some elements of the Destination Capital are critical factors in the success of CBT development at the onset. Location of the destination is one of the most critical factors since it defines access and proximity to other major markets, destinations, and transportation hubs. Thorough assessment of these elements is required to identify current and potential touristic products as well as their support and complementary products and those yet to be developed. A holistic approach with consultation with locals is needed to identify the everyday life endeavors of locals, usually rooted in rural and agricultural activities, and relevant resources to be developed into tourism attractions.

Box 4. Major Elements of Destination Capital

- Location - defining access and proximity to: the major hubs, infrastructure (roads, telecommunication), mainstream tourism sites, the markets, physically, socially and politically;
- Preconditions - political, legal, religious, moral ;
- Infrastructure - roads, electricity, sewage, water, gas;
- Accommodation - hotels, homestays, campsites;
- Food and beverage places - restaurants, bars, clubs, food stands, convenience stores;
- Transportation - air, ground and waterways;
- Other services - health, banking, insurance, education;
- Resources - natural, social, cultural, heritage;
 - Attractions - commonplace (e.g. beach) and unique (e.g. cultural way of life),
 - Activities - commonplace (e.g. trekking) and unique (e.g. rain dance)

Source: Authors' compilation from diverse information sources

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Table 6. Detailed Inventory of Destination Capital

Natural	Cultural or Historic	Special Events	Hospitality/ Service Facilities
Beaches	Antique and craft shops	Antique/Collectible shows	Hotels
Bird-watching sites	Archaeological sites	Art shows	Motels
Botanical gardens	Art galleries	Animal shows	B&Bs
Canyons and gorges	Battlefields	Auto shows	Campsites
Caves	Burial grounds	Ball games/tournaments	Home stays
Cliffs	Ceremonial dances	Barbecues	Restaurants
Climate	Temples-Mosques/Churches	Card tournaments	Coffee shops
Deserts	Conservatories	Comedy contests	Snack bars
Fall foliage	Costumed events	Craft shows	Lounge bars
Farms, ranches	Covered bridges	Drama productions	Pools
Fishing streams and lakes	Early settlements	Flower shows or festivals	Ballgame courts
Forests	Ethnic celebrations	Food festivals	Sport arenas
Geologic formations	Ethnic restaurants/grocers	Hobby shows	Sport fields
Horseback-riding	Exhibits	Holiday celebrations	Gyms
Hiking and Biking trails	Famous historical buildings	National day celebrations	Boat rentals
Hot springs	Famous people	Labor day celebrations	Marinas
Islands	Folk art collections	Living history festivals	Ski lifts
Rivers/Lakes/ Oceans	Ghost towns	Music festivals	Movie theaters
Mineral springs	Historic building tours	Pageants	Massage parlors
Monuments (natural)	Historic railroads	Photo contests	Bus services
Mountains	Theme tours and reenactments	Races (auto, motorcycle, boat, bicycle, horse)	Cab services
Natural bridges	Ethnic culture	Seasonal events	Car rental
Nature trails	Ethnic reservations	Specialty food-tasting events	Bicycle/motorbike rentals
Orchards and vineyards	Landmarks	Triathlons/marathons	Trains
Parks (national, state, local)	Lumber camps	Food and beverage Tours/tasting rooms	Ferryboats
Picnic areas	Mansions	Dance contest	
Remoteness	Memorials	Fireworks	
Sand dunes	Mines	Display contest	
Scenic views	Missions	Trekking tours	
Ski slopes	Monuments	Concerts	
Star gazing	Museums		
Swamps/wetlands	Native folklore		
Valleys	Newsworthy places		
Volcanoes	Old forts		
Waterfalls	Pioneer homes		
Whitewater	Ruins		
Wilderness	Unique lifestyles		
Wildlife	Farm markets		
Hills	UNESCO World Heritage Sites		
Bays			
Gardens			

Source: Authors' compilation from diverse information sources

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Sometimes, locals may not see their everyday life tasks and chores as having touristic value. For example, in the Klong Khwang Village case (Thailand), during the mock tourism day where locals were being prepared before the CBT product was fully launched, an attempt to change the local dress code was observed; a female villager removed her head cover to comply with the tourist expectations (Hatton, 1999). Therefore, an outsider with experience in culture as a touristic asset may be needed to provide insight and vision for the locals.

2.2.5. Destination SWOT Analysis

The assessment of the current situation (locals, networks and destination capital) needs to be synthesized into a SWOT analysis, strengths, and weaknesses that stem from the destination itself and opportunities and threats from external factors. Figure 3 reveals examples of each category, potentially applicable for less developed localities.

Some cultural aspects could be both a strength and a weakness from a CBT development perspective. For example, while serving their guests, locals' genuine hospitality without the commercial or other benefits in mind may facilitate moments of truth in service encounters. However, it may also be the source of the lack of commercial interest and business perspective and may hinder turning this strength into a cash-generating asset. Besides, in some cultures, serving others for earning livelihood is a frowned upon business, even if they display genuine hospitality while serving guests in their normal life. Therefore, research is critical both before development to identify these potential strengths and weaknesses initially and during other phases to monitor changes, negative changes and any potential reason necessitating the need to overcome potential detrimental effects that could hinder further development.

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Figure 3. An Example of CBT Destination SWOT Analysis



2.2.6. Policy Framework Analysis

Besides administrative, legal, and policy frameworks, an assessment of existing programs, standards and certificates is needed for delineating the clear road CBT development. Legal and political obstacles can hinder effective CBT applications. Even though local participation in decision making of tourism development is essential for a successful CBT,

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the existing government structures may not be compatible for the realization of such democratic governance. In many countries, tourism development (from allocation of land to the licensing of tourism establishments) is under strict control of central or local governments. Such legal structures may hinder de jure or de facto participation of the local community directly in decision-making processes. In such cases, legal reforms and new legislations are needed to enable activities needed for effective CBT development.

2.2.7. CBT Destination Brand Concept

A CBT destination brand concept can be developed after a sound situation analysis with assessment of all stakeholder perspectives, perceptions and needs, the current and potential products and services followed by a SWOT analysis. Including the brand elements of color, logo, symbol, and slogan, the CBT brand, ideally, needs to be in line with the general destination brand for the entire country or region for effectiveness and efficiency. For example, a CBT site in New Zealand, can be branded as "the purest spot in NZ" to align with the "%100 Pure New Zealand", which is the country brand.

An example of a CBT destination brand, delivered through a slogan, could be: "Reach for the real rich!" serving two purposes; calling for action and telling the potential consumers what to do about the product (reach!). It is compelling since it implies the action to be for something craved (people reach for things that they really want). The action could be finding information, reading about it, talking about it, visiting it or re-visiting it. Also, it communicates authenticity and truthfulness (real). Moreover, it communicates abundance (richness) of a resource of interest and leaves it to the imagination of the consumer to fill in the blanks and interpret it in their own meanings that deliver richness, other than the common sign of richness (money).

The possibilities are endless with such branding since any concept (abstract or concrete) can be used as the valued benefit to differentiate the product and communicate a competitive edge to different groups of consumers. Different brand positions need to be tailored depending on the destination characteristics and the target groups. With the help of appropriate visuals (color, logo, pictures), each of these different positions need to provide a hint of benefit that the destination offers better than the competitors and the benefit that potential consumer segments value more than anything else the destination and/or competitors may offer. Examples of such different positions can be " Reach for the real rich!Rich in nature" or "Reach for the real rich! Rich in culture."

Such branding may also be attractive for the potential tourists since it eliminates potential discomforting feelings that could be expected when visiting a destination with disadvantaged, marginalized, and poor locals to serve guests' higher level needs to be able to provide for their own basic needs such as food, health and accommodation. Such an uplifting brand strategy may also serve the real purpose of CBT, namely, empowering the locals, with self-confidence and pride in what they have to offer. Hence, such a brand strategy may receive more acceptance, support, involvement and commitment from locals in CBT development.

2.3. Visioning and Planning

The elements of CBT destination brand in combination with the marketing mix elements for the identified target markets are identified at this stage. In addition, analysis of available financial resources, policy and programs needed from government, donors and lenders are also identified, as well as educational needs for individual and institutional capacity building. The planning stage cannot be completed without ascertaining the control and monitoring criteria and mechanisms, which would depend on the CBT development goals and objectives as revealed by the situation analysis.

2.3.1. Identifying Target Markets

The target markets for a CBT destination depends on factors relevant to the destination itself as well as external factors, including: destination remoteness, accessibility, current and potential visitors to the mainstream tourism and population characteristics within the close vicinity. Ideally, target tourists for CBT, especially for products including intimate relations with hosts, such as homestay programs, are serious culture tourists (McKercher and du Cros, 2003). These target tourists actively search for, enjoy and cherish such experiences for their inherent benefits. Yet, while they contribute to the local economy, they exhibit utmost care to avoid negative behaviors. However, at the initial stages of CBT development, finding such tourists may not be possible or easy.

Therefore, the most viable target segments at the initial stages of a CBT product launch may be the current visitors of a close by mainstream attraction, expats living in the close vicinity, institutional populations (workers of government institutions, universities and other schools, etc.). Also, depending on the international connections of the universities and schools in the country or the region, the CBT sites and products can be integrated into the cultural product packages for the study abroad and student exchange programs that may currently exist or that are initiated with the partnerships and networks with international programs. Besides international tourists, targeting domestic tourists especially during slow seasons is necessary for a strong customer base. Box 5 provides potential target markets for the COMCEC member countries.

Box 5. Potential Target Markets for COMCEC Member Countries

Other Islamic countries would be the most viable to target first for CBT destinations in COMCEC member countries. The similarities in culture rooted in the Islamic values and way of life would provide a level of comfort for travelers from other Islamic countries. The differences in architecture and intangible aspects of culture can be used as attractions since experiencing and learning about different cultures is an important tourist motivation. So, the equilibrium of familiarity and novelty provided to potential travelers from other Islamic countries can be cultivated to achieve goals effectively and efficiently in the short run. However, in long run strategies, targeting other countries with different religions and cultures to generate positive public opinion about the true nature of Islam needs to be implemented as an integrated goal of international diplomacy.

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2.3.2. Identifying the Marketing Mix

The commercial viability of the CBT product depends on the strength of the broader destination as well as successfully defining the marketing mix elements of the CBT destination. Based on the identified markets and their characteristics, the product, the prices (packages, discounts, group deals etc.), distribution and promotional channel links need to be identified and developed to effectively and efficiently reach these groups to promote and sell the products that they desire.

The core of the product needs to be unique with a curiosity element surrounding the culture and way of life of a group of people different from the majority (e.g. Circassians and Yoruks or nomads in Turkey). The product does not have to be based on a natural attraction. A holistic approach with consultation with locals would reveal a potential tourism niche in the form of a particular attraction such as:

- Products for basic human needs with a local difference (e.g. bread making),
- Authentic demonstration of an indigenous production process (e.g. pottery),
- Processing of primary agricultural products (e.g. sugar cane processing),
- A unique activity based on a unique natural resource (e.g. whale-watching),
- A well-organized event (e.g. seafood dinner).

2.3.3. Identifying Human and Social Capital Needs

Lack of human and social capital is one of the biggest threats to the success of CBT destinations. For example, a Bushmen grassroots approach did not work in Botswana; thus it became necessary to first build the capacity of local and national organizations to assist Bushmen (SNV, 2001). Therefore, systematic education and training programs geared towards different segments of the community is of paramount importance, initially to have a good start and continuously to sustain the success by maximizing the benefits and minimizing the costs.

Continuous education and training for capacity building is needed at both the individual and institutional level, within government, civil society and the private sector to acquire the necessary skills for management, marketing, strategic planning and organizational development. Effective education, training and information is needed to acquire community spirit and volunteerism from the start to the end, as well as to provide them with commercial orientation and business savvy skills while keeping the core values, norms and morals necessary to maintain the authentic character.

Depending on the development phase of the destination, education needs may be different for the initial stages versus during the development and implementation phases. In the initial stages, emphasis may be needed on increasing awareness and sensitizing locals for full participation in situation analysis and for clear understanding of potentials of CBT development, for realistic economic expectations, and keeping environmental and socio-cultural sustainability in perspective.

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Since tourism product consumption is highly labor intensive with high levels of social interaction, intense skill development is needed. Particular attention needs to be given to training of those with daily face-to-face interaction with tourists such as, servers, guides, front office workers, and cab drivers. Continuous education and training for sustaining the skills is critical for sustaining the success. Box 6 displays potential areas of education and training campaigns and programs for human and social capacity building.

Box 6. Potential Areas of Education and Training Programs for Human and Social Capacity Building

- Raising community awareness and sensitizing about tourism benefits and costs to acquire participation
- Building social capital- partnership and networks with creativity, motivation, initiative, management and marketing skills.
- Building a community that is enterprise and business savvy- human capital development in skills, knowledge, experience and willingness to learn and improve
- Individual and institutional capacity building in:
 - Appropriate business conduct-managerial/supervisory/operative level
 - Ethics and social responsibility
 - Leadership
 - Planning and different types of plans (business plan, marketing plan, strategic plan)
 - Tourism and hospitality marketing
 - Book-keeping
 - Managing people
 - Specific skills (tour guiding, front office operations, housekeeping, f&b services, service delivery, service recovery, customer satisfaction, interpersonal skills)
 - Cross-cultural communication (personal space, eye contact, mimics and gestures)
 - Language skills
 - Managing sustainability
 - Maximizing benefits of tourism (how to use additional income)
 - Minimizing costs of tourism (how to avoid littering in the neighborhood)
 - Coping with change that comes with tourism
 - Dealing with outsiders

Source: Authors' compilation from diverse information sources

2.3.4. Identifying Policy Framework Needs

CBT endeavors can be waste of scarce resources if not supported by a government with a solid policy promoting CBT. The government has to have a responsible leadership role and provide continuous psychological, financial, technical and educational support in all steps of CBT development.

The government is the key in local governance, which needs organizing and building partnerships within the community and between the community and external agencies with continuous communication. It can ensure collaboration and coordination of all

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stakeholders to create a shared, long term vision of tourism and economic development by avoiding the exclusion of marginal groups and eliminating traditional divisions and tensions in communities. The government is instrumental in building and strengthening appropriate community institutions and making them more accountable and transparent to ensure the wider community benefits.

Additionally, the government has the means to provide initial and ongoing technical assistance for individual and institutional capacity building, feasibility studies, dissemination of information generated by research accumulated knowledge, experience and know how to benefit the locals. Furthermore, the government can develop the necessary infrastructure (roads, sewage, electricity, and telecommunication) to form an attractive tourism product as well as avoid the vulnerability and risk from natural disasters such as storms, hurricanes, droughts etc. The government's will for empowerment of locals after capacity building defines the level of actual empowerment felt by locals.

However, the government's support and political will to provide such financial, psychological, and technical support is possible with a compelling and enabling policy document, programs for licensing and certifications in place. Therefore, during the visioning and planning stage, government attitude and political will as well as policy frameworks need to be analyzed to identify needed educational activities for government officials, as well the needed policy adjustments to enable government officials.

2.3.5. Identifying, Applying for and Mobilizing Financial Resources

The livelihood of a CBT endeavor depends on its financial resources. Locals may not have financial ability in actualizing infrastructure improvements and enterprise development, even at small and medium levels. Therefore, soft loans, micro loans, government subsidies, local or international grants, as well as donor contributions are usually needed to gain the needed acceleration for a typical CBT development. Locals' political connections, partnerships, and networking with other stakeholders, including NGOs and donor organizations is critical in acquiring all potential funds to develop a resilient CBT case.

The amount of needed funds depends on the destination development stage, which is identified, earmarked, and applied during the planning stage (with a business plan in place), and used during the development stage onward. Acquiring external funding is known to have a better chance when the community has a strong sense of local ownership of the CBT endeavor, involved in making financial or in-kind contributions.

Government institutions, the private sector, or Non-Governmental organizations (NGOs) may provide start-up funding. More substantial financial assistance along with technical assistance can be acquired from major international organizations such as the World Bank, International Finance Corporation (IFC), the European Union (EU), the World Wildlife Fund (WWF), the Nature Conservancy, International Union for Conservation of Nature (IUCN), SNV, HELVETAS, the United Kingdom Department for International Development (DFID), United States Agency for International Development (USAID), Canada International

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Development Agency (CIDA), and the Asian Development Bank. Appendix B provides a short list of major networking and partnership organizations.

External funding can be acquired from these organizations to be used for establishing the prerequisites of tourism development, set-up of partnerships, developing skills (education, training), and building infrastructure. However, business ventures cannot depend on such external funding as direct subsidies to the enterprise; donor funds cannot extend along the lifespan of developing such business ventures. Therefore, other sources of funds need to be identified and acquired.

Some financial costs can also be avoided by in-kind support from government, NGOs and donor organizations by taking care of some of the management or marketing tasks for the CBT ventures, especially helping with business and marketing plans for locals to successfully secure loans when needed. Soft loans, micro financing, long term credits are choices for the locals to set-up their businesses; however, institutional support needs to be in place as a friendly loan application process for these locals. Government policy and encouragement of lending bodies, as well as lenders' assistance with more reasonable loan programs would define locals' courage and initiative, as well as their success level in seeking available loans and credits. Box 7 provides different ways that a government can create an enabling environment for CBT development as a part of the country's national development strategy.

Box 7. Ways that a Government Can Create Enabling Environment for CBT Development

- Technical help with the business/site owner/investor in preparing sound business and marketing plans and book keeping needed for successful loan application
- Regular sensitization workshops for the lenders,
- Fiscal incentives to encourage financial and non-financial institutions to invest in CBT projects (e.g. tax breaks)
- Emphasis on the socio-economic (livelihood) and environmental impacts of CBT
- Encouraging schools and government institutions and organizations to visit and patronize existing CBT products

Source: Authors' compilation from diverse information sources

Besides the government, lenders also have a critical role in locals' courage and initiative and success level in applying for funds. Box 8 lists the factors that lenders need to pay attention in order to establish an encouraging fiscal-assistance platform for the locals.

Box 8. Factors that lenders need to pay attention to in order to establish an encouraging fiscal-assistance platform for the locals

- Understanding attitude for the sensitive CBT conditions
- Reasonable time frames for processing loan applications without delays.
- Flexibility in criteria, terms, conditions, rates of interest/financing rate, and payment plans.
- Soft loan packages, with a moratorium and creative repayment terms.
- Special financial packages to suit the needs of the site owners/investors.

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However, in order for lenders to provide such an encouraging fiscal assistance platform for locals, the projects (proposals, feasibility studies, business plans) need to be thoroughly researched, prepared and professionally presented to financial institutions. Besides, good record-keeping is critical as it demonstrates good management practices by investors, owners, potential borrowers, and creates a good impression in the minds of lenders.

A more market-driven approach could be to go public for the CBT funds, which could generate a high visibility, word-of-mouth and long term success, depending on the success potential of the CBT product.

2.3.6. Identifying Monitoring and Control Criteria and Mechanisms

Depending on the goals and objectives identified at the situation analysis phase, some criteria for control and monitoring with appropriate measures and mechanisms need to be identified before investing in and implementing plans. There are some criteria already established for measurement of sustainability in each issue area (environmental, socio-cultural, economic, etc.) by different organizations. Those criteria can be adapted to the specific characteristics of a CBT site. Table 7 provides some of those criteria to measure some of the business issue areas developed by Netherlands Development Organization (SNV).

Table 7. Some criteria to measure business issue areas

ISSUES	POTENTIAL INDICATORS
	Average expenditure/length of stay = average spend per visitor by type
VISITOR	Occupancy rates of licensed accommodation per month
FLOWS	Total number of tourist arrivals (mean, monthly, peak periods)
	Change in number of guest nights at commercial accommodation
TOURIST	Level of satisfaction of visitors
SATISFACTION	Percentage of returning visitors
	Perception of value for money
MARKETING	% arrivals from largest market
IMPACT	Amount spent on marketing per visitor
	Change in number of hits to promotional website
	Businesses offering tourism services as % of all businesses
BUSINESS	Value of new foreign/resident applications for hotel development per year

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PERFORMANCE Longevity of tourism businesses (rate of turnover)

Cost/price ratios of accommodation, attractions, tours and packages compared to industry/competitors

Source: SNV

For a full list of all control criteria, see “A Toolkit for Monitoring and Managing Community-Based Tourism” at http://www.snvworld.org/sites/www.snvworld.org/files/publications/a_toolkit_for_monitoring_and_managing_community-based_tourism.pdf

2.4. Development and Investment

After finalizing the CBT brand concept with its color, logo, slogan and personality, planned steps, actions, and tactics are implemented and necessary investment is made (financial, time, effort, hope) during this stage. Some plans may be implemented as originally planned but some plans may need to be modified in the process due to changes in the environment.

2.4.1. Policy Framework Adjustments, Standardization and Certification

An integrated policy document is formulated from macro to micro level government to aim participatory planning, development and management. The document is supposed to promote CBT with clear principles, goals and a step-by-step program, specific action plans on increasing local representation, prioritizing their needs and interest in planning, promoting benefits of communal land to locals, enhancing locals’ right over natural resources and communal land, supporting local enterprises, investing in communal lands, areas, and natural resources. The Republic of Namibia has developed such a policy document in 2005, which can be used as a benchmark by other countries that need similar enabling policy changes to promote CBT. Box 9 lists some areas that an appropriate and enabling policy framework is supposed to focus on.

Such a CBT promoting policy document, however, does not guarantee application of its principles, steps and actions per se. There could be a discrepancy between the officially declared policies and the actual implementations by governments. (Mershen, 2007). Such a gap between the official statement and reality can be detrimental on locals’ trust, motivation and commitment regarding the CBT endeavors.

Box 9. Some areas that an enabling policy framework is supposed to focus on

- enable local governance and equity in local participation in planning, decision-making, development, investment, ownership,
- provide land tenure and access rights to common property resources ,
- allocate and mobilize financial resources,
- provide loans with reasonable terms for the locals,
- allow tax breaks to encourage investment,
- legalize and license CBT enterprises,
- assign reasonable and necessary standards that ensure tourist safety,
- develop certifications necessary for quality, visibility and reputation,

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- develop and allocate resources for prestigious awards for quality products and tourist satisfaction,
- provide licensing, certification, standardization for safety and security assurance,
- make necessary adjustments on policy of recruitment, training and registration of certain personnel such as tour guides (can be different for different countries).

2.4.2. Human and Social Capital Development

Empowerment of locals should come after awareness and capacity building through training and education. Governments, donor organizations and NGOs are the key players in developing campaigns, educational and training programs for human and social capital development. Public diplomacy is a very important aspect of destination development. Public diplomacy should be utilized to manage public attitude, and to increase awareness and support among the general public through media, training programs, festivals and conferences. Effective public diplomacy motivates locals and Diasporas to volunteer as destination ambassadors.

A formal means of education is available in local schools can be utilized in developing capacity and skill building training courses and workshops. In addition, the religious authorities and other opinion leaders such as retired officials and respected elderly can be the distributors of educational messages through informal education techniques. The embrasive and tolerant nature of religious and cultural values can be highlighted to prepare the locals for meeting people from other nations with different religions and cultures. Educators can be composed of any authority that the locals would trust and be open to listen and change.

2.4.2.1. Development of an All-inclusive Community Organization

As part of social capital development, information, education and training of the locals need to be supported by development of an organization responsible for overseeing the CBT destination. Regardless of the size, communities are heterogeneous in profiles with differences in traditional power, political power, economic power, ethnicity, and social status, which are potential sources of conflicting interest and/or resistance to development. The existence of government, donor, or NGO representation in CBT development may not fully prevent issues from arising or resolve those that have arisen. Therefore, depending on the local structure, a local organization, similar to “Trust” in African CBT cases, may be needed. The organization needs to be representative of different groups and transparent in guidance of locals for:

- transfer of management roles and responsibilities from the development facilitators (government, donors, NGOs) to locals
- resolving issues of resistance and conflicting interests by persuasion and community agreement rather than regulation
- sustainable use of resources and public land, in distributing, monitoring, redistributing, legislating and enforcing

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- equitable distribution of benefits, inclusive of the deprived individuals and groups

2.4.2.2. Development of Network and Partnerships with Educational Institutions

Social capital development with networking and developing partnerships with educational institutions and their collaboration is critical as they can support a CBT destination by supplying:

- educated labor in the form of volunteers, interns, and part time or full time employees,
- tourism demand, especially for the slow season- student trips for educational or entertainment purposes,
- research skills- generation and dissemination of knowledge for sustainable CBT development, using the CBT site as a research lab to measure the impacts of tourism (resident attitudes, economic impact, environmental impact).

2.4.2.3. Educating Tourists

Before pursuing face-to-face interaction with hosts, tourists need to be familiarized about the local culture and customs, rules of behavior, and values to create understanding and avoid potential cultural clashes. Social norms and rules of behavior regarding time and space need to be communicated to tourists. They need to be sensitized to pay attention to critical values and rules of behavior so as not to insult the locals; and locals need to be educated to tolerate occasional mistakes and mishaps. Tourists need to be warned against excessive bargaining by reminding them of tourism's role in locals' livelihood. The educational tools and facilitators for the locals can be used for tourists as well. Continuous reminding of certain rules of behavior should be done by strategically placed signage around the CBT site. Box 10 displays a sample Code of Ethics for Travelers that can be utilized for this purpose:

Box 10. The Code of Ethics for Travelers

- Learn local language.
- Spend money locally.
- Learn about local customs.
- Travel in a spirit of humility.
- Do not make false promises to your hosts.
- Have a genuine desire to learn about hosts.
- Ask for permission to avoid intrusion and violation.
- Be generous, the 'bargains' are possible with low wages.
- You are one of many tourists, do not expect special privileges.
- Remember you don't know all the answers, listen and observe.
- Avoid picking, removing or damaging wildlife and environment.
- Remember local time and space concepts are different from your own.

Adapted from the guidelines prepared by the Center for Responsible Tourism (www.icrtourism.org), available at <http://livingheritage.org/tourist-ethics.htm>

2.4.3. Marketing Mix Development (Product, Price, Place, Promotion)

The marketing mix elements need to be developed by keeping the cultural and environmental integrity. Extra caution is necessary while developing small and fragile communities, and shortsighted management attitude that could sacrifice the local integrity for quick economic gains needs to be avoided.

2.4.3.1. CBT Product Development

Not all potential resources, attractions, activities and services can be turned into actual products. Based on the available resources (financial, human, information, physical), the most feasible products may need to be defined and polished to offer an attraction for tourists. The choice of products would depend on the SWOT analysis, the strengths being utilized to harness some opportunities in the environment while working on improvements in order to eliminate the weaknesses that might otherwise lead to any impacts brought on by threats. For example, based on the situation analysis through discussions and feasibility studies through multiple phases and steps followed in the Uganda CBT case, the resources of the project were channeled to actualize one good tourism product: the Buhoma village walk. It included bird watching sites and the handicraft workshop incorporated as sites on the walk. It was managed by an enterprise group composed of eight guides from the local community and a number of households managing the tourist stop sites. The underlying premise of using a resource as a CBT product is that the income and employment opportunities generated as a CBT product outweighs alternative uses of the resource (e.g. animal husbandry and agriculture). Box 11 displays a list of critical factors that define the feasibility of the CBT products.

Box 11. Critical Factors that Define the Feasibility of the CBT Products

- Developing CBT as an add-on product and activity and linked and integrated to the mainstream tourism, especially in countries distant from the main tourist generating countries.
- Developing the product with a local flare but keeping the target demand in perspective. Matching the product and service with the visitors' expectation to achieve satisfaction sustainably without damaging the true nature of the product. Staying true to the nature and requirements of a product (e.g. no TV at a bird watching site)
- Continuous investment to keep the product dynamic and to respond to the consumer needs and expectations while keeping the natural, cultural and heritage integrity of the authentic core product. Diversifying and developing the product with innovative addition of services, products and special events. Augmenting static attractions with dynamic supplements through special events and festivals.
- Staging may be necessary to sustain the authenticity of the core product when the increasing demand poses a threat to the authenticity. Potential trade-offs may be needed between authenticity and income-generating activity, especially when demanded handicrafts are not authentic local products.

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However, the product needs to be presentable and adding value to the mainstream tourism products with the basic elements present including, clean environment and inviting and hospitable residents. Although the core of the product that the target visitors need may already exist, peripheral and auxiliary elements may not be in place and need to be developed to complete the product (e.g. public water closets, public transportation, pavement on the side roads etc.). Product development may include cleaning and beautification of existing elements of the destination product such as streets, parks, and open areas. It may also require deletion of unsightly and unfitting parts such as rundown buildings, trash piles and open sewage areas. The addition of necessary elements such as flower beds, walkways, trees on the streets and more substantial structures such as information centers may also be needed. In modifying and cleaning the environment, the unique structure of the living environment, architecture and cultural integrity needs to be kept in perspective.

Some infrastructure development, such as road construction can be seen as a threat for the natural and cultural integrity of a CBT destination (e.g. the Peru case). However, the needs of the locals also need to be considered in evaluating development choices. Development of a road close to a rainforest may mean reduced wildlife experience for the tourist but it also means better access to basic life sustenance means such as hospitals, schools, shops for the locals. Any attempt to stop or delay such basic development from happening will only generate resentment and resistance in the local community and withdraw their support tourism development. Therefore, a better approach would be supporting infrastructure development for the greater good of the community living in the environment.

2.4.3.2. CBT Product Pricing

Different pricing strategies exist to define the right price for CBT products, based on supply side aspects such as the uniqueness of the product, production costs and expected profits, demand side aspects such as willingness to pay and price elasticity and other factors such as substitutability of the product. Also, based on the stage of the product development, different pricing strategies can be defined for different objectives; market skimming initially vs. market penetration later. Any of these strategies can be applicable depending on the CBT destination characteristics, its competitors and external factors, as long as they are in line with the CBT destination brand and its objectives. To enhance the economic benefits, prices can be formulated to target high yield market segments. However, lower yield market segments should not be totally overlooked since they could also be the serious culture tourists who can provide optimum benefits for CBT destinations. Although discounts can be viable tactics during the slow season, prices should not be lowered to the point of compromising quality in perception.

There are clear differences between mass tourism and CBT in pricing. Some pricing strategies such as all-inclusive packaging that are ubiquitous in some mass tourism destinations, should never be attempted for CBT due to the inherent conflicts in philosophy. Nonetheless, some pricing strategies that can never be seen in mass tourism destinations can be strategic options for CBT destinations. For example, free entrance and

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use of products offered to locals, especially elderly and other needy groups can be valuable tactics in sustaining locals' support and voluntary contribution.

2.4.3.3. CBT Product Distribution

Based on the target market, CBT products need to be made available for attention and purchase at the right channels and links. The channels of communication and transaction are different for each of the following potential CBT target groups: international fly-in, self-drive, backpackers, expatriate residents and business visitors. The right combination of distribution choices (travel agencies, tour operators, Internet distributors, Global Distribution Systems (GDS) and Computerized Reservation Systems (CRS) can be utilized for reaching the right markets. Of particular importance in reaching the most viable and appropriate segments is developing relationships and links with other industries and sectors, and different producers such as staff, neighboring communities, land-holders, producers of food, fuel and other suppliers, operators of micro tourism businesses, craft-makers, other users of tourism infrastructure (roads) and resources (water) etc.

2.4.3.4. CBT Product Promotion - Integrated Marketing Communication (IMC)

Promotion activities need to be directed to the right target groups for effectiveness and efficiency. Due to the limited financial resources available for promotion of a typical CBT product, opportunities for low cost and or free promotion need to be harnessed effectively. Box 12 provides a list of free or low cost choices of promotion for acquiring awareness and visibility, thus interest and visit.

Box 12. Free or Low Cost Choices for Promoting a Destination

- Seeking national and international certificates and awards especially from independent non-government organizations to induce safety and security perception, quality perception, visitor confidence, enhance visibility, reputation, and image, and thus branding (e.g. Green Globe certification, International Eco-tourism Standard),
- Holding unique special events for free publicity and boost local and international visibility,
- Participating in tourism shows and joint ventures to create awareness,
- Word-of-mouth advertising through satisfied customers for efficiency in marketing,
- Using fam-trips and offering packages and discounts, during the slow season,
- Promotion through print material of travel agencies/ tour operators,
- Promotion through web sites and online social media (Facebook, Pinterest, Youtube, Twitter, Flickr etc.).

Internet resources, especially social media platforms such as Facebook, Pinterest, LinkedIn, Flickr, Twitter, Google+, and YouTube, can be cultivated for marketing purposes as well as networking and sharing of knowledge, experience, know-how and lessons learned among the site managers, entrepreneurs, decision makers, researchers and other stakeholders. These social media platforms can be instrumental in creating collaboration, cohesion and harmony among stakeholders besides information distribution in target markets.

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In conducting the above promotional tools, integrated marketing communications (IMC), with the same brand elements, need to be utilized for effective and efficient branding of CBT destinations. IMC unifies different promotional messages into a concerted message and enables formation of a concrete CBT brand distinguished among others in consumers' minds.

2.4.4. CBT Product Launch

The CBT product launch needs to be strategized in terms of time; for a successful launch, the opening of the tourism season may be strategic. For the product launch to be smooth and successful, the CBT product needs to be free of conflict in objectives (environmental, social financial) and intergroup conflicts, well-linked to other industries and sectors, and producers, supported and supplemented by donor-driven efforts and market-led private enterprises. Such entities are guided by market opportunities and understand the highly competitive and sensitive nature of the tourism industry.

For successful launch and continuation of CBT products, volunteers are critical including, locals, Diasporas, expats from different countries living close to the destination and even others (e.g. young groups, study abroad potentials, or other students from different countries). Some tasks in which volunteers can provide valuable contributions include, long distance tasks of information dissemination on the Internet, specifically social media, help with the online and print material, help with educating the locals, and involvement in environmental cleaning and beautification activities. Therefore, CBT websites should include encouraging messages and attractive incentives for potential volunteers to get involved.

2.5. Monitoring and Control

The control and monitoring criteria and mechanisms identified at the Planning Stage (based on the goals and objectives) is utilized to check if all went as planned from micro level business activities to macro level destination development. If things changed at the implementation stage and plans were modified, these need to be noted for a more realistic assessment and evaluation of results. Also, necessary adjustments on the next plan are made with the feedback acquired at this stage. Monitoring progress and controlling results need to be done both to assess progress towards the stated goals and compare progress against benchmarks and milestones to make assessment of needed adjustments accordingly. Partnerships with researchers and academia is critical at this stage since their research skills can also be used as an in-kind support to evaluate all sustainability criteria to include socio-cultural, ecological, environmental, and economical.

As was mentioned before, strategic partnerships with educational institutions and academia is needed to conduct continuous research to control and monitor for improvement and sustainability. They can provide valuable contribution in providing

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market intelligence for enterprise and business sustainability as well as for ensuring full participation from locals by providing information on:

- Product and service quality,
- Market trends in consumer expectations, preferences, satisfaction, and intentions,
- Internal community issues such as negative attitudes toward tourism, dissatisfaction about roles and responsibilities, inequity, jealousy, perceived lack of transparency,
- Critical sustainability factors
 - economic (jobs, income),
 - social and cultural (values),
 - environmental and ecological (flora, fauna, waste management, biodiversity, carrying capacity).

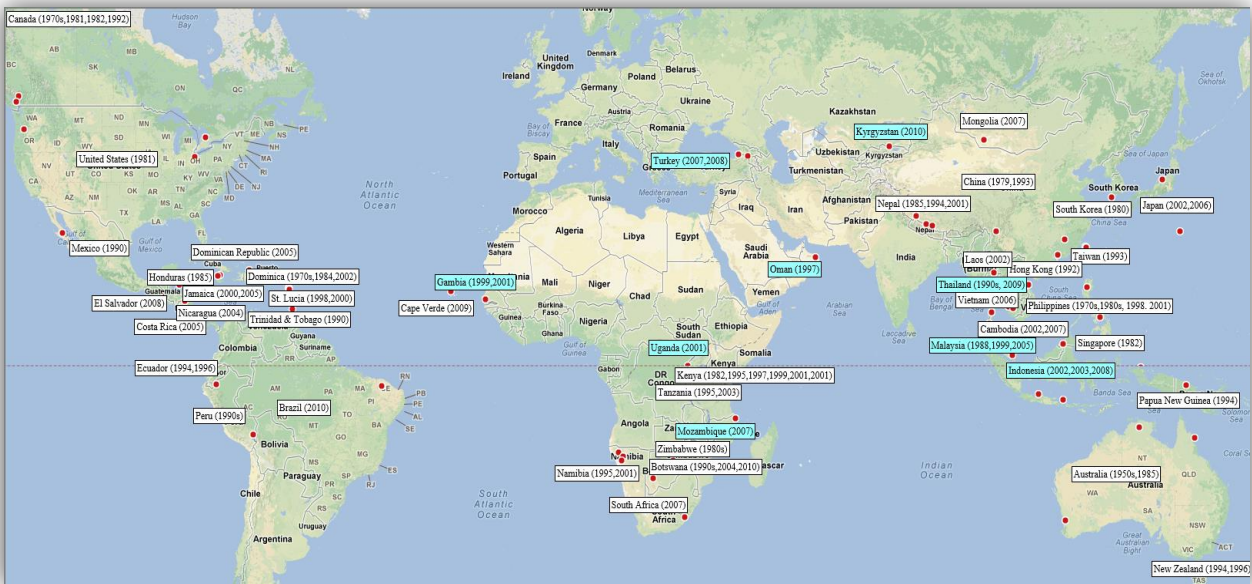
The socio-cultural, ecological, environmental and financial resilience of the CBT site /project has to be monitored. A critical success factor in financial resilience of the CBT is that once the ventures start making profits, a portion of profits should always be reinvested in the community by sharing among the community, hiring more locals, buying local products, and, more importantly, improving the CBT product. These factors, as success criteria, need to be measured and evaluated as well. However, the point of break-even and turning profits may take a long time and a lot of hard work. Therefore, locals' perseverance, persistence, commitment and resilience in times of trials and errors are extremely critical.

3. COMMUNITY-BASED TOURISM: WORLD CASES

Several cases from around the world were analyzed for this book as listed in Appendix C and mapped in Figure 4. As was mentioned in Section 2, the CBT development steps, strategies, and activities depend on the locality and its characteristics including the geographic, social and cultural context, economic development stage, tourism development stage, besides a plethora of other factors. Therefore, cases of CBT development projects applied and reported from around the world are unique in the steps of development, participant stakeholders, products, and the outcomes of the development in terms of benefits and costs of CBT.

However, based on the development stages of the countries, each case can be placed on Butler's (1980) "Tourism Area Life Cycle (TALC) Model" seen in Figure 1 in Section 2. Generally, CBT cases from less developed countries reflect examples of CBT development for destinations during its exploration stage (e.g. Xai/ Xai/ in Botswana) where the destination is developed from scratch with a CBT development approach. On the other hand, cases from developed countries (e.g. Baffin Region, Chemainus, St. Jacobs, and Kyuquot Sound area in Canada) reflect examples of destinations using CBT at the stagnation stage. The implementation of CBT at this stage is used to understand the causes of stagnation, usually through analysis of stakeholder opinions related to problems rooted in the socio-cultural structure of the destination. Once the problems and causes are unveiled the knowledge gained from implementation of a CBT program is used to try and rejuvenate the destination.

Figure 4. The map of cases analyzed for this book (blue from COMCEC member countries)



Besides, some cases are about development of a group (CBT organization) rather than a destination. As CBT gained importance and recognition globally, organization of CBT

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associations, networks and groups have accelerated. Some of the successful organizations include:

- Namibia Community-Based Tourism Association (NACOBTA) - established in 1995 (<http://www.namibweb.com/community.htm>)
- Indonesia Ecotourism Network (INDECON) - established in 1995 (<http://www.indecon.or.id/>)
- Cambodia Community-Based Ecotourism Network (CCBEN) - established in 2002 (<http://ccben.org/>)
- Kyrgyz Community Based Tourism Association - “Hospitality Kyrgyzstan” (KCBTA) - established in 2003 (<http://www.cbtkyrgyzstan.kg/index.php/en/>)
- Thailand Community based Tourism Institute (CBT-I) - established in 2006 (<http://www.cbt-i.org/main.php>)

Another discrepancy is in the amount of details provided in each case. The published material on CBT cases is not identical in coverage; some cases have minimal information while some have extensive as in cases of Netherlands Development Organization SNV (2001). However, some cases do provide good lessons and especially best practice points, which are summarized below thereby covering the most relevant aspects of CBT. Besides, several cases discussed as examples of CBT development may not be considered as typical CBT cases since formation of CBT development occurred as a natural evolution of destination with a local and cultural flare (St. Jacobs, Canada), or a local persons being influential and instrumental in the development (e.g. Chemainus, Canada and Breitenbush Hot Springs, USA) without a purposeful CBT development framework. Regardless, all cases provide insightful information in terms of beneficiaries, resources, challenges, benefits, and costs of CBT development.

3.1. Beneficiaries in CBT Cases

CBT initiatives usually focus on local communities within a specific geographical location. Target groups are usually the local inhabitants who are the indigenous population specific to a particular region. The majority of such target groups are characterized by certain ethnic, cultural and demographic backgrounds (e.g. the Tagbanua population of Coron, Philippines). However, it is also likely that the target groups of CBT programs are ethnically or culturally heterogeneous but underprivileged in some sense.

3.2. Resources, Attractions and Activities in CBT Cases

Elements that constitute tourism resources in CBT cases are diverse. For instance, in destinations across Africa and Asia, natural landscape, the diverse and unique flora and fauna are often the major pull factors for community-based tourists. The integration of the natural life into tourism occurs in the form of safaris (e.g. Kenya), mountain tours (e.g. Brandberg Mountain in Tsiseb, Namibia), hiking, trekking, boat trips across lakes and rivers, wildlife/bird-watching, etc. Equally important are the elements of intangible culture that belong to the community. For example, local arts and crafts, cuisine, rituals, dance and

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ceremonies could be utilized as CBT attractions. For instance, in Tumani Tenda, a village in Gambia, local cultural dance and marriage ceremony events are among the top attractions offered by the community in a CBT initiative. Similarly, in Taquile Island of Peru, the traditional woven artifacts are significant parts of the tourism supply.

While finished cultural products serve as tourism resources, experiencing the production of local products that are a part of the culture may constitute heritage attractions for some tourists. In Taiwan, pottery and noodle making are among the activities that can be experienced by community-based tourists. In Australia, tourists can watch the traditional basket weaving and fire making by the indigenous Jawoyn people. Even agricultural production processes could be turned into attractions, such as fishing (Seongeup Folk Village in South Korea), milk production (Mongolia) or coffee production (Bali, Dominican Republic). In terms of accommodation, local home-stays are commonly offered to visitors as a means of experiencing the authentic local life-style (e.g. Kyrgyzstan; Bario, Malaysia; Chambok Eco-tourism Site, Cambodia; Koh Yao Noi, Thailand).

3.3. Challenges Faced in CBT Cases

In-group variations could be the cause of pre-existing conflicts that might prevent cohesion and cooperation amongst the community that is necessary for a CBT initiative to start. The power relations among the local groups in Tsiseb, Namibia constituted a challenge for all segments of the population to equally participate in tourism activities. Barriers of the caste system posed similar challenges in a CBT initiative in Humla district of Nepal. Other typical barriers such as public diversion due to low economic benefits from CBT are common across different cases.

3.4. Benefits Reported in CBT Cases

Benefits in the form of economic, environmental, social and cultural are reported in cases. Job creation and employment are important economic benefits as for many community members employment means stable jobs and regular income generation (e.g. CBT initiatives in Costa Rica, El Salvador). One important point is that the extent of the economic benefits is affected by how much of the income is retained within the community. Namibia is a good example in this respect. Economic injections also benefit the development of small businesses (e.g Umphang District of Thailand) as well as strengthening the existing small businesses. The inflow of tourism creates opportunities for the established businesses. Tourism has the potential to facilitate the target market expansion for local products. For example, the increased tourism inflow in the Taquile Island of Peru, contributed to the fame and income generation capacity of the traditional weaving practices. Also, some areas of skill development in locals through CBT development are reported: tour guiding (Kenya, Dominica), entrepreneurial skills (Namibia, St. Jacobs-Canada), foreign language skills. Furthermore, substantially positive change in protection of natural environment and wildlife were observed in CBT cases in Namibia (Kunene Region), Philippines, Cambodia (Chi Phat Eco-Tourism Site). Safeguarding the tangible and intangible cultural heritage of the community is also among

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the positive outcomes of CBT initiatives (e.g. Songup Folk Village in South Korea; Mennonite culture in St. Jacobs).

Many of the cases reveal the expected benefits of CBT. However, when underlining premises that are overlooked, CBT practices can also incur negative economic, socio-cultural or environmental impacts on the community and the destination.

3.5. Costs Reported in CBT Cases

Some of these negative impacts discussed in the CBT literature include:

- Disrespect by tourists towards the privacy of local community;
- Reduced quality of life for the community due to high tourist traffic;
- Inadequate or limited overall economic benefits for the local community;
- Unfair distribution of benefits among the locals;
- Growing drinking problems among the locals;
- Economic dependence on external funds;
- Worsened intergroup conflicts;
- Economic leakages through the outsourcing of goods and services;
- Negative impacts on nature from tourist traffic;
- Disruption of local practices (e.g. fishery) and access to communal land by locals;
- Erosion/loss of cultural identity of the local community;
- Increased economic costs of heightened natural protection measures.

CASE 1 – Thailand: Koh Yao Noi Community Based Eco-tourism

Koh Yao Noi Community Based Eco-tourism was initiated in the 1990s by the local small fishers as a way to stop and remedy the damage done to the natural environment by commercial and illegal fishing in the area, as well as bettering the living conditions of the local community. Comprised of fishers, the local community has adopted a grassroots CBT development approach where the locals are the decision makers. The primary beneficiaries for the tourism returns are the local community and the natural environment.

The bottom-up community-based organization among the villagers resulted in the establishment of Koh Yao Noi Eco-Tourism Club (KYN CBT Club). The club has facilitated villagers' participation in the planning and management of the growing tourism movement in the region. The objectives of the club is stated in their website as 1) raising awareness about natural resource conservation; 2) encouraging local participation in tourism management; 3) creating more jobs and income opportunities for local people; and, 4) supporting proper sanitation, waste management, and safety in tourism.

The Responsible Ecological Social Tours (REST) Project, an initiative of the Thailand Community Based Tourism Institute has collaborated with KYN CBT Club to develop a model of tourism for conservation, community development and cross-cultural sharing.

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Responsible Travel and Conservation International is also cited as another partner for the project.

KYN CBT Club aims to carry out tourism activities that fits and reflects the local lifestyles. It also endeavors to educate the guests about the local traditions and customs, while raising awareness concerning the surrounding ecosystem for both guests and locals alike. Beach and island sightseeing, snorkeling, fishing, trekking, bird-watching, cycling, sailing, home-stays, tent camping and accommodation in bungalows are among what is offered to the guests. Additionally, the club promotes experiences with local culture and arts and cross-cultural experience between hosts and guests.

Benefits:

- Increased annual income for local households (up to 10%).
- Establishment of Koh Yao Noi Community Based Eco-tourism Club and sustainable support for its activities and bargaining power against private and public organizations (10% of the tourism earnings go to conservation and community development initiatives).
- Equal opportunity for all community members to participate in decision making through a rotation system.
- Improved living conditions and service quality for tourists.
- Preservation of local culture through education of tourists.
- Promotion of sustainable fishing practices.
- Protection of the ocean, local forests, and sea grass.
- Increase in local marine species.
- Prevention of commercial trawling.

Challenges:

- The threat of the negative effects from mass tourism in nearby destinations (Krabi and Phuket).
- Sensitivities of the local population.

Lessons Learned:

- Rotation System: the participation in tourism activities by the local families occurs through a rotation system through which equal opportunity for all is maintained.
- The need for diversification of income and environmental preservation to ensure sustainability.
- Collaboration is necessary among local communities, NGOs, private and public sectors.

Sources: (Asker et al, 2010, Koh Yao Noi Eco-Tourism Club, 2013; Thailand Community Based Tourism Network Coordination Center, 2013)

CASE 2 – Thailand: Ban Talae Nok Homestay Program

The Ban Talae Nok Homestay Program project was arranged by Andaman Discoveries, which puts emphasis on empowerment, training, and education and involvement of locals in their projects. CBT was proposed for the Ban Talae Nok village since villagers were concerned about the impact that conventional tourism may have on their traditions. The villagers, therefore, considered the authentic nature of CBT, which highlights culture and lifestyle, as a more sustainable form of income to that of conventional tourism.

Homestay Activities Schedule:

Day 1 - Upon arrival, tourists received a briefing on the organization and reviewed major components listed in the pre-departure guide (e.g. health safety, expectations of homes, etc.). Then, they were brought to the village where they were shown their room, which was located in a village house. This was then followed by a tour of the village and an information and question session.

Day 2 - After breakfast, the tourists had the opportunity to try producing typical Thai batik. In the afternoon, they participated in mangrove restoration with some of the locals. The tourists planted trees where the Tsunami had caused devastation. They learned to give a Thai massage. The evening activity included a barbecue for dinner on the beach with some of the villagers before dressing up in Muslim clothes, which was called a cultural exchange.

Day 3 - Participants went fishing with some villagers. After lunch, the tourists prepared for their departure.

A case study on preferences of tourists revealed that tourists' desire for authenticity as well as their interaction with hosts were the major draws for why tourists consume a homestay. The theoretical basis of the study was the "front and back" model, where the front is made up of what is obviously presented to the tourist, whereas the back is the area of the locals' private lives. It is assumed that having a "back" means that there is more to the culture than what meets the eyes, which is assumed to be the authentic and untouched, and is thus especially interesting to tourists as it includes "real life."

Tourists' evaluation of the activities in the homestay program revealed that the activities brought them closer to Thai traditions and learning of these traditions and participating in these activities could serve as a bridge between villagers and tourists. However, the tourists explained that the interaction between hosts and guests seemed sometimes stressed because of the lack of ability to communicate. Also, the activities were not always sufficiently explained and the tourists did not always understand what they were supposed to do. Tourists also mentioned that despite staying with Thai families, there was little interaction between the tourists and the hosts. This was due to tourists' having meals on their own with locals serving them. In the end, it seemed to some tourists that the locals

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were doing their jobs - an impression, which somehow collides with the expectation of finding “the authentic.” Tourists noted that parts of their experience seemed to be planned and part of an overall schedule. Still, the fact that tourists were part of the locals’ everyday life to a certain extent made it hard to decide whether their experiences were part of staged activities or if they actually gained access to the back (i.e. the ‘real’ culture).

The case study demonstrates that tourists’ motivation to participate in CBT stems from the desire to have unique and authentic experiences, which is supposed to be found in the everyday activities of locals that took place behind the scenes of tourism.

Source: (Dolezal, 2011)

CASE 3 – Botswana: Khama Rhino Sanctuary Trust

The Khama Rhino Sanctuary Trust in the Central District of Botswana implemented a unique Community-Based Natural Resource Management (CBNRM) program that involved the conservation of natural resources (e.g. rhinos) and the improvement of local community livelihoods. CBNRM programs were initiated in order to assist in the sustainable development of rural areas. The efforts of the CBNRM programs involve addressing some important developmental concerns in local communities where the conservation of natural resources is critical because most rural dwellers depend upon them to exist. The purpose of the Khama Rhino Sanctuary Trust program is to remain a community based organization that aims to protect and save rhinos and to bring about economic benefits for locals, through tourism and sustainable use of the available natural resources. CBNRM programs have evolved to be the focus of many developing countries in recent years (Sebelle, 2010).

In the case of Botswana, the CBNRM program of the Khama Rhino Sanctuary Trust has several main goals: 1) to protect the environment within the sanctuary and to protect and nurture endangered rhinoceros; 2) to establish, maintain and preserve the biodiversity within the sanctuary; 3) to generate revenue for the local community from tourism and other uses of the sanctuary’s renewable resources; and, 4) to provide environmental education to Botswana and to the general public. The program functions from 10 basic principles to ensure that the goals are achieved and that the benefits derived from the use of local natural resources are both conserved and benefit the local community.

Best Practice Point: A Code of CBT Conduct

The 10 basic principles as listed below provided a code of conduct, or a benchmark of right or wrong in evaluating CBT development decisions.

1. Decision-making authority must be at a community level,
2. Decision-making must be representative,
3. The community must be as small as practical,
4. Leadership must be accountable,
5. Benefits must outweigh costs,
6. Benefits must be distributed equitably,
7. Benefits distribution must be linked to natural resources conservation,
8. Planning and development must focus on capacity-building,
9. Planning and development must be coordinated,
10. The CBNRM process must be facilitated (Sebele, 2010).

Benefits:

- The Khama Rhino Sanctuary Trust is an important source of employment for local rural communities (i.e. employs locals at various levels of need).
- The sourcing and purchasing of goods and services from the local community has resulted in the small, medium, and micro enterprises as well as some informal sector operators to incur economic benefits from the Sanctuary operations and tourists that visit the Sanctuary.
- Tourists have increased their purchases of local arts and crafts that are sold in villages.
- The Sanctuary has significantly preserved and contributed to the increase of rhinos in the local area that generates more interest from the tourists.
- The Sanctuary was able to financially assist in the construction of a house for orphans in the village.

Challenges:

- Sanctuary's goals pertaining to revenue generation have not materialized for the local population as expected.
- Lack of a clear-cut benefits distribution plan to determine whether the distribution of benefits will go to individuals, households, or institutions presents a challenge for the above mentioned 10 functioning principles to guarantee success of a CBT program.
- The program is heavily dependent upon external donors.

Lessons Learned:

- In order for CBT enterprises to succeed the benefits from natural resource utilization should outweigh the costs in order to ensure the sustainability of CBT.
- A lack of a benefits distribution plan may have harmful consequences and may affect the overall success and progress of a CBNRM program.

Source: (Sebele, 2010)

CASE 4 - Costa Rica: Chira Island

A case study in Costa Rica on Chira Island was performed to determine if CBT could contribute to the wellbeing of rural residents through the development of economic linkages (Trejos and Chiang, 2009). As with any other form of economic activity, the developmental impacts of tourism depend on the interactions of tourism-related activities with both suppliers (backward linkages) and customers (forward linkages) in the provision of food, construction outputs, power supplies, transportation, and so on. In most developing countries, there are few links between tourism and local economic sectors, especially links to the large informal economy that sustains livelihoods in rural and urban areas.

The case study from Costa Rica demonstrates that CBT can be a catalyst in developing local economic linkages that may improve the economic conditions for locals. However, the case study also demonstrates that what devalues the economic linkages is the problem of 'leakages', or earnings spent outside of the local economy to support local tourism activities. Generally, this external spending occurs in distant or peri-urban rural contexts, most notably on imports of food and drinks, of capital and technology, as well as advertising and additional government expenditure on tourism infrastructure. An important lesson from this case is that in order to maximize the benefits of tourism development for rural communities, ways must be found to increase the utilization of local linkages especially those that have a higher impact on the local impact such as the purchasing of local food products and, where feasible, agriculture (Trejos and Chiang, 2009).

Benefits:

- This case did not generate significant employment opportunities but the CBT initiatives did strengthen existing employment positions and did promote the development of businesses (small and medium enterprises) by stimulating economic linkages that did spread to the wider community.
- There is opportunity for local government organizations, NGOs, universities (national and foreign) to perform leading roles in the training of local residents to improve CBT initiatives.

Challenges:

- Emerging destination communities are at a disadvantage in terms of skills, experience, and knowledge of the tourism industry; and, therefore, require institutional support for information, capacity building and networking opportunities relating to community based ventures.

Lessons Learned:

- The success of a CBT project depends upon the equitable distribution of surplus revenue that requires internal collaboration, effective leadership, and safe access to locations.

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- In order to maximize the economic benefits of CBT in an area, locals must wilfully purchase from existing businesses that can supply the goods and services needed to fulfil the tourist experience. This case represents a destination that suffered from economic leakages that reduced the multiplier effect. Therefore, most of the economic linkages that were expected to develop did not perform as expected.

Source: (Trejos and Chiang, 2009)

CASE 5 – Nepal: Annapurna Region

Langtang National Park staff and Nepali NGOs plan to manage a CBT program that promotes biodiversity, cultural conservation, and provides local's economic and socioeconomic benefits. The goal of this program is to help local communities of the Annapurna Region improve tourism services, properly manage the environmental impacts from tourism, and plan tourist attractions/activities that keep tourists in the area longer. The foundational effort of the CBT program is to financially motivate locals to conserve the natural and cultural environment through the profit that individuals and communities earn from tourist expenditures.

Women in the village of Langtang-Helambu (Nepal) have benefitted from the CBT program. Before the program, women in the village had a lower literacy rate (25% compared to men's 55%); had limited educational opportunities (girls often kept at home to help with household and farming chores when families cannot afford the nominal school fees); limited access to resources, lack of control of assets, and limited decision-making powers. However, with the implementation of the CBT program the tradition of the need for hospitality was necessary to entertain the tourists frequenting the area for mountain trekking. Because of this need, women in the village responded well to CBT project activities such as keeping the area litter free, improving lodging and cooking standards through educational training, initiating cultural activities for the tourists, and increasing their ability to read and write in order to communicate with the tourists.

Through education, the women also learned how to take payments from tourists, began to teach and practice cooking and sanitation in kitchens, proper garbage separation and disposal, developed fuel conservation practices, began to build toilets using local materials, learned basic English to talk to tourists and tour operators, and learned basic first aid procedures. The experiences in Langtang-Helambu (Nepal) seem to suggest that women's participation in CBT may build community self-reliance and a gender appreciative approach to sustainable resource management (Lama, 1999).

Benefits:

- Educational opportunities for women increased.
- Sanitation practices improved in the villages.
- Conservation of natural resources became an important initiative.

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- Local villages were cleaned (e.g. litter and garbage removed).
- Empowerment of women through increased employment and decision making roles.

Challenges:

- Promotion of the CBT program because of limited resources.
- Difficulty in determining who should benefit from the profit made by tourists (e.g. community vs. individual households)

Source: (Lama, 1999)

Best Practice Point: Feminine input

Women's participation built community self-reliance and a gender appreciative approach to sustainable resource management.

CASE 6 – Australia: Manyallaluk

An Aboriginal community located in the Northern Territory of Australia, Manyallaluk, has flora and fauna that is unique to the area as well as a rocky landscape. The area is owned and operated by the indigenous Jawoyn people.

Community-based tourism development in Manyallaluk has developed over decades of long local control in the area. The Jawoyn Association initially oversaw the development of tourism and was first founded in 1985 to promote the economic interests of the local population. Over the years, the Association assisted in establishing tourism businesses that focused on the local Aboriginal culture. In 1993, the Manyallaluk Aboriginal Corporation was formed and took full control of the management of the tourism activities in Manyallaluk. Tourism development in Manyallaluk represents a true community-based approach. Currently, tours into this area are run by local men and women and include bush walks educating tourists on local plants and herbal medicines, Aboriginal language names, plant collections and preparation practices of plants used in local cuisines. The educational experience also allows tourists to learn about local arts and handicrafts including spear throwing, basket making, fire making, painting, and playing the didgeridoo.

Best Practice Point: Prevention of cultural erosion

The Manyallaluk community prevented cultural erosion and protected the integrity and privacy of their community through well-established rules that were effectively communicated to the tourists. The community separated sites that were open for visits from actual living spaces and prohibited photography of community homes.

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Benefits:

- Economic benefits
 - Increased income from tourism through direct bookings
 - Decreased dependence on external tour operators
 - Earnings retained within the community by elimination of intermediaries
 - Increased income from sales of local handicrafts
 - Promotion of economic linkages and the growth of other businesses in the area
- Promotion and increased awareness of local culture and traditional heritage
- Environmental Sustainability
 - Increased awareness of environmental vulnerabilities
 - Careful use of natural resources
 - Use of solar power, recycling, and replanting of trees
- Collective decision making at the community level
- Enhanced community privacy
- Development of a balanced work structure

Challenges:

- Occasional lack of match between local tourism supply and tourist demands
- Low levels of literacy and numeracy preventing effective management by locals
- Necessity to establish an enthusiastic team of tour guides

Source: (Hatton, 1999)

CASE 7 – Korea: Songup Folk Village

Songup Folk Village is situated in Cheju island of Korea. Having a cultural heritage and historic landscape dating back half of a millennium, the village manifests the traditional lifestyle of its local population.

Since being designated as an important heritage site by the central authorities in 1980, the village has received continuous financial support from the government to preserve its historical fabric. Subsidies are awarded to villagers in an effort to restore and preserve their houses as well as the village landmarks such as roads, gates, walls, etc. The village association that is composed of several distinct subgroups representing different demographics (i.e. youth, women, and elders) is responsible for the development and management of tourism activities. Each subgroup is responsible for a distinct aspect of the village administration, which also includes tourism affairs. Women and the youth mostly carry out tourism activities. The tourism products include local foods and restaurants, tours of the local historical architecture, handicrafts, traditional clothing and lifestyle.

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Best Practice Point: Division of labor

The local association in Songup Folk Village is composed of the Women's Association, the Youth Association, the Older Persons' Association, and the Oldest Persons' Association. The associations' management of tourism activities also ensures that interests of these groups are represented and the benefits as well as the responsibilities are fairly distributed amongst the different groups. Each subgroup is responsible for a separate aspect of community development. While the women are largely in charge of managing the government subsidies and maintaining the village, youth and older people are engaged in planning and protection activities. Discussion of current problems and creation of village-wide forums is carried out by the oldest segment.

Benefits:

- Economic benefits through steady income from tourism activities (as opposed to seasonal benefits from agriculture)
- Increased local awareness about cultural heritage
- Preservation of cultural and natural elements
- Collective involvement in community development in strong collaboration with governmental agencies
- Women's empowerment through increased employment and decision making

Challenges:

- Necessity to focus on the needs of 'living' communities instead of artificial 'display-only' villages
- Spatial inadequacies in the face of growing tourism demand
- Disrupted daily lives and compromised privacy of the locals by tourists

Source: (Hatton, 1999)

CASE 8 - New Zealand: Tamaki Maori Village

Tamaki Taori Village is located in Rotorua, New Zealand. Rotorua district is famous for its geothermal resources. The district is also surrounded by many lakes including Lake Rotoura, and home to Maori communities.

The involvement of the local Maori community in tourism activities dates back to 1990. As the Maori lost ownership of tourism in the region in 20th century, the growing demand by tourists for more authentic and engaging experiences with the local community led to the formation of Tamaki Taori Village by several Maori brothers in 1990. The village is a site where visitors can experience traditional Maori culture and participate in various activities including traditional food preparation, moko (tattooing), weaponry, carving, and song and dance, as well as Maori rituals.

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Community-based character of this tourism initiative initially stemmed from the village residents and its constituents who established tourism guidelines after a detailed consultation with the local elders. Additionally, all workers employed in the village are Maori. The village also provides opportunities to Maori artists to operate and own small businesses. Lastly, the village assumes an educational mission not only to promote Maori culture among visitors but also to enhance cultural self-awareness among the Maori community.

Best Practice Point: Congruence between commercial and cultural interests

The Tamaki Village is an example of how a tourism initiative could achieve commercial success while following community-based principles. In the planning phase, local consultation allowed for the Maoris' involvement in determining the cultural elements that should be included in the CBT efforts. In return, an authentic and cultural experience was offered to visitors which also had a competitive advantage as a tourism product and resulted in commercial success. Additionally, the village achieved cultural and social sustainability by transmitting and enhancing intangible cultural elements (e.g. language, tribal arts) among locals and visitors.

Benefits:

- Economic benefits through employment and ownership of small businesses (the number of Maoris employed through the village rose from 5 to 98)
- The site became among the most visited Maori sites in New Zealand
- High visitor satisfaction
- Enhanced local cultural awareness (e.g. use of local language in the village)
- Cultural outreach to disenfranchised urban Maori population
- Fighting stereotypes about current Maori culture
- Environmental awareness (e.g. replantation activities)

Sources: (Hatton, 1999; Ryan and Pike, 2003)

CASE 9 - Cape Verde: Island of Fogo

The absence of any serious natural problems (e.g. hurricanes or epidemics) or social problems (e.g. ethnic or religious disputes) makes Cape Verde a safe tourist destination. The island of Fogo in Cape Verde does not yet have a structured tourism development program on the basis of mass tourism like that of other islands of Cape Verde. The tourists, who visit Fogo, arrive to the island by way of small tourism companies managed by the CBT program efforts. The CBT efforts of the Island of Fogo are increasing in response to tourists' search to discover new destinations instead of visiting traditional tourist destinations. On the Island of Fogo, this search for a new exotic destination is facilitating the development of certain tourism products that allow local communities to generate income for themselves that improves poor economic conditions.

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Tourism in Cape Verde has experienced success through CBT initiatives and seems to be a driving force in the economic development of the island. Locals and government officials have developed a preliminary goal in the early phases of the program to ensure that the revenue generated through tourism related activities has a direct economic impact on the locals. Government officials have initiated a research effort in order to further understand what motivates tourists to come to the Island. Thus far, they have learned that the majority of tourists visit the island for leisure purposes and to experience the culture of the island people. The research has also revealed that the majority of the tourists who come to the island use restaurant and food services provided by family businesses. The tourists (although to a lesser extent) also use the home-stay accommodations. However, the use of other CBT activities such as sporting activities and tour guides is not yet sufficient. The interesting research component from this case study is that the research by the government officials reveals that tourists who use services provided by the community enterprises indicate that they will use them again because the service quality is superior when compared to other kinds of businesses.

***Best Practice Point:* Research on tourists**

Research efforts initiated by the local government officials pertaining to why tourists engage in CBT experiences and what products/services are being used by tourists who visit a destination provided valuable insight for developing a successful CBT program.

Source: (López-Guzmán, Borges, and Castillo-Canalejo, 2011)

CASE 10 – Botswana: /Xai /Xai Bushmen

SNV is one of those organizations that invested much time, effort and finances in guiding less developed places and locals for economic and community development, including CBT initiatives. SNV had several development projects in Botswana for 25 years, ending in 2003. Many of their projects are targeted towards underprivileged societies such as Kalahari Bushmen. Therefore their initiatives are fit for placement on the exploration stage of the Destination Life Cycle. SNV has been involved in CBT development in /Xai-/Xai since 1994 to empower a small community of Bushmen to have control of their development by using their natural resources sustainably.

The village of /Xai-/Xai is in Controlled Hunting Area NG4, north-west of Botswana, the community managing the wildlife and natural resources of two Controlled Hunting Areas (NG4 and NG5). At the time, about 400 people lived in /Xai-/Xai, 80% Ju/'hoansi Bushmen (San or Basarwa), and 20% Baherero (a cattle-herding group from Namibia), and government workers. /Xai-/Xai was a traditional water and trade center for the Bushmen, who have settled in /Xai-/Xai since the late 1970s.

Hunting and gathering are still basic livelihood activities however, they cannot be thought as primitive people' since they conform to Western standards of dress code, diet,

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accommodation, work and education. Cgaecgae Tlhabololo Trust (CTT) had some tourism activities displaying Bushmen's knowledge and skills of the Kalahari wildlife (animals and plants) that aimed to sustain the traditions and culture of the Bushman. In 1992, /Xai-/Xai community requested SNV to start a community-based, natural resources management (CBNRM) project, which started in 1994 by SNV posting a natural resources management advisor to /Xai-/Xai.

The advisor faced major problems in dealing with the Bushmen (marginalized), and the Baherero (economically powerful owning production means). SNV organized development activities in collaboration with Cgaecgae Tlhabololo Trust. Village level and household level forums were held to sensitize and raise locals' awareness and participation. These forums took almost four years, revealing that the CBNRM idea was not clear in locals' mind.

So the decision was made to start in 1995 with a self-help crafts organization, !Kokoro Crafts, a cooperative still functioning in /Xai-/Xai. This co-operative was acting as middleman, buying from artisans, and selling to a store in a major tourist hub, Maun. It had about 80 members, 75% being women. Men provided raw materials of animal skins and ostrich eggshells by collecting them through hunting expeditions. The cooperative was a start-up to familiarize the locals using a familiar activity, which turned into an important source of income for the elder and for female-headed households. This was followed by several other activities leading to CBT development including:

- !Kokoro Semausu (streetvendor) as a spin-off activity from !Kokoro Crafts, a co-operative to offer food and household commodities to the community and to gain the experience of operation of a commercial enterprise.
- The interim Quota Management Committee was established in 1996, gaining control of the quota for NG4 and NG5 (the zone /Xai-/Xai was managing).
- The Cgaecgae Tlhabololo Trust was legally registered in 1997, after filing its Notarial Deed of Trust (constitution).
- A plan for land-use and management plan was drawn up through participatory meetings with the entire /Xai-/Xai community in 1996 and 1997.
- Tourism /Xai-/Xai developed into two general categories: trophy-hunting, through a safari operator, and community-based, cultural tourism.
- A joint-venture (hunting) agreement with Komtsa Safaris providing most of the running costs of the Cgaecgae Tlhabololo Trust, and seasonal jobs to residents.
- In 1997, the community started photographic cultural-tourism packages.

Products and Attractions: Culture, dancing, singing, crafts, food-gathering, storytelling, and hunting and photographic safaris.

Challenges:

- Lack of infrastructure-roads, phone, electricity
- Lack of education, language skills

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Benefits:

- Income generation based on existing skills
- Employment for men and women
- Preservation of culture

Lessons learned:

- CBT has more chance of success when based upon skills and attractions which are part of the traditional way-of-life;
- 'Community' has to be clearly defined by all locals and represented by an organization accepted by all stakeholders;
- Business management should be guided by skilled individuals with a mandate specified by a contract;
- Employment may be more important than maximum financial returns;
- Needs right partners to increase the business profitability for mutual advantage.

Best Practice Point: Extensive research on locals

SNV applied a long process of research in studying locals to gain a real understanding of their opinions, needs, skills and power relations to achieve the ideal participatory planning in developing a successful CBT program.

Source: (SNV, 2001)

CASE 11 – Kenya: 6 CBT sites

Six Kenyan CBT sites that were evaluated in this case shared similar goals and membership structures. That they were community-owned, communities are fully involved in the development and management and also they are the main beneficiaries.

1) Il Ngwesi: Developed in 1982 as a communally owned ranch established to avert human-wildlife conflict based on a membership scheme in which there are 448 households representing about 5520 members. It was a product of the Conservation of Biodiverse Resource Areas (COBRA) initiative funded by USAID and supported by both African Wildlife Foundation (AWF) and Kenya Wildlife Service (KWS). The initiative started as a tented camp in partnership with Camel Trek Safaris, a private company. To maximize benefits from tourism, a 12-bed lodge started its operation in 1996.

2) Tasia: Developed in 1999, as a communally owned group ranch lodge, influenced by the success of Il Ngwesi Group Ranch. Land is set apart for conservation and for the grazing needs. Tasia Lodge developed with partnership between the community and a private company.

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3) Koiyaki Lemek: Developed in 2001 next to Maasai Mara Game Reserve in the Maasai region of Kenya, as a conservation project comprising a vast land set aside by members of the local communities mainly for wildlife conservation and to avert human-wildlife conflict. Accommodation and game viewing services developed in partnership with private company. Locals share the earnings in proportion to the size of each individual's land.

4) Wasini Women's Group: Developed in 2001 as a membership scheme where members own shares within the group, running a nature trail including a boardwalk through a mangrove forest and coral relics and a boutique selling clothing based on the local costume, the kitenge.

5) Lumo: Developed in 1997 with the goal of averting human-wildlife conflict, mainly through conservation. It covers an area of about 586 km² that is located in the southern region bordering the Tsavo National Park. The original idea was generated by KWS, consultation with support agencies, such as Pact Kenya, resulted in including a private company, (an indigenous Kenyan) having half of the restaurant and accommodation facilities, while the locals own the other half. Ownership is based on a membership scheme open to locals only, members have to pay some subscription to receive a share in the sanctuary. If a member is unable to pay the subscription, a work-for-share scheme, requiring a certain number of hours of work for entitlement to share can be used. Locals own, control and benefits from the entry fees of the sanctuary. The revenue is expected to generate help social development through education and health services, besides dividends to the members.

6) Mwaluganje Elephant Sanctuary: Developed in 1995 to avert human-wildlife conflict, involving elephants disrupting the local community's agricultural activities. KWS is the main support organization, involving the local community in partnership with a private company running a lodge that he pays an annual fee to lease from the community. Locals also benefit from entry fees. The ownership is based on a membership scheme, where locals own shares based on their investment in amount of money or time in developing the sanctuary. The revenue is also used for social development through education and health services.

Analyses of stakeholder opinions about these cases revealed several lessons about external intervention, CBT benefits and locals' support for CBT development in marginalized and rural areas:

External intervention: Mainly due to locals' lack of relevant skills, high role and degree of external intervention was observed in drafting of proposals, resource mobilization, awareness creation, funding, capacity building, infrastructure development and business planning and development. Locals expressed their need for external intervention to be mainly advisory and facilitative, avoid interfering in local community internal affairs, not get involved in petty politics, not lie to the community, and have an exit strategy to ensure the sustainability of their programs.

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CBT Failure Factors: Several factors were mentioned by the locals as reasons of failure including lack of local community support due to lack of sensitization during the initial stages, lack of local empowerment and involvement, locals' lack of basic skills and knowledge, poor management, unfavorable partnerships, poor leadership, lack of reinvestment and maintenance, leakage of revenue, locals' lack of ownership of tourism resources lack of access to tourists, petty politics, elitism, lack of exit strategies of external intervention, lack of transparency and lack of appropriate policy framework to support the development of CBT

Locals' Economic Development: Some indicators particularly important in rural and marginal areas with few alternatives were mentioned including, enhanced linkages, the generation of employment, increased income and diversified livelihoods. Also, improvement was observed in social development within the community and improved lifestyles-improved educational and health services, access to clean water, development of transport, communication infrastructure. However, no significant impact was noted on reducing poverty.

Enhancement of Economic Development and Poverty Reduction: Locals suggested critical success factors including, awareness and sensitization, community empowerment, effective leadership and community capacity building, emphasizing independence, addressing local community priorities, enhancing community empowerment and transparency, discouraging elitism, promoting effective community leadership and developing community capacity to operate their own enterprises efficiently.

Factors that would make local communities welcome or not welcome CBT:

- Community sensitization at the inception for locals' awareness,
- A sense of ownership for locals to be empowered and involved,
- CBT adding value to existing livelihoods,
- Issues of elitism and poor leadership to be addressed,
- Good real life examples of neighboring communities,
- Community relations with local agencies (potential racial tensions),
- The locals' cultural orientation influencing local community attitudes towards CBT especially in conservative Muslim communities,
- Other livelihood alternatives for locals,
- The issue of land ownership,
- Appropriate policy framework to inform and guide the development.

Source: (Manyara and Jones, 2007)

4. COMMUNITY-BASED TOURISM IN THE COMCEC REGION

With its underlying premises and expected outcomes, CBT seems like a strategic tourism destination development choice for the COMCEC Member Countries. Promoting tourism development with a CBT approach in the COMCEC countries would serve multiple missions. CBT development may foster social relationships at the grassroots level within and between COMCEC member countries. Although each country has its own cultures and subcultures, unique and different from others, some tangible and intangible aspects, and values and moresways of life are shaped by the Islamic culture. Exploration of these common denominators through development of CBT may help eliminate social and cultural distances between COMCEC Member Countries. In addition, tourists' first hand experience with the traditional and authentic Islamic way of life may be instrumental in correcting the negative and distorted image of Islam in the world.

Some COMCEC member countries may have shared landscape combined with their location on ancient trading routes such as the Silk Road, which may endow the region with a unique natural diversity and yet a shared cultural history. These regions may be a perfect candidate for the new "adventure" tourism trends. Assets, located in the rural areas, may be at risk due to serious economic strains. Nonetheless, if adequately managed and properly marketed, they could provide substantial income and help reduce poverty while simultaneously conserving the distinctive legacy through CBT. A strategic choice for the COMCEC Member Countries is to seek financial and structural assistance to develop joint efforts for regional tourism development for efficient and effective use of their unique assets and resources.

Although published material about cases from the COMCEC member countries is limited, available material provides valuable information to formulate the strategies and tactics for best practices. Information gathered about each case varies in regard to categories since the focus of each information source pertains to a different aspect of community based tourism (CBT) in corresponding cases. Some of the cases are summarized below.

CASE 1 - Kyrgyzstan and Central Asia: "Hospitality Kyrgyzstan"

There are currently 18 CBT initiatives that work in Kyrgyzstan, the first one of which was launched in the village of Kochkor in 2000. In 2003, local CBT groups in Kyrgyzstan formed an umbrella organization called, Kyrgyz Community-Based Tourism Association (KCBTA), a non-profit membership organization for the further development and coordination of tourist activities within the country Kyrgyzstan. The KCBTA was branded as "Hospitality Kyrgyzstan." The main objectives of the KCBTA were: 1) to promote sustainable community-based ecotourism services that offer tourists unique experiences; 2) to generate incomes for rural families; and, 3) to preserve the natural and cultural heritage of the country.

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As the KCBTA strived to achieve the aforementioned main objectives, the association faced several critical challenges that if not mitigated properly could prevent the CBT program from generating successful results in Kyrgyzstan. In order for the KCBTA to clearly identify the needs that may create challenges regarding the success of the CBT program, a situation analysis was performed to recognize area weaknesses. The KCBTA then generated potential solutions to overcome those weaknesses, resulting in the KCBTA Strategy Matrix identifying the following potential area weaknesses, potential solutions, and actors (i.e. stakeholders) that would be responsible for executing the solution:

1. Limited information about CBT products, services, and providers resulting in lack of trust in CBT;
Solution: Awareness raising and marketing campaigns.
2. Lack of knowledge and skills to develop and run adequate/sustainable tourism services;
Solution: CBT/KCBTA organizing policy dialogues and applying for donor funding.
3. Lack of access to financial resources, such as credit and other financial services and institutions;
Solution: Capacity building of local communities with Community Based Tourism Support Products (CBTSP) and the KCBTA.
4. Poorly developed infrastructure to support CBT;
Solution: Established revolving fund for CBT members with CBTSP.

The solutions that were generated to overcome the weaknesses that were identified in the area required the KCBTA to appoint key actors including:

Kyrgyz Community-based Tourism Association (KCBTA): This organization was appointed responsible to incorporate CBT into the mainstream tourism industry in Kyrgyzstan. The KCBTA supports the development of new or existing CBT groups throughout the country, strives to enhance rural tourism infrastructure and living standards of locals through income generation and job creation.

Rural inhabitants were appointed as the actors to provide direct tourism services and to supply other goods and services required to attract tourists, such as the operation of food and beverage establishments.

Community Based Tourism Support Products (CBTSP) were created and operated by Helvetas, a Swiss Intercooperation organization. The organization leads efforts to provide rural tourism entrepreneurs with the proper training and marketing support during the start-up and growth phases of their tourism business enterprises.

Organization for Security and Co-operation in Europe (OSCE): The OSCE Center in Bishkek provides support to further develop CBT initiatives in Kyrgyzstan as well as

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replication of the CBT model in Kyrgyzstan's neighbouring countries, such as Kazakhstan, Tajikistan, Uzbekistan and Turkmenistan.

The results of the KCBTA program are (as quoted by Baktygulov and Raeva, 2010):

1. **Economic Impact:** The total number of tourists using CBT services in 2008 was 9,260, a 13 fold increase from 2000 (718 tourists). The total turnover increased from 7,983 USD in 2000 to 250,554 USD in 2008. These numbers indicate the growing popularity of CBT in Kyrgyzstan.
2. **Social Impact:** The increasing demand for CBT products and services by tourists generated employment opportunities for locals with the creation of 412 direct jobs (in 2008) with that have an average salary of about 40 USD per month. The whole community enjoys indirect benefits from tourism such as improved infrastructure, environmental awareness and cultural preservation.
3. **Environmental Impact:** The Ecological Code was developed as a set of guidelines for CBT members and the community in general. It includes ecological and cultural conservation principles as well as principles related to local community development and ecotourism promotion. It was decided to include the Ecological Code as an integral part of any cooperation agreements that the KCBTA signs with other partners as a guarantee of the environmental sustainability of the CBT model.

Central Asian Community Based Tourism Network

The success of CBT networking initiatives in Kyrgyzstan encouraged the launch of a regional CBT network called Central Asian Community Based Tourism Network. Tajikistan, Kazakhstan and Turkmenistan are also a part of this network. The network aims to strengthen the collaboration in the region regarding CBT marketing and improve community-based infrastructure and tourism superstructure.

Some CBT principles could be observed in tourism product development and the distribution of revenues gained from tourism services. The products include using local accommodations (home-stays), food, music, art, crafts (e.g. carpet-weaving), hiking and climbing in local natural spots, horseback riding, participation in traditional sports, etc. The revenues accrued from these activities go directly to the members of the local communities.

'Hospitality Kyrgyzstan' also boasts democratic participation by community members in the decision making process. In the promotion of this participatory decision making process, the KCBTA initiated a structure within the Central Asian Community Based Tourism Network where the General Assembly, composed of members from each country, is the main decision making unit, while national representatives are in charge of coordination and implementation of decisions.

Best Practice Points: 1) Local organization, 2) Branding

The KCBTA has two best practice points: It displays a good example of local organization which was also mirrored by other neighboring countries and resulted in a good example of regional organization. Having a representative organization such as the KCBTA is a must for CBT products and destinations to function around the basic principle of local participation in tourism development. Besides, the KCBTA has applied the principles of branding successfully. They developed a unique logo, a symbol representing the major icons of the culture (yurt, human being and nature) along with an inviting slogan ('Hospitality Kyrgyzstan') supplemented with beautiful pictures on their website to provide potential visitors a taste of the local products.

CASE 2 – Malaysia: Bario Homestay Program

Bario is a remote village surrounded by rainforests in the Kelabit Highlands of Sarawak, one of the East Malaysian states on the island of Borneo, and home to the Kelabit people (Malaysia's smallest indigenous ethnic minority group). The home-stay (guest house) idea was initiated by the son of the village headman who hosted visiting officials, as a means to compensate for the financial consequences of the extra costs of their hospitality.

Tourism in Bario, which has accelerated in the late 1990s, has certain community-based characteristics. Tourism supply is largely provided and owned by the community. The main accommodation option is the home-stay provided by the local families in traditional longhouses. Furthermore, community members work as guides on treks, or by providing transport and food to visitors. Handicraft shops and an art gallery sell local artists' work. Other activities provided by the community include, trekking tours in the area, fishing, educational sessions on local living, handicraft production, and participation in local practices such as rituals and dance.

Best Practice Point: Use of Internet in marketing

e-Bario Project: The Bario community were also involved in a research project to bring Internet to the local community. The goal was to contribute to the improvement of living standards by increasing the access of the locals to the Internet. The main result was the production of an Internet center, which was open for the use of the community as well as the provision of IT literacy training programs. One major beneficial consequence of community's access to the Internet was the increased e-marketing of Bario.

Tourism in Bario is organized, regulated, and promoted by a village council, which also enables local participation in decision-making. Additionally, collective rather than a competitive participation of the locals in tourism activities resulted in best experiences for tourists. Finally, the focus of the tourism initiatives in Bario was not solely economic but

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also socio-cultural as reinvigoration of the local social and cultural life had been among the goals.

Benefits:

- Community is the main beneficiary for the positive economic injections into the local community.
- New small-scale businesses were started by the community members, which allowed employment opportunities - especially for the underrepresented population of women.
- Increased employment opportunities also helped retain the younger population in the community.
- The use of the forest land as a resource for eco-tourism activities constituted an environmentally friendly alternative to destructive logging practices.

Challenges:

- Community discomfort about the commercialization of certain aspects of everyday life (e.g. charging visitors for accommodation).
- Limited transportation facilities to the area.

Source:(Asker et al, 2010)

CASE 3 – Malaysia: Kampung Pelegong Homestay (KPH) Program

Negeri Sembilan is the only state in Malaysia practicing Minangkabau customs and culture. The state government desired to improve tourism and benefit from the advantages of the tourism sector by developing some of its communities into cultural tourism destinations. Kampung Pelegong established its own homestay programme with several homestay operators in 1996. The number of guests increased from 500 annually in 1997 to 900 in 2003 and to 1633 in 2004 (Fatimah, 2005). Kampung Pelegong is considered as a good case of a cultural rural tourism product in Malaysia. A case study examined the interests and concerns of stakeholders about the development of a rural tourism product in Negeri Sembilan, namely, Kampung Pelegong Homestay (KPH) Program in 2005 (Kayat, 2008).

The case study focused on CBT stakeholders' influence on the homestay program showed that groups or individuals with little to no resources to exchange have little power thus rendering themselves unimportant. This may be because people enter into exchanges when they feel probability of a gain from the exchange. However, in the lack of support for the CBT program would result inadequate participation, and thus the failure of CBT for the community. To avoid this, the study begins with a "stakeholder map" whereby all groups with a "stake" in the CBT program are defined, the key stakeholders being identified based on their involvement and interest in the CBT-homestay program. This mapping resulted in the following key stakeholders who were interviewed to study their perceptions and attitudes of rural tourism development in Kampong Pelegong:

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- 2 central and local government officials,
- 9 Kampung Pelegong residents who are awarded the homestay operator certifications,
- 2 Kampung Pelegong homestay program committee members,
- 3 Kampung Pelegong residents who are not members of Kampung Pelegong homestay program committee members,
- 5 guests to Kampung Pelegong Homestay (KPH) program,
- 2 organizers that bring groups to Kampung Pelegong homestay program that are not from the travel industry,
- 2 tour operators that are involved in selling Kampung Pelegong homestay program.

These stakeholders have differences in terms of their interest, power and dependence level, as well as the stake that they think they have from the development. They also expressed their opinions and concerns about the development of Kampung Pelegong Homestay Program.

Government officials felt that the CBT-homestay program was an important element for growing tourism industry and claimed that some residents have earned more than a thousand ringgits per month from their homestay products.

KPH Program operators and committee members expressed their satisfaction on how the program has served for betterment of the village and how the positive program outcomes are more than the negative. The program is perceived to maintain patriotism, confidence, and leadership among young groups.

Kampung Pelegong residents (villagers who do not take part in the program) are not negative towards the program since they did not have any problem, or felt an unnecessary burden from visitors to their community. In fact, they recommended officials intensify the promotional activities to attract more tourists for the homestay program. However, the residents are not compelled to put in any effort to support the program.

KPH Program guests deemed their experience from the homestay program as entertaining and enriching. They understood the villagers' way of life and the local culture better, and were impressed with hosts' and organizers' warm and sincere hospitality.

Organizers expressed the need to improve facilities by upgrading the multipurpose hall and improving means of transport from one place to another.

Tour operators were not excited to promote and sell homestay packages because the program was not fully developed yet.

Lessons Learned:

Tourism planners in Malaysia gained a firm understanding of different perspectives on homestay development and the reasons of their interest or disinterest in CBT- homestay development in their area.

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Benefits:

- A unique alternative tourism product.
- Stresses establishing long and continuous host-guest relationship ('Sillatul-rahim' in Malay) through letters, phone conversations, and emails.
- Positive social and cultural impacts, increase in the social cohesion.
- Income is considered marginal but low leakage due to local production.

Sources: (Kayat, 2008, 2010)

CASE 4 – Indonesia: Candi Rejo Borobudur, Central Java and old Banten

The community-based tourism development project in Central Java, Indonesia was initiated by the UNWTO in collaboration with the Indonesian Ministry of Culture and Tourism. The project generally aimed at bettering the socioeconomic conditions for the local community while ensuring a sustainable development of the natural and cultural environments. The project's specific aims included income generation through tourism for the local community, enhancement of the local participation in the planning, development and management processes, and the increase of local capacities, skills and living conditions.

The project activities mostly focused on planning and strategy development, such as assessment of community tourism development opportunities, sustainable community needs analysis, an overall national policy framework as well as specific guidelines and standards to guide the local community for sustainable community tourism, and recommendations for a support structure for the local governments and local communities to enhance their capabilities.

The project also suggested planning, training and education, health and sanitation, and income generation activities as indicators for success.

Benefits:

- Increased tourism activity since the project's inception (increased number of international and domestic tourists with an average stay of three days).
- Increased employment opportunities for the local poor population in tourism (e.g. tour guiding, home-stays, local transportation, souvenirs, restaurants, local food production and distribution).
- Ownership and management of tourism businesses by local community members (100% increase in number of home-stays in 2003, 10% increase in 2004).
- Increased tourism revenues and direct economic injection of tourism proceeds to the local household income (e.g. 12.5% increase in per capita income in 2003 compared to 2001; creation of a community income fund from tourist arrivals to be used in community development).
- Enhanced institution-level support for the local community.

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- Increased investment in infrastructure (e.g. improvement in roads, lighting, telecommunications and sewage systems).

Challenges:

- The need for consensus and a common vision for tourism development among the members of the community.
- The conflict between community priorities and market orientation (competitiveness and economic sustainability of the destination).
- Need for code of conduct to prevent negative socioeconomic impacts.
- Need for private sector involvement for better access to marketing networks.

Source: (SNV and the University of Hawaii, 2013)

CASE 5- Bali, Indonesia: Village Ecotourism Network - Jaringan Ekowisata Desa (JED) Association

Jaringan Ekowisata Desa (JED) was initiated in 2002 as a grassroots community-based tourism project by the network of four Balinese village communities, under the guidance of Wisnu Foundation, an environmental Balinese NGO. The villages in the network were Kiadan Pelaga, Dukuh Sibetan, Tenganan Pegringsingan and Ceningan Island. The Indonesian Ecotourism Network (INDECON) and Rufford Small Grants for Conservation are also cited as the supporters of the project. This initiative was mainly in response to the mass tourism activities prevalent in Bali, which largely neglected the locals' interests. Principles of the JED, as defined in the official web page, is "1) planning, democratic decision making and management by the local communities; 2) channelling of funds from tourism to community development and environmental conservation; 3) minimizing adverse effects of tourism on the environment; and, 4) facilitating desirable cross-cultural exchange between the locals and outsiders."

***Best Practice Point:* Facilitation of bottom-up approach by a grassroots effort**

JED is founded upon and facilitated by the traditional social fabric of the villages. The preexisting social and religious organizations and solidarity among the members of the community enabled a bottom-up emergence of community-based tourism. Product marketing and sales are carried out entirely by the JED, allowing the organization to control and limit visitor inflow, retain revenues as injections to individual household income as well as collective funds for community development environmental protection. Furthermore, strong people-focus is integral to the transparent and democratic decision making processes.

Some activities that took place as a part of the project were training for tourist guiding and first-aid, printing of promotional brochures, poster and banners, direct employment of some villagers as staff for the JED and media outreach in national and international press.

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Resources and Attractions:

The main offering of this initiative is the traditional Balinese way of life. Trekking tours, local farming practices, arts and crafts production, exposure to daily life, and local cuisine are common attractions. More specific experiences offered to tourists in each village include home-stays, organic coffee plantations and production, cultivation of snake-fruit, cloth production, palm-leaf writing, visits to ancient village settlements, boat trips to coral reef and seaweed farming. Education of the guests is an important component of the experience. All visits to traditional agricultural and natural sites are accompanied by explanations by the locals, some of which are also tourist guides.

Benefits

- Increased awareness among the public regarding tourism, touristic products and its benefits.
- Increased tourist arrivals and profits from tourism activities. Some of the proceeds are injected into community institutions.
- Involvement of local farmers into the tourism workforce as guides, cooks, and home-stay owners.
- Local ownership and management of products and services.
- High local involvement in decision making processes and monitoring of tourist impact on the environment.
- Increased resistance to external take-overs (the locals prevented an external privatization attempt)
- Waste management schemes were initiated.
- High perceived service quality and satisfaction by visitors.

Challenges:

One challenge was the limited nature of the environmental benefits as the minimization of current negative impacts took precedence rather more proactive protection measures.

Sources: (Asker et al, 2010; Byczek, 2011; Jaringan Ekowisata Desa (JED - village ecotourism network), 2013)

CASE 6 – Turkey: Tourism Development in Eastern Anatolia Project (TEDAP)

The Tourism Development in Eastern Anatolia Project (TDEAP) was a joint sustainable tourism project operated by the Turkish Ministry of Culture and Tourism, UNDP and Anadolu Efes Company. Having taken place between April 2007, and October 2012, the project recognizes community-based tourism as a crucial sector in its efforts at economic growth in the region. The project envisages the local community as the primary beneficiary for capacity building activities and tourism revenues. However, this is fundamentally a tourism development project, which primarily strives to utilize the sustainable tourism potential of the destination.

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The general goal of the project was to contribute to the living standards of local people by enhancing tourist activities in Coruh Valley in the Northeastern part of Turkey. Within this goal, the three specific objectives are defined as:

- 1) tourism product development;
- 2) promotion of the region and the project;
- 3) enhancement of local capacities.

The activities carried out concerning each objective were:

Tourism Product Development:

1. Tourism potential assessment and inventory development (mainly diverse natural life, authentic cultural structure and heritage, bird-watching, mountaineering, camping, water sports, trekking, gastronomy).
2. Publishing of brochures for natural and cultural assets (e.g. historic Georgian churches).
3. Training programs on mountaineering, camping, mountain biking, bird-watching and botanic education (more than 150 participants).
4. Bird-watching festivals.
5. Logistical support to specialized tours (botanic, bird-watching, butterfly-watching, rafting, etc.).
6. Promotion of handicrafts (establishment of a ceramics workshop, training programs delivered to women participants, development of authentic gift items).
7. Promotion of local cuisine (training programs for 40 locals, publishing of a culinary book on local delicacies, organization of gastronomy festivals and cooking contests).
8. Establishment of homestays.

Promotion of the region and the project:

1. National and international distribution of promotional brochures for the region (10,000 tri-fold map/brochures, 4,500 bird-watching brochures).
2. Instructive signs for natural and cultural assets (30 renewed, 13 newly added).
3. Broadcast of a one-hour documentary on national TV about the tourism potential of the region.
4. Promotional collaboration with national associations for tour guiding, hoteliers and travel agencies.
5. Participation in international, national and regional tourism fairs, meetings and conferences (12 participations).
6. Participation in academic conferences (25 posters/presentations/exhibitions).
7. Social media utilization (Facebook account).
8. Establishment of tourism information offices and gift shops.

Enhancement of local capacities:

1. Training programs and certifications (i.e. topics include tourism awareness, social development and organization, women's involvement in social development, project cycle management, entrepreneurship, grant and proposal writing, packaging of local products and home-stay management).

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2. Establishment of two local associations, support for 18 non-government organizations (NGOs) in tourism promotion efforts.
3. Two study visits by local government, tourism entrepreneurs and women's groups to two other destinations.
4. Training support for home-stay start-ups and small-scale grants to 13 local tourism entrepreneurs.
5. Support for local government's preparation of a master plan for strategic development and tourism.
6. Advocacy programs (lobbying for the region in universities, Ministry for Environment and Forestry and National Development Agencies).
7. Linking national and international funds to individual local projects (approx. \$365,000 in grants awarded).

Benefits:

- Increased international and domestic tourism movements to the region directed by tour operators and travel agencies.
- Increased income from tourism activities especially among younger generations and women (approx. \$560,000 direct injection to total household income).
- Ownership of tourism accommodation facilities (bed & breakfasts) by locals (100% increase bed capacity in the region).
- Increased local capacities pertaining to tourism, food & handicraft production.
- Increased inclusion of women and youth in the tourism workforce (esp. homestays, souvenir and local food production).
- Special interest tourism promoted in the region (gastronomical, trekking, mountain-biking, rafting, canoeing, sailing, bird-watching).

Challenges and Facilitators:

Prior to the launch of project activities, UNDP had identified major weaknesses as lack of tourism facilities, low education level among locals pertaining to tourism service, lack of social consciousness and awareness about the cultural environment as well as tourism values. On the other hand, local willingness for development, welcoming nature of the community, and the presence of an un-utilized workforce facilitated the successful implementation of the project objectives. During the implementation, the major challenges were the difficulty in reaching community members in distant settlements with limited socio-economic availabilities. The fact that youth were not retained within the community due to the lack of economic opportunities was also seen as threats to community involvement in the initiatives. However, the project could be seen as a success story since most of these issues were largely resolved through intense capacity building programs that were targeted at the community and the strong participation of youth and women in the workforce.

Sources: (TDEAP-DATUR, 2013; the Journey, 2013b)

CASE 7 – Turkey: Alliances for Culture Tourism (ACT) in Eastern Anatolia – A UNJP

This project was a United Nations Joint Project (bringing together UNESCO, UNWTO and UNDP) and was conducted in collaboration with the Turkish Ministry of Culture and Tourism as well as provincial authorities and NGOs of Kars - the focus city of the project. With a budget of almost \$3.8 million, is a broad capacity building program, mainly aimed at mobilizing the tourism in Kars in order to reduce the poverty and make better the socio-economic situation of the city's population.

Achievements:

- Development of a strategic tourism development document for the region.
- Trainings delivered to the community in the fields of cultural heritage management, entrepreneurship and business management skills in tourism-related areas of activity.
- Marketing and awareness activities related to local tourism as well as safeguarding measures pertaining to tangible and intangible cultural heritage.

The project could be categorized as a more general pro-poor tourism approach rather than specifically community-based tourism. The project covers a 3.5 year time span and a larger population (approx. 300.000) and focuses on various forms of tourism (i.e. cultural, natural and winter tourism) as well as sectors and networks that are relevant to tourism development (intangible culture, agricultural production, and natural resources). Therefore, in spite of the characteristics representing a pro-poor tourism approach, there are certain elements of this project that are compatible with CBT principles:

- 1. Community as the main beneficiary for the activities:** many of the capacity-building initiatives (e.g. awareness raising and on-the-job training activities for tourism) are targeted at the local community as the main beneficiaries.
- 2. Community participation and ownership:** Community ownership of businesses and involvement in the tourism workforce were enhanced via grants for business startups and capacity building. Associations were formed which placed women as the main workforce and the beneficiary for traditional production of local food, dolls, and carpet weaving. Also, workshops and cultural centers were built and given to the service of local artisans (i.e. minstrels, musical instrument makers) free of charge as venues to perform their arts and market their art-related products. One other prominent example relating to tourism is the training programs delivered by the Turkish Ministry of Culture and Tourism to locals, particularly in the less densely populated villages, in order to raise awareness and skills regarding bed and breakfast establishments. Locals interested in converting their houses to bed and breakfasts were further subsidized by the program for a fraction of their conversion costs.

Despite the high level of community focus, many initiatives within the project cannot be said to have satisfied all of the community-based tourism principles. Most particularly, the

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UNJP, the community, and the Ministry are the main decisive authorities. Even though the voice of the community was heard in designing the capacity-building programs, the existing legal and administrative structures as well as the project goals prevented a desirable level of control by the community with regard to the allocation of resources and/or tourism strategy development. However, a strategy to develop a democratic tourism governance model for the future tourism-related activities in the city was an important output of the capacity building initiatives.

Sources: (MDGF-MDG Achievement Fund, 2013;UNDP- United Nations Development Agency, Turkey, 2006; UNESCO-United Nations Educational, Scientific, and Cultural Organization, 2008)

CASE 8 - Uganda: Buhoma Village Walk Tourism Enterprise

Buhoma Village Walk Tourism Enterprise is a community-based tourism initiative that aims to diversify the tourism activities in Buhoma, Uganda in order to increase the income generation opportunities for the local community. The village walk was initiated between the years 2001 and 2004, by the Food and Agricultural Organization of the United Nations (FAO), in collaboration with a national partner, Mgahinga and Bwindi Impenetrable Forest Conservation Trust. FAO's overall goal was to "create viable small-scale enterprises to generate additional income for the local communities while providing incentives for sustainable natural resource management at Bwindi World Heritage Site".

Main CBT components of the Buhoma Village Walk Tourism enterprise consisted of local participation in the management of the enterprise as well as the direct distribution of the benefits among the members of the community. The walk is approximately three hours near the Buhoma entrance to Bwindi Impenetrable National Park (BINP). It includes stops at households in the community where tourists can view cultural events and scenic attractions. This enterprise intends to attract an average of 150 tourists per month (half of the approximate average number of tourists visiting the BINP).

Objectives:

1. Generating additional household income
2. Establishing strategic alliances among community enterprise and NGOs, government institutions and private sector companies.
3. Developing environmentally friendly products.

Resources and Activities:

The main ecotourism product is the walk through the village of Buhoma. After mapping the natural and cultural inventory of the site, the resources were shortlisted by eliminating those that were too risky or costly to be utilized. The walk itinerary included a local women's handicraft demonstration, a waterfall, tea plantations, a banana brewing demonstration site, a local traditional medicine healer, a local school, bird-watching in a

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community woodlot, a local gin (waragi) brewing site, and a Batwa (pygmy) music and performance site.

Benefits:

- Increased income for the local community (as owners, tour guides, and households).
- Increased individual capacities through regular training programs (tourism, communication, technology).
- Intercultural exchange with different cultures.
- Local pride, sense of ownership and inclusion.
- Improved living standards for the locals (i.e. sanitation).
- Local awareness and willingness to conserve natural resources.

Lessons Learned:

- Importance of plurality in participation (local community, NGOs, private and public sectors).
- Need for effective marketing and high service quality for economic sustainability.
- Importance of training for capacity building.
- Need for monitoring and support for good management of earnings.

Source: (FAO-Food and Agriculture Organization of the United Nations, 2005)

CASE 9 - Gambia: Tумани Tenda Ecotourism Camp

Tумани Tenda Ecotourism Camp was started in 1999 as a grassroots initiative by the local Jola people, which consist of Christian and Muslim families living together harmoniously. Gambia satisfies community-based tourism principles in the sense that it is not only fully initiated and managed by the locals, but the tourism returns go directly back to the locals. The camp enables the eco-tourists to experience the authentic African cultural and natural life.

***Best Practice Point:* Facilitation of all-inclusive participation by social structure**

The egalitarian and participatory social structure of the village of Tумани Tenda facilitates the actualization of a successful CBT program. The village council is inclusive and run by a consensus-driven voting system. The camp is situated half a kilometer off the village center and the traditional huts in the camp where the visitors are accommodated are owned and managed by the locals. Participation in workforce is based on a rotation system through which all segments have equal access to benefits. In addition to the participatory nature of the initiative, the awareness among the locals enables a realistic outlook towards tourism that recognizes the potential of negative as well as positive impacts caused by tourism movement. While local pride and self-esteem is seen as a protective shield to many adverse effects, an open forum is encouraged amongst the locals as well in collaboration with external agencies and NGOs to discuss and handle the impacts collectively.

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Activities and Attractions:

- History talk; an instructive introduction to local Jola culture.
- Traditional ceremonies, such as naming ceremony, marriage ceremony and initiation for boys and girls.
- Local cuisine cooking lessons.
- Farming our; including educational information on agricultural practices - hands-on experience from planting to cultivation of crops.
- Horticultural garden tour, community forest tour, village tour.
- Home-stays with local families.
- Canoe trips on the river; including fishing and bird-watching in mangroves.
- Cow cart safari; exploration of forest and surrounding rural areas.
- Tree planting.
- Oyster collection.
- Bird-watching and wildlife trips.
- Salt making, soap making batik/tye and dye workshops.
- Jola dancing and singing.

Benefits:

- Separate income streams from local performances, craft sales, and tourist contributions.
- Employment of local families in the camp.
- Training programs delivered to the locals.
- Fencing of vegetable gardens.
- Payment of school fees.
- Sponsoring of students.
- Support for village development (through the funds supported by tourism proceeds).

Challenges:

The main challenge for the development of the camp as a community based ecotourism site was the trade-off between environmental priorities versus the tourism priorities. Some of the developments necessary for the desired level of touristic experience were at the expense of the environment (e.g. the increased dairy production and tight budgets resulted in increase in energy consumption in non-sustainable ways; the possibility for purchase of vehicles for the camp)

Lesson learned:

High level of social capital (the degree of connectedness and the quality and quantity of social relations in a given population) facilitates successful application of CBT principles.

Sources: (Betz, 2013; Jones, 2005; Tumani Tenda, 2013)

CASE 10 - Oman: Wahibah Sands

CBT could be a key concept for Oman's endeavor to further develop sustainable forms of tourism as opposed to mass tourism. Home to a diverse historical, cultural and natural heritage, Oman faces challenges in terms of tourist access to elements of heritage. While this lack of access might be one of the factors that contribute to the protection of these heritage sites, it also has an opportunity cost in terms of local development. CBT initiatives might serve as a win-win scenario both for local development and protection of heritage.

Community-based desert camps started in Wahibah Sands in the 1990s in hopes of converting local resources into authentic tourism products including sleeping in traditional huts, touring the different parts of the Sands, purchasing local crafts products, watching traditional folklore performances, going for camel rides, sand skiing, and four-wheeling across the dunes. The Nomad Desert Camp was the first of these camps established in 1990. By 2002, there were six tourist camps, owned and run by the local tribes. Guests in the camps would stay in traditional Bedouin huts. The camps target both international and domestic markets. However, not all of these camps follow a community-based approach. Some of these camps outsource workers, import goods and services, and include elements not authentically belonging to the Bedouin life-style. Groups benefitting economically from the tourism movement are cited to be local residents, travelling camel-owners, local folk dance groups, henna-selling women, craftsmen and, to a minimal degree, the Bedouin families.

Benefits:

- Employment and income generation for local communities.
- Increased business for local craftsmen.
- Improvement of infrastructure and tourism superstructure.
- Retained income for tourism services.
- Contribution to cultural preservation.

Costs:

- Commoditization of cultural heritage and the local life style.
- Negative impact on natural environment.
- Increased resentment and resistance by certain local groups due to disturbance of residents' life.
- Local intergroup conflicts due to allocation of resources and benefits.

Lessons Learned:

- Need for further improvement in infrastructure and superstructure.
- Facilitation of local participation in decision making and management is a must as well as the fair distribution of the benefits among different segments of the local population.
- Cooperation between local communities, private and public institutions.

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- Need for specialized training in tourism service and environmental protection.

Source:(Mershen, 2007)

5. RECOMMENDATIONS FOR THE COMCEC MEMBER COUNTRIES

Community Based Tourism is an ‘in vogue’ concept around the world. With its principles and benefits, it provides a holistic approach to community development, which is aimed by both developed and developing countries. It has a potential particularly for the underdeveloped areas with marginalized and underprivileged communities. In line with the UN’s Millennium Development Goals, elimination of perils in less developed areas through CBT development has been promoted by several international organizations. Some progress has been recorded, especially by the UNWTO, which has been actively involved in CBT through their ST-EP actions around the world. However, there is yet a great potential for exponential growth in CBT development in several countries including the COMCEC Member Countries, especially when considering the trends in international tourism, changing consumer preferences and advantages of the less developed places in tourism development including:

- abundant tourist assets, unique culture, art, music, natural landscapes and wildlife,
- curiosity and demand from developed-country tourists,
- underutilized labor force, especially in youth and female groups,
- land open for development,
- lower rate of exchange compared to those in tourist generating places.

If appropriately applied, especially using the opportunities in the environment, CBT may be a strategic development choice for several COMCEC Member Countries. However, CBT development is required to be applied with caution at the onset. Due to many constraints and challenges, it may result in a failure, and waste of scarce resources.

Although there are several “ good practices”, and guidelines, none of them provides a one-fits-all blueprint. Each community, with their unique resources, characteristics, culture, strengths and weaknesses need to identify their opportunities and learn from trials and errors. However, lessons learned from cases all over the world provide a few critical points to keep in close considerations to achieve optimum results in CBT development in the long term. Below is a summary of some of the lessons for COMCEC member countries to consider for successful CBT applications. First, the critical factor of supportive legal and institutional framework will be highlighted. Then, the core concepts of CBT, namely, local governance, equity and capacity will be accentuated. Besides, the business approach in CBT development, management and marketing of CBT products for sustainable success will be delineated. Finally, some immediate action suggestions are provided for networking and organization among the COMCEC Member Countries for effective and efficient use of resources for CBT development.

5.1. Legal and Institutional Support

Governments, governmental organizations, agencies, non-governmental organizations as well as donor organizations play a central role in facilitating and speeding CBT initiatives.

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Governments are expected to provide an enabling national policy framework incorporating CBT principles to facilitate local governance with participatory and all-inclusive planning, decision-making, investment and ownership, community empowerment and equitable distribution of benefits. Governments and organizations provide continuous psychological, financial, technical and educational support in all steps of CBT development.

Governments and organizations are also instrumental in providing financial and technical support for developing infrastructure, sites and products, establishing partnerships, developing individual and institutional capacity before empowerment of locals. Educational institutions can be facilitators in provision of labor force, generation of demand through educational tourism and provision of knowledge through research. These parties are only facilitators for the participation and involvement of the actual beneficiaries, the locals. Hence, there is a need for strategic networking and partnerships among local communities, NGOs, academics, private businesses and government to build locals' knowledge, skills, and self-confidence, as well as social capital for governance.

5.2. Local Governance, Equity, and Capacity

Although most CBT projects are initiated and carried out by national or international organizations, NGOs or donor agencies, the success level depends on the extent of locals' capacity and involvement in participatory planning, decision-making, development, management and sharing of benefits and costs of tourism development. This principle is also valid for the COMCEC Member Countries. Therefore, while it may not be realistic for every destination to employ a full-blown community based decision-making system, it is still critical that public institutions initiate other forms of decision-making mechanisms which allow the active involvement of all stakeholders in tourism governance.

Establishing multi-party decision making organizations composed of governments, non-governmental agencies, private institutions and most importantly local communities is crucial. A tourism governance organization which brings these local members together and employs a consensus-based decision-making process, might not only improve tourism governance, but also contributes significantly to the sustainability of the decisions made. Such an organization may provide the necessary social capital for an all-inclusive participation and equity in planning, decision-making, management, ownership, and distribution of benefits and costs, with a shared vision, motivation and discipline to follow the rules, agendas and follow through actions.

Beside community participation, community contribution (e.g. time, labor, locally available materials and money) is also required for enhanced ownership and responsibility. The sustainability of the decisions made by a local governance organization foremost requires economic sustainability of the organization itself. Examples from around the world indicate that economic independence is crucial for tourism governance organizations to successfully implement their decisions that might pertain to a variety of areas, from structural development to capacity building. However in the short run, it might often be

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necessary for such organizations to receive extensive financial and technical support from public and private institutions. It is also evident that subsidies from local and central governments would constitute a large portion of this external support. In the long run, governments could support the fund-raising activities of tourism governance organizations by employing incentives such as tax exemptions.

Locals are the true owners and managers in CBT development. However, human capital with skills, knowledge, experience and willingness to learn and improve is required to be in place for realistic objectives in CBT development. This is another critical area where local and central governmental institutions need to work in collaboration with NGOs and other relevant parties. Training is crucial for the success and sustainability of locals' participation in tourism activities. Based on the needs assessments conducted in preliminary stages of community based planning, training modules should be developed targeted at enhancing both basic-knowledge (e.g. literacy, numeracy, safety, health, and sanitation) and skill-specific training (e.g. tourism entrepreneurship, food and beverage services, foreign languages, and tour guiding).

Improving local governance requires elimination of community issues including traditional divisions and tensions, conflicts, power issues typical in small communities. Ideally, when those issues are eliminated, the result is a cohesive community that can work together in decision making. This would enable the inclusion of locals, particularly poor, women, youth and elderly in decision making. Cases reveal that it might be helpful to develop a system of community participation in operations of businesses in different ways including:

- an all-inclusive and representative committee (trust, association, organization) for effective CBT implementation;
- different groups within the community taking care of different aspects of the management, thus creating synergy based on strengths (e.g. women's group taking care of sightlines of the site while youth group managing the safety and security aspect);
- sharing of different activities by different households;
- rotating governance and management positions among community members;
- ad hoc committees;
- cooperative enterprises.

Another critical element of successful local participation in CBT development is to understand the local culture with its potential strengths to facilitate and weaknesses to hinder CBT development. Some cultural factors have already been mentioned throughout the study. However, each culture is unique. Hence, the locals' culture and subcultures are required to be analyzed case by case especially through partnerships with the educational institutions and researchers.

5.3. Development, Management, Marketing and Control of CBT

CBT development aims the holistic goal of empowering underprivileged groups sustainably. However, just like any enterprise that depends on the fine balance between demand and supply, the success of CBT also depends on a well-balanced business approach with a marketing perspective. Policy framework enabling business ventures coupled with business savvy, skillful and educated locals, in strategic partnership with the private sector are the prerequisites of such business approach in CBT development.

For business ventures, locals need to contribute their financial resources, time and energy, besides securing capital and operational financing from governments, donors, NGOs and from the private sector through joint-venturing mechanism. The development of a local organization (CBT association) in the COMCEC Member Countries may be helpful in generating funds by acquiring external funds, mobilizing internal funds and fundraising through special events and networks.

A network of local, regional and national inter-sectoral links is required for achieving the expected level of economic development through CBT. The CBT product needs to be developed as an add-on product/activity and should be linked and integrated to the mainstream tourism, especially in countries distant from the main tourist generating countries. Hence, the location of the CBT destination defines its accessibility, proximity and commercial viability. An attractive and good quality CBT product, which is close to major hubs, infrastructure (roads and telecommunication) and mainstream tourism sites, is likely to achieve success in a short time, especially through successful marketing with a branding approach.

CBT product needs a long term vision and continuous investment, by matching the product and service with visitors' needs and expectations while keeping the core product authentic and true to the local culture and heritage. The CBT site needs to have a clear tourism niche in the form of a particular attraction, usually based on local's daily activities, including dressing local clothing, participating in production activities (e.g. pottery) and fulfilling basic need satisfaction (dinner event). Staging maybe needed to avoid endangering the local culture; in such cases, staging by close consultation with locals is critical to keep the product as true to authentic nature as possible.

In the competitive marketplace, a strategic approach is branding the CBT product aligned with the larger destination (country) brand for effectiveness and efficiency. Tools, activities and tactics which can serve to successful branding include acquiring national and international certificates and awards especially from independent non-government organizations, organizing unique special events, participating in tourism shows and joint ventures, creating word-of mouth advertising by satisfied customers, and strategic use of internet and IT, especially online social media platforms.

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Continuous research is required for all management and marketing activities to anchor in intelligent decision-making. Research is needed to generate information (socio-cultural, environmental and economic impacts) for control, monitoring, and improvement to ensure enterprise and business sustainability. Also, research is needed to generate information (resident culture, attitude, perception, opinion, etc.) to assure local participation and equity. Furthermore, research is critical to generate information (customer perception, satisfaction, image, etc.) for consumer satisfaction and loyalty.

5.4. Immediate Actions for the COMCEC Member Countries

Strategic partnerships and networking are the two keywords that appear throughout diverse resources investigated in the study. One of the findings of the study is the lack of information from the COMCEC Member Countries, which is a clear symptom of lack of networking. Some COMCEC Member Countries have their own information sharing tools such as CBT Association websites; however, the endeavor is not consistent or integrated across the COMCEC region. Therefore, it is essential for the COMCEC Member Countries to invest time, energy and finances to develop the most effective and critical means of achieving information networks and strategic partnerships.

The most convenient action is to develop a website specifically devoted to a CBT endeavor of the COMCEC (similar to that of Thailand and Kyrgyzstan), inclusive of all member countries. Besides, online social media platforms (e.g. LinkedIn) and list servers (similar to ATLAS and TRINET) need to be developed to enable sharing of information, know-how and experience among practitioners, researchers and academia in the COMCEC Countries as well as the other countries. All these interactive communication channels may be integrated into the COMCEC website (by adding the links and icons) for public awareness, attention and participation, effectively and efficiently.

Since the COMCEC Strategy identifies the CBT as one of its output areas under tourism cooperation, the COMCEC Tourism Working Groups, envisaged by the Strategy for its implementation, would be very instrumental for sharing knowledge and experience in CBT practices as well as networking among the COMCEC member countries. In addition to this, COMCEC Project Cycle Management (PCM) provides grant-based financing to the multilateral cooperation projects. COMCEC PCM can be utilized by the member countries and relevant OIC institutions to implement CBT programs and projects in the member countries.

APPENDIX

Appendix A: A summary list of some of the activities relevant to sustainable development, sustainable tourism and LDCs

- 1972 - The UN Conference on the Human Environment in Stockholm, Sweden 1972, resulting in Stockholm Declaration, called for active participation of communities in rural development projects.
- 1981 - The First United Nations (UN) Conference on the LDCs, in Paris, France, to respond to the special needs of the LDCs.
- 1987 - The Brundtland Report (a.k.a. *Our Common Future*) by the World Commission of Environment and Development (WCED) calling for attention on sustainability, describing sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” Community participation gained importance in sustainable development
- 1990 - The Second UN Conference on the LDCs, in Paris, France, resulting in the Paris Declaration and Programme of Action for the LDCs for the 1990s.
- 1992 - The UN Conference on Environment and Development, Rio de Janeiro, Brazil, followed by action-oriented application initiatives such as Agenda 21 (adopted 1992, implemented 2002) and Kyoto Protocol (adopted 1997, implemented 2005).
- The Agenda 21, with a classification award (Green Globe) as an incentive was designed for the tourism industry by the World Travel and Tourism Council (WTTC), in collaboration with the Earth Council and the World Tourism Organization (UNWTO), including specific guidelines regarding efficient energy, resource and land usage, waste management, as well as tourism products being locally appropriate and integrating local communities and small enterprises into tourism development. Adopted by 178 countries as an action blueprint for host communities to maximize their ability to control and manage their resources.
- 1990s - Eco-labels as awards for the industry players conserving the environment as well as favoring and involving locals in conducting responsible tourism businesses.
- 2000 - The Millennium Declaration adopted by the United Nations and followed by consultations with international agencies including, the World Bank, International Monetary Fund (IMF), Organization for Economic Co-operation and Development (OECD), and the specialized agencies of the United Nations, resulting in The Millennium Development Goals (MDGs), adopted by the UN General Assembly as a guide for the reduction of poverty in all its forms, including financial poverty, hunger, illiteracy, poor health, environmental degradation, and discrimination against women, by 2015.
- 2001 - The Third UN Conference on the LDCs, in Brussels, Belgium, resulting in the Brussels Programme of Action for LDCs for the decade 2001-2011.
- 2002 - Johannesburg Summit, where UNWTO launched the Sustainable Tourism-Eliminating Poverty (ST-EP) Initiative to raise awareness on the relation between tourism and local economic development. 140 ST-EP projects in 19 countries and some trans-frontier areas.
- 2010 - The UNWTO initiated the UN Steering Committee on Tourism for Development (SCTD) to accelerate progress towards the MDGs by advancing the role of tourism and providing integrated technical assistance to LDCs for sustainable development and poverty reduction, building on the strengths and experience of

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each agency: composed of seven other UN entities: International Labor Organization (ILO), International Trade Centre (ITC), UN Conference on Trade and Development (UNCTAD), United Nations Development Program (UNDP), United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations Industrial Development Organization (UNIDO) and World Trade Organization (WTO), open to other agencies.

- 2010 - LDC IV High-Level Preparatory Meeting on Tourism for LDCs, in Caen, France, resulting in Caen Recommendations.
- 2011 - The Fourth UN Conference on the LDCs, in Istanbul, Turkey, followed by Istanbul Declaration and the adoption of the Programme of Action (PoA) for the Least Developed Countries for the Decade 2011-2020, with a strong focus on developing their productive capacities. The SCTD organized a Joint Tourism Special Event Titled "Promoting Tourism for Sustainable Development and Poverty Reduction."
- 2012 - The UNWTO seminar on ST-EP for Arab Countries, in Granada (Spain).
- 2013 - The UNDP's MDG Conference in Bogota, Colombia, to discuss how best to accelerate efforts for the MDGs ahead of the 2015 target date.

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Appendix B: The list of major organizations to network and develop partnerships for COMCEC member countries

Organizations	Contact information
Global	
International Finance Corporation (IFC)	Contact: Kate Lloyd-Williams, Tourism Program Manager, Mekong Private Sector Development Facility (MPDF)
UNWTO ST-EP Foundation: Sustainable Tourism for Eliminating Poverty	Email: contact@unwtostep.org Website: http://www.unwtostep.org/
World Wildlife Fund – Travel	Email: goviedo@wwfint.org Website: http://www.worldwildlife.org/travel/item7707.html
RETOSA (Regional Tourism Organisation for Southern Africa) / UNWTO	Contact: Anna Spenceley
Tourism Concern	Website: http://www.tourismconcern.org.uk/index.php?page=home
SNV (Netherlands Development Organization)	Website: http://www.snvworld.org/en/Pages/default.aspx
World Together Travel	Website: http://worldstogethertravel.co Organizationl
HELVETAS Swiss Intercooperation	Address: Weinbergstrasse 22aP.O. Box8021 Zurich Web-site: http://www.helvetas.org/ E-Mail: info@helvetas.org
NABU (NATURE AND BIODIVERSITY CONSERVATION UNION)	Thomas Tennhardt NABU Vice President and Officer of the International Department Email: Thomas.Tennhardt@NABU.de Website: http://www.nabu.de/en/nabu/
	Vitalij Kovalev Head of Caucasus Program Email: Vitalij.Kovalev@NABU.de
	Svane Bender-Kaphengst Officer for International Species Protection Email: Svane.Bender@NABU.de
	Werner Schröder Speaker for the NABU Africa Working Group E-Mail: Werner.Schroeder.calidris@t-online.de

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	<p>Thorsten Harder</p> <p>Head of the NABU Representative Office for Central Asia</p> <p>Email: Thorsten.Harder@NABU.de</p>
CEN-Community Empowerment Network	<p>Web-site: http://endruralpoverty.org/what-we-do/community-based-tourism</p>
Regional and Country-Specific	
Regional Tourism Organization of Southern Africa (RETOSA)	<p>Email: info@retosa.co.za Website: http://www.retosa.co.za/home</p>
Mekong Tourism Coordinating Office	<p>Email: info@MekongTourism.org Website: http://www.mekongtourism.org</p>
United Nations Development Programme	<p>Birlik Mah 2. Cad. No.11 Çankaya/Ankara</p> <p>Pelin Kihtir Öztürk (Project Assistant)</p> <p>E-mail: pelin.kihtir@undp.org</p>
Asian Encounters	<p>Website: http://www.asianencounters.org/</p>
Fair Trade in Tourism South Africa (FTTSA)	<p>Contact: Katarina Johansson, Marketing Advisor</p>
Indecon (Indonesian eco-tourism center)	<p>Contact: Arys S. Suhandi, Director-INDECON</p> <p>Email: indecon@indecon.or.id Website: http://www.indecon.or.id/contact.php</p>
Kyrgyz Community Based Tourism Association (KCBTA) "Hospitality Kyrgyzstan"	<p>Address: 58 Gorkiy Str.,7200031, Bishkek, Tajikistan</p> <p>Contact person: Asylbek Rajiev</p> <p>Web-site: www.cbtkyrgyzstan.kg</p> <p>Email: cbt@cbtkyrgyzstan.kg</p>
Tajikistan Tourism Development Center, Tourist Information Center	<p>Address: Ayni Str. 15#3, Dushanbe, Tajikistan</p> <p>Contact person: Bakhriddin Isamutdinov</p> <p>Web-site: www.tourism.tj e-mail: infotour@osi.tajik.net</p>
Tajikistan NGO "Murgab Ecotourism Association"	<p>Address: Frunze Str, Murghab village, Gorno Badakshan Autonomous Oblast, Tajikistan</p> <p>Contact person: Ubaidulla</p> <p>e-mail: meta@acted.org dushanbe.ecotourism@acted.org</p>
Kazakhstan Tourism Recourse Center under the	<p>Address: 71, Jeltoksan Str, Almaty, Kazakhstan</p>

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Kazakhstan Tourism Association (KTA)	Contact person: Janara Tuimebaeva Web-site: www.eco-tourism.kz e-mail: ecotourism.kz@mail.kz
Kazakhstan NGO “Ecos Kokshetau”	Address: 37, Chapaeva Str, Kokshetau city, Kazakhstan Contact person: Suleimenova Karlygash e-mail: akmol-ekos@mail.ru
Turkmenistan Tourism Recourse Center	Address: 42a, Agzyberlic Str, Mary village, Turkmenistan Contact person: Iren Mirzoeva e-mail: info-merw@rambler.ru
HELVETAS Swiss Intercooperation	Address: Weinbergstrasse 22a P.O. Box 8021 Zurich Web-site: http://www.helvetas.org/ E-Mail: info@helvetas.org
Thailand Community Based Tourism Institute (CBT-I)	Email: info@cbt-i.org Website: http://www.cbt-i.org/main.php

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Appendix C: List of Cases Reviewed for the Book

Information Source	Country	City/Region etc.	Dates (Start- end)
Author unknown, source the World Bank website (1998)	Armenia, Georgia, Azerbaijan	Tri-country study	
Hatton (1999)	Australia	Dwellingup	Since 1950s
Hatton (1999)	Australia	Manyallaluk, Katherine	1985
Blackstock (2005)	Australia	Port Douglas	
Byczek (2011)	Bali	Four villages of Bali: Kiadan Pelaga, Dukuh Sibetan, Tenganan Pegringsingan and Nusa Ceningan	2002
The Journey (2013a)	Botswana	6 sites	2010
SNV (2001)	Botswana	/Xai-/Xai	1994-2000
SNV (2001)	Botswana	Ghanzi	1993-2000
SNV (2001)	Botswana- Kalahari	Southern !Xoo Bushmen (Basarwa), Bakgalagadi	1996
Stone and Stone (2010)	Botswana	Around Serwe Pan (a natural wildlife area)	1992
Stone and Stone (2010)	Botswana	Central District of Botswana, (3 villages: Serowe, Paje, and Mabeleapudi)	July 2004 – October 2004
CEN (2013)	Brazilian Amazon	The Jua Region	2010-
Asker et al (2010)	Cambodia	Chambok Eco-tourism Site	2002
Asker et al (2010)	Cambodia	Chi Phat Eco-Tourism Site	2007
Hatton (1999)	Canada	Chemainus	1982
Hatton (1999)	Canada	St. Jacobs	1970s
Pinel (2013)	Canada	Kyuquot Sound area, Vancouver Island	
Addison (1996)	Canada	Baffin Region	1981-1992
Reed (1997)	Canada	Squamish	1992-1995
López-Guzmán, Borges, and Ana Castillo-Canalejo (2011)	Cape Verde	The Island of Fogo	2009
Hatton (1999)	China	Yulong Snow Mountain Region	1993
Hatton (1999)	China	Huangshang Mountains	1979
Hatton (1999)	Chinese (Taiwan)	Taipei Taiwan Folk Village, Huatan Shiang	1988-construction began, 1993-opened for public

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Hatton (1999)	Chinese (Taiwan)	Taipei	Shui Li Snake Kiln Ceramics Cultural park, Shueili Shiang	1992 renovation, 1993- opened for public
Trejos and Chiang, (2009)	Costa Rica		Chira Island	2005-2007
CTO (2013)	Dominica		Portsmouth Indian River Tour Guides Association	Informally since 1970s
CTO (2013)	Dominica		Giraudel/Eggleston Flower Group Inc.	1984
CTO (2013)	Dominica		Rivers Community Life Package in Grand Fond Village	2002
CTO (2013)	Dominican Republic		La Ruta del Café, Salcedo	2005
WTO (2002)	Ecuador		Ecuadorian Amazon	1996-2001
Asker et al (2010)	Ecuador		Termas de Papallacta	1994
Ballesteros (2011)	Ecuador		Agua Blanca	2006-2009
López-Guzmán, Sánchez-Cañizares, and Pavón. (2011)	El Salvador		Ruta de las Flores (Flowers Route) (includes 5 areas: Salcoatitán, Nahuizalco, Juayua, Apaneca, and Concepción de Ataco	September 2008- November 2008
WTO (2002)	Gambia		Country	2001
Jones (2005)	Gambia		A camp by Tumani Tenda	Opened 1999
Stonic (2005)	Honduras		Bay Islands	1985-2005
Hatton (1999)	Hong Kong		Sai Kung	1992
Poyya (2003)	India		No reference to a particular region of India	
SNV (2013)	Indonesia		Central Java	
Harwood (2010)	Indonesia		Arfak Mountains of West Papua	May, 2008 – May 2008
CTO (2013)	Jamaica		St Helena Women's Group	2000
CTO (2013)	Jamaica		Walkerswood Jerk Country Tour	2005
Asker et al (2010)	Japan		One Life	2006
Hiwasaki (2006)	Japan		National Parks: Ogasawara, Oze, and Yakushima	2002-2004 (Research)
Community-tourism-africa.com	Kenya		Kwale campsite	
Community-tourism-africa.com	Kenya		Club Makokola	
Kibicho (2008)	Kenya		Kimana Group Ranch	Est. 1993, official opening 1997
Manyara and Jones (2007)	Kenya		Northern, Southern, and Coastal Kenya	April 2005-May 2005
Hatton (1999)	Korea		Songup Folk Village-Cheju Island	1980

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Istituto Oikos (2013)	Kyrgyzstan	The Chong Kemin Valley	
Baktygulov and Raeva (2010)	Kyrgyzstan	CBT across the country, success in Kochkor village	2000-current
SNV (2013)	Laos	Muangngoi Community, Luang Prabang Province	
Harrison and Schipani (2007)	Laos	country wide	2002-2005
Hatton (1999)	Malaysia	Kampung Desa Murni	1988-
Asker et al (2010)	Malaysia	Bario	
Kayat (2008)	Malaysia	Kampung Pelegong, a village in Negeri Sembilan	2005-2006
Asker et al (2010)	Mexico	Ecoturismo Kuyima, San Ignacio Lagoon	
Istituto Oikos (2013)	Mongolia	The Great Gobi B	
Community-tourism-africa.com	Mozambique	Quirimbas National Park Mozambique	2007
Shifotoka (2004)	Namibia	Sorris-sorris Conservancy	2001
Republic of Namibia (1995)	Namibia	Policy for Promotion of CBT for the country	1995
Lapeyre (2010)	Namibia	Tsiseb	1995
Novelli and Gebhardt (2007)	Namibia	Kunene region	NACOBTA founded in 1995
WTO (2002)	Nepal	Humla district	1985-1999
SNV (2013)	Nepal	Six major tourism sites	
Lama (1999)	Nepal	Langtang-Helambu	1994-ongoing
Hatton (1999)	New Zealand	Tamaki Maori Village, Rotorua	1994
Asker et al (2010)	New Zealand	Hell's Gate Geothermal Reserve and Wai Ora Spa, Rotorua	1996
Zapata, Hall, Lindo and Vanderschaeghe (2011)	Nicaragua	Six CBT initiatives in four regions (North, South, West and Atlantic coast)	CBT Network (Renitural) founded in 2004
Mershen (2007)	Oman	Wahibah Sands	1997
Asker et al (2010)	Papua New Guinea	Kumul Lodge, Enga Province	1994
Asker et al (2010)	Peru	Posada Amazonas	1990s
Asker et al (2010) / Mitchell and Reid (2001)	Peru	Taquile Island	Full local control by 1990
Hatton (1999)	Philippines	El Nido Foundation	1980s
Hatton (1999)	Philippines	Villa Escudero, San Pablo City	Late 1970s

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Asker et al (2010)	Philippines	Pamilacan Marine Life Tours	2001
Okazaki (2008)	Philippines	Coron Island within the province of Palawan	
SNV (2013)	Philippines	Pamilacan Island, Province of Bohol Philippines	2002-2003
CTO (2013)	Republic of Trinidad and Tobago	Roxborough Estate Visitor Services Cooperative	1990
CTO (2013)	Republic of Trinidad and Tobago	Nature Seekers	1990
CTO (2013)	Saint Lucia	Anse La Raye Seafood Friday	2000
CTO (2013)	Saint Lucia	Plas Kassav	1998
Hatton (1999)	Singapore	Little India	
Community-tourism-africa.com	South Africa	Bulungula Lodge	2007
Community-tourism-africa.com	Tanzania	Ngorongoro district	
Istituto Oikos (2013)	Tanzania	Mkuru Camel Safari Camp	2003
Salazar (2012)	Tanzania	Northern Tanzania	1995-2001
Hatton (1999); SNV (2013)	Thailand	Klong Khwang Village, Nakhon Ratchasima	
Hatton (1999)	Thailand	Umphang District	1994-1998
Asker et al (2010)	Thailand	Koh Yao Noi Com.-Based Eco-tourism Club	
Dolezal (2011)	Thailand	Ban Talae Nok, Ranong Province	February 2009 (single visit)
Datur (2013); The Journey (2013b)	Turkey	Uzundere	2007-2012
UNDP (2006); UNESCO (2008; 2012); Yilmaz (coauthor)	Turkey	Kars	2008-2012
FAO (2005)	Uganda	Bwindi Impenetrable Forest World Heritage Site	2001-2004
Hatton (1999)	USA	Sandpoint, Idaho	1981
Asker et al (2010)	USA	Breitenbush Hot Springs and Conference Centre, Oregon	1981
SNV (2013)	Vietnam	Cultural Conservation in Nam Don District	
Chiutsi and Mudzengi (2012)	Zimbabwe	Mashonaland West province	CAMPFIRE started in the late 1980s

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