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**COMMUNITY-BASED TOURISM: PERSPECTIVES AND FUTURE
POSSIBILITIES**

Thesis submitted by

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STATEMENT ON THE CONTRIBUTION OF OTHERS

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DECLARATION ON ETHICS

The research presented and reported in this thesis was conducted within the guidelines for research ethics outlined in the *National Statement on Ethics Conduct in Research Involving Human* (1999), the *Joint NHMRC/AVCC Statement and Guidelines on Research Practice* (1997), the *James Cook University Policy on Experimentation Ethics. Standard Practices and Guidelines* (2001), and the *James Cook University Statement and Guidelines on Research Practice* (2001). The proposed research methodology received clearance from the James Cook University Experimentation Ethics Review Committee (approval number: H1438 and H1562).

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ABSTRACT

The concept of community involvement in tourism has been significant for over 20 years. The concept has also been given a priority status at every level of the tourism research agenda, as it is believed that involving the community can make tourism sustainable. The term “community-based tourism” integrates many agendas and approaches. Nevertheless, several scholars have questioned the practice of community-based tourism. They have raised a concern that community-driven tourism planning may be an unachievable ideal. The problems and limitations include such issues as conflicts within a community or with outsiders. The clarification of the community-based tourism concept is needed for the better and successful practice of future community tourism development. The primary aim of this thesis addresses the need to define and fully explore the views of multiple stakeholders concerning community-based tourism. The studies seek to establish empirical generalisations about community-based tourism and are shaped by stakeholder theory and a social representations approach as well as the considerable existing literature in this field.

Four studies specifically within a South East Asia context explored the overall topic area. **Study one** (Chapter 3), *Community-based Tourism: The perspectives of professionals*, examines professionals’ perspectives towards the community-based tourism concept. The professionals were chosen because of their executive positions and their writing on the topic. The survey explored overall attitude towards CBT, definitions of community and development, factors used to evaluate successful CBT, and expectations for future CBT development. Respondents mostly held mixed views about CBT with eleven positive themes and ten negative themes being identified. The term community was most frequently seen as a specific boundary and the web of individuals’ interactions while development was most often viewed as socio-economic transformation. Being community centred was seen as the major characteristic of CBT. Respondents cited 30 examples of successful CBT and reported six key criteria to guide development. Nine initial steps were also recommended for developing community tourism. The questionnaires in the subsequent studies were designed based in part on the results of Study one.

Study two (Chapter 4), *CBT: The perspectives of three stakeholders groups*, focused on the perspectives of diverse participants based on the stakeholder theory. The

research examined the groups of decision-maker, operator, and visitor using a self-administered questionnaire. Respondents were mainly from Thailand, Indonesia and Malaysia. The results demonstrated that the decision maker and visitor groups prefer to have highly regulated small scale tourism forms whereas operators prefer to have controlled carrying capacity but high intensity forms. All groups suggested that the best and most successful CBT should involve the community and maintain the community's benefits and life style. The visitor group emphasised cultural exchange and friendly communities. The shared management form was the most preferred although it was generally considered that the community group should take the most responsibility for CBT. Each group identifies a different first step to develop CBT. Factors that most influenced the decision makers and the visitors were their aesthetic and moral values while the operators' were more driven by moral and economic values.

Study three (Chapter 5), *CBT: The perspectives of communities*, attempted to complete the multiple stakeholder perspectives by focusing on the communities' views. The aims in this study were concerned with the communities' overall attitude and future expectation towards community-based tourism, the factors which influence their perspectives and the similarities and differences among the communities. The four communities were Desa Wirun, Indonesia and Koh Pratong, Thailand with low tourism development; and Seloliman, Indonesia and Ma Kampong, Thailand with medium levels of tourism development. The research methodology was based on the same research questionnaire as in Study two but some questions were edited and added to serve the aims of exploring the communities' understanding or social representations. The results illustrated the differences between communities of different countries especially in the best scenario for community-based tourism destinations. Therefore, the specific community's characteristics are an important influence, and shape their overall attitudes. The positive characteristics of community-based tourism that gained the highest agreement from every community were that CBT brings more money to the community' and CBT develops an opportunity for community involvement.' These dimensions were also confirmed by measuring the communities' expectations and the factors influences their perspectives. Community benefits were the main reasons for community acceptance and remain a focus of their concerns. In the negative attitudes, a consensus was achieved that community-based

tourism still has its limitations and practical problems. The communities highlighted moral and aesthetic values whereas economic value was of secondary significance.

Study 4 (Chapter 6), *Consensus of CBT and future possibilities*, establishes the consensus among all the stakeholders and portrayed community-based tourism in full for its optimal development. The study synthesised the core findings of the previous studies and employed thematic coding. The concept of social representations was also used in this study to help summarise stakeholders' perspectives and values. The findings showed the stakeholders' preference for Planned Alternative Tourism and Controlled Mass Tourism form in CBT. There was a different emphasis for the best CBT from each group but their consensus was also seen. The most influential values towards stakeholders' views were moral, aesthetic and economic values. The first steps ranked in each group were varied but a broad priority was agreed on. Community benefits and involvement was emphasised as the most successful criteria for CBT from every group.

Finally, Chapter 7 reviews the core findings of the previous studies based on the thesis objectives and considers the implementation issues for future community-based tourism development. The highlights were the coherent scenarios reflecting some common representations, a consensus among stakeholders, and the contribution and evolution of the CBT approach. Also, the recommendations for further community tourism research were presented.

It is anticipated that the results from the studies could guide future research on community-based tourism in general and could aid the practice of successful community-based tourism. To benefit community tourism research, some sections of the thesis have been published or are in the process of being published in conference proceedings and refereed journals.

Chapter 1

Community-based tourism: A general overview

1.1 Introduction and Significance of the research

This thesis is centrally concerned with establishing the meaning and perceived adequacy of community-based tourism approaches. The spatial focus of concern of the research is the developing countries, specifically South East Asia. The research uses a range of methodological tools and is broadly descriptive. It seeks to establish empirical generalisations about community-based tourism and is directed by a consideration of stakeholder theory and social representations. There are diverse and wide-ranging sources justifying and shaping this interest area. In contemporary tourism, a consideration of economic development alone provides an incomplete picture of the complexity of the phenomenon. Since tourism is now an integral part of modern societies, its broad study and analysis is imperative if its potential economic and social benefits are to be maximised and developed in a manner consistent with society's goals (Murphy, 1985).

A number of tourism related organisations around the world promote “people” in the “community” as the “centre” or “heart” of tourism development. The concept “**community-based tourism**” has arisen from these forces. For instance, the UNESCO program entitled “Integrated Community Development and Cultural Heritage Site Preservation in Asia and the Pacific” or LEAP (UNESCO, 2000) is a detailed program illustrating this emphasis. In the academic context, Pearce and Moscardo (1999) also pointed out that the concept “tourism community relationship” is frequently cited in research planning documents and often given priority status in the list of global, national, and local tourism research agendas.

The growth of community-tourism perspectives follows Ritchie's (1993) prediction of imminent changes in tourism. More specifically Ritchie suggested that tourism in the future would increasingly focus on the importance of resident-responsive tourism, global lifestyles, and demographic shifts. The importance of the Tourism community relationship was one of the nineteen tourism issues that emerged from the brainstorming of an expert panel in the area (Dann, 1999). The expert panel predicted

the need for greater resident responsive tourism, that is a more democratic participation in tourism decision making by grass-root members of a destination society (Dann, 1999).

The analysis and study of tourism and the community is not an easy route to follow due to several factors. Both Jamal and Getz (1995) and Kneafsey (2001) suggested that diverse community attitudes toward tourism development and growth raise concerns that community-driven tourism planning may be an unachievable ideal. Walker, Mitchell and Wismer (2001) argued that true involvement giving affected groups power and a voice in decisions and recognizing the diversity within and among social groups at the local level is typically very weak. Kneafsey (2001) noted that the “culture and economy” approach is not applied by any one actor, but rather emerges from the combined actions of various players operating at different spatial scales with sometimes conflicting agendas. Further, there is also evidence that some sectors of the local population are not particularly interested in alternative development. Also, historically, local development has been determined to a large extent by the decisions of individual private entrepreneurs in the community who make decisions that are primarily market driven (Douglas 1989). Furthermore, Dann (1999) noted that tourism, as an international social fact becomes an apparatus of external constraint that can overwhelm both tourist choice and the aspirations of destination communities. Thus, experience has shown that tourism may not always be the most appropriate form of investment for regions of the developing world. As suggested above, a range of economic, sociocultural, environmental, and political questions have been raised which serve to both challenge and yet still include tourism as a strategy for development in the world’s poorer nations (Son, Pigram and Rugendyke, 1999).

Pearce and Moscardo (1999) have highlighted the centrality of tourism community research in the future of tourism. There is a need for community oriented tourism research that can result in the successful practice of community tourism especially in developing countries. The community-based tourism concept like several other social science concepts, has some definitional difficulties. It is difficult to express succinctly and its quantitative appraisal is challenging (Velikova, 2001). Additionally, as Jamal and Getz (1999) stated, while the need for a holistic and community-based approach

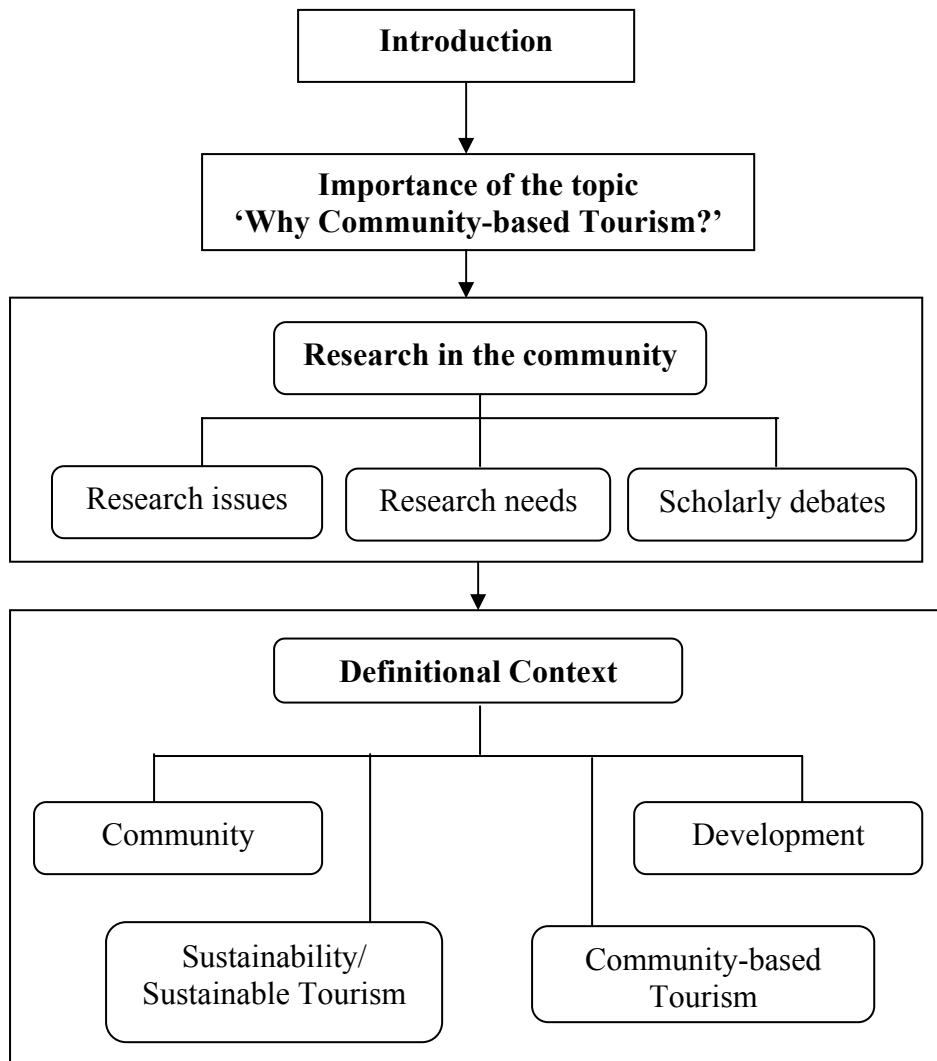
to strategy formulation and planning for sustainable tourism has been emphasised the task of practising sustainable tourism remains formidable.

Hawkins (1993) presented some research issues in the emerging topic area of tourism planning which can guide contemporary tourism research:

- The identification of measures which ensure that tourism development is in harmony with the socio-cultural, ecological and heritage goals of the local community, along with any other related values and aspirations;
- The search for creative approaches towards fostering citizen participation in the economic benefits of tourism development; and
- The understanding of resident perceptions, values and priorities regarding tourism's role in the community.

There is clearly both a good deal of complexity and substantial research and applied possibilities centred around the topic of tourism and communities. In brief, the area has contemporary substance, wide application and is beset with many questions which justify research attention. These introductory remarks warrant further treatment to identify in more detail the research needs and possibilities in this area. This will be undertaken by considering the following topics as shown in Figure 1.1.

Figure 1.1: The organisation of literature informing the present research



1.2 Why “community-based tourism development?”

“Tourism seems tailor-made for the world’s poorer nations, and a growing number of developing countries have placed emphasis on tourism in their development plans. Reasons are because a ready market is available for the attractions these destinations can offer; many of them have an appealing climate, combined with exotic scenery and a rich cultural and historical heritage. Land and labour costs are comparatively low and, in the absence of significant mineral production or an export-oriented agricultural sector, tourism is a potential source of foreign exchange and can generate new opportunities for employment and stimulate demand for local products and industries.” (Son, Pigram and Rugendyke, 1999, p.211)

This statement explains why tourism becomes the “hope” of communities especially in the developing world. Tourism is viewed as a community and economic development tool that serves certain ends (Davis and Morais, 2004; McCool, Moisey and Nickerson, 2001). Roe, Ashley, Page and Meyer (2004) identified examples in Gambia, Uganda and Cambodia where tourism is their only or best available export opportunity.

Globalisation and development pressures also relate to these community aspirations. It has been argued that tourism provides the opportunity for individuals to gain first-hand knowledge of the larger world and share information about their beliefs, aspirations, perspectives, cultures and politics (D’Amore, 1988). Additionally, development opportunities are often critical in rural areas which are increasingly viewed as attractive to visitors due to their products, and lifestyles. Some tourists are attracted to rural areas through the promotion of representations of idealised, symbolic, cultural landscapes portraying a less hurried lifestyle (Kneafsey, 2001). Such a trend can be traced back to the 19th century interest in disappearing rural cultures, and certain sections of the tourism market remain fascinated by the idea of “real” or “authentic” holidays (Collardelle, 1994 cited in Kneafsey, 2001).

Hatton (2002) identified the community tourism industry as the collection of businesses that creates and sells a variety of goods and services to visitors. The development of these industries is a growing phenomenon as communities respond to the opportunities, and in some cases the threats, of tourism (Hatton, 2002). The opportunities and threats stated by Hatton can be seen as following a typical or stereotyped sequence. In many cases, initially tourism is welcomed as a springboard to economic development, contributing to the conservation of nature and providing employment for destination communities. Later, following the onset of large-scale tourism the less desirable impacts of the industry have become apparent (Twining-Ward, 1999). The example of the study of Walker et al. (2001) in Molas, Indonesia about implementing a livelihood strategy for community planning noted that the villagers initially identified short-term personal economic opportunities through selling their land to speculators and developers, but failed to establish potential long-term personal economic benefits from tourism development. This case study demonstrates the relative negative ‘weight’ of changes to the biophysical and

economic components: agricultural land is increasingly fragmented and the agricultural livelihood increasingly insecure (Walker et al., 2001). This change of livelihood patterns can influence tourism planning and management and vice versa.

Wearing and McDonald (2002) argued that using the concepts of power/knowledge it is meaningful to regard the tourist destination site as an interactive space supporting a continuous process where different social values meet and new meanings are created. Therefore, community tourism possibly brings opportunities to a community as well. In the past, conventional tourism development often brings with it many of the same problems as other industries such as the exploitation of natural and cultural resources. It is often driven, owned and controlled by outside companies and owners resulting in a high leakage outside the local communities. Packaged tours are frequently offered, and the only involvement of local people is through the use of their natural resources at minimum or no cost to the operator (Wearing and McDonald, 2002). The problem with much development work is that it adopts a top-down approach (Pretty, Hine, Richardson and Blake, 2000; Wearing and McDonald, 2002). Recently tourism organisations have placed more emphasis on the successful practice of community tourism in destinations as a corrective to these traditional patterns of tourism impact.

This emphasis on “community” affects the growth of tourism in many destination areas, especially in developing countries. Kline (2001a) noted “community-based partnership” as one of the three clear trends in the evolution of the concept “sustainability” and observed a shift in roles from outside experts providing advice, and answers towards a pledged partnership with people and organisations. This trend is confirmed from several programs in tourism development. For instance, following the appearance of “Our Common Future, the Brundtland Report” (World Commission on Environment and Development, 1987), many individuals, communities, and other organizations have been attempting to convert the intentions of sustainable development into practice (Ko, 2001; Sharpley, 1997). For example, World Tourism Organisation, and World Travel and Tourism Council which have conducted a series of regional seminars to increase awareness and to adapt the program for local implementation (Brunet, Bauer and De Lacy, 2000). Agenda 21, which was adopted by 182 countries at the Rio Earth Summit in 1992, provides a comprehensive if generic programme of action. There was the notion that sustainable tourism should

contribute to the economic, social and environment growth of a region or local community and should avoid destroying the destination's resources (Brunet, Bauer and De Lacy, 2000; Sharpley, 1997). One objective of the Agenda 21 action plan is to make development decisions with the participation of the local population and with recognition of local identity and culture. The Green Globe 21 is now a certification program based on ISO standards and Agenda 21 principles. The certification must be delivered at the local level since environmental, cultural and political systems as well as cost structures all vary at the local level (Brunet, Bauer and De Lacy, 2000). Now 'ecological friendly' and community-based tourism development is highly encouraged (Wilkinson, 2002).

As an example of a sustainable development approach, community tourism can be implemented in a modern civil society when individuals confront the opportunities and responsibilities of citizenship (Li, 2004). Community-based tourism planning, therefore, would not only introduce new management tools, it could also introduce a 'language of management' and new ways of thinking (Wearing and McDonald, 2002). It has been argued that the communities should participate in planning decisions regarding tourism development in order to better handle the impacts (Li, 2004). The historical inequities in the tourism industry especially in developing countries such as Namibia has often resulted in the lack of involvement of residents in tourism planning and suitable benefit (MET, 1995). Leading tourism organisations in Namibia recognised these issues and set up a new policy plan to minimise them. Also, the organisation recognised that the revenue from tourism can be an important conservation incentive to rural communities (MET, 1995). Similar initiatives occur in the developed world as well. North America's organisations designed to bring stakeholders together at the community level to plan new economic directions through tourism development (Reed, 1997).

With the rise of public involvement in all aspects of community development, it is no longer feasible for decisions to be left to elected representatives and their delegated officials (Reed, 1997). This view is congruent with the notion that the sustainable growth of tourism cannot be achieved without the support from the destination community (Wu, 2000 cited in Li, 2004). The simple reason is because community tourism success depends upon active involvement of locals who are able to

communicate aspects of local culture to the tourists (Kneafsey, 2001). Therefore, the development of dynamic and collaborative planning processes is crucial in those destination communities that are experiencing strong growth and change due to tourism (Jamal and Getz, 1995). As Wearing and McDonald (2002) stated, the deconstruction of the tourist-local dichotomy, where the tourist and tourism have been accepted increasingly as more meaningful human activities, can contribute to the valuation of a tourism based community in this post-modern era. However, questions about who will be involved in decisions about tourism still emerge when demographic and economic changes are occurring within local communities (Reed, 1997).

Clearly, many tourism researchers consider community tourism a valuable approach to sustainable development (cf. Li, 2004; Woodley, 1993). Further, Toson and Timothy (2003) proposed seven propositions of importance of community participation in tourism development and these can explain primarily of 'why community-based tourism?' The propositions are:

- Community participation is a vital element in the implementation of tourism plans and strategies;
- Community participation contributes to sustainable tourism development in several ways;
- Community participation increases tourist satisfaction;
- Community participation helps tourism professionals design better tourism plans;
- Public participation contributes to a fair distribution of costs and benefits among community members;
- Community participation can help satisfy locally identified needs;
- Community participation strengthens the democratisation process in tourist destinations.

In recent years the impact of tourism on host governments and residents has been a growing area of research as it has become more widely recognised that planners and entrepreneurs must take the view of the host community into account if the industry is to be sustainable in the long term (Williams and Lawson, 2001). Community tourism analysts tend to assume, often implicitly, that the planning and policy process is a pluralistic one in which people have equal access to economic and political resources (Reed, 1997). The challenge raised by this assumption is considerable and one of the

research directions central to this thesis is a consideration of the multiple perspectives of all stakeholders in the tourism community equation.

The following section will review particularly the research relating to community tourism. The focus will be on issues and research needs.

1.3 Research in “community tourism”

As Mason and Cheyne (2000) noted, there are few studies on the perceived impacts of tourism either prior to any development or when it is not yet seen to be a significant economic area of activity for a region. The majority of research since the mid-70s, however, has been in the form of “snapshots” taken at a particular time, in a particular location, with most of the studies taking place where tourism was already economically important. This indicates the need for community tourism research to assist practical implementation especially at the beginning stage of tourism community development. It is especially the perceived impacts on host communities and their attitudes to its growth which were the focus of much of this research in this period (Mason & Cheyne, 2000). The following section will discuss in detail the issues being considered in the contemporary community tourism research agenda.

1.3.1 Research issues

McCool and Martin (1994) categorised the existing community research into two categories, where a distinction is drawn with regard to the unit of analysis. The first includes community studies. Such studies assess resident reaction to tourism at the local level and use the overall level of agreement as a measure of support for the industry. Influences on residents’ perceptions are sought in terms of macro level attributes of the community, including host/ guest ratio or size of tourism in the local economy. In this category, communities are usually defined in geographical or political terms. The second category has a greater focus on variables defining individual respondents. They explain that it is a search for variation at the individual level of respondents and assesses the effect of attributes of the individual (Sociodemographic variables) which may influence attitude to or opinion on tourism in respect to age, income, community attachment, economic dependence on benefit/

from the industry. Some studies may address both community and individual issues, but this is exception rather than the norm. They noted that when conducting individual level analyses, care must be taken to account for such variables as attachment to the community. Many authors stress that both positive and negative consequences are involved with increased tourism activity and dependence (Davis and Morais, 2004). In addition to the research issues of community tourism that explore community geographically and individually, the new trend of community research emerged is community power and empowerment in tourism. The community research issues are described in the following part.

Capenerhurst (1994) indicated that host concern about this industry usually arises in relatively small spatial areas that have fairly well defined boundaries, where such areas act as destinations and where tourism development is perceived as a threat to the status quo and to community identity. Capenerhurst suggested that the size of the host community is important in relation to the reaction to tourism. He argued small communities are likely to react more strongly to development as it will be far more visible for them. Capenerhurst (1994) stated :

It is at the local level where facilities are seen to be built, where land and other resources are allocated between competing users, and where the wishes of permanent residents need to be accommodated as well as visitors. (p. 152)

Jamal and Getz (1995) suggested research on resident attitudes indicates that residents' opinions on tourism development within a community can vary greatly depending on such variables as scale of tourism development, perception of benefits, and the overall sustainability of the destination. In addition, Pretty, Hine, Richardson and Blake (2000) noted that although there are several studies exploring the perception of residents towards the tourism development of the area, the information derived from different stakeholders is still limited. Davis and Morais (2004) observed that there are studies which have shown that attitudes toward rural tourism development differ depending on whether the people are business owners, planners, politicians, developers, workers, residents, or members of certain ethnic groups. Therefore, several key stakeholders should be emphasised more in the focus of

community tourism research. This is a fundamental dimension of the present research and will be highlighted in the studies to be pursued in this thesis.

Several examples of public-private cooperative efforts and participation by community members in local tourism planning and destination management are present in the tourism literature reviewed by Jamal and Getz (1995). These studies reflect the necessity of involving key stakeholders and refining processes for joint decision-making on destination planning and management issues within a community-based domain. Jamal and Getz (1995) explained further that representatives from the various stakeholder groups should be involved at an early stage in the planning process. Additionally, several researchers have advocated joint decision-making by key stakeholders and consensus in this process as important notions for attaining economically and socially appropriate tourism development.

The study of Wearing and McDonald (2002), in Papua New Guinea, suggested a broader and more abstract approach in understanding community-based approaches to ecotourism, and more specifically the role intermediaries play. They suggested that community tourism development should be understood through considering different worldviews and practices that are introduced through the development agencies, tour operators and tourists themselves. This suggestion is clearly allied to the concept of social representations or everyday knowledge systems and this kind of guiding system will be used to help designed and interpret the research studies.

In China, Li (2004) stated that Chinese tourism researchers have begun to study the dynamic relationship between tourism and the local community. They too noted tourism should be developed from the various interests of the local community.

Murphy (1983) analysed the three decision-making groups (business sector, administration, and residents) in major tourism centers in the United Kingdom. It showed that there were significant differences in perceptions and attitudes towards local tourism development. Nonetheless, the groups were sufficiently close in overall community interests, suggesting that trade-offs and compromises in future tourism planning may be achievable. As noted before these stakeholder perspectives are of

central interest in the research to be undertaken in this thesis although few such studies exist in a developing country context.

According to Buhalis (1999) it can be suggested that only elaborate multi-stakeholder research, using a wide range of multidisciplinary research tools should be utilised to assess the real impacts of tourism at the destination level. Based on such research, policies should be developed through partnerships between the public and private sectors. He noted that the policies should aim to achieve four major strategies:

- maximise the benefits of tourism for the local society;
- maximise the satisfaction of customers/ tourists;
- sustain local resources in the long term; and
- maximise the profitability of tourism enterprises (p. 185).

For the topic of research study destinations, Keogh (1990) indicated most studies of host attitudes have taken place in areas where this industry is already well established, and very few studies have examined the hopes, expectations, attitudes, and concerns of residents prior to the establishment of tourism development. Keogh conducted a study of a small-scale development in New Brunswick, Canada, with his research taking place at the proposal stage. He reported most residents were not well informed about the development, and Keogh argued that it is important that tourism is not blamed for inadequacies in other aspects of host life. He suggested that information is vital as part of the public consultation process and that the survey itself may have helped in this process.

Hernandez, Cohen and Gracia (1996) also conducted research prior to the establishment of tourism development. They too argued that more research should be done at the pre-development stage. They surveyed resident attitudes to a proposed “instant” enclave resort in Puerto Rico. They found ambivalence towards the industry, and suggested that although models proposed by Doxey and Butler do include a “pre-development” phase, they do suggest that attitudes are positive during any destination development phase. Residents in this study had mixed feelings, recognizing both the costs and benefits of tourism. This study revealed that the residents felt powerless to decide whether the development happened or not.

In 1997, Walker, Mitchell and Wismer (2001) also studied the community during the project anticipation phase of development planning. Their main focus was to examine the extent to which development or environmental planning and management initiatives are experienced as positive (opportunities), negative (threats) or neutral with respect to any (or all) of the six components based on livelihood concept. In their study, Walker, Mitchell and Wismer (2001) implemented a livelihood strategy which is an organised set of lifestyle choices, goals and values, and activities influenced by biophysical, political/legal, economic, social, cultural, and psychological components. They explored how these strategies, especially those of farmers and fishers, are affected in the anticipation stage of tourism development. Study results indicate that a livelihood strategy is an essential foundation for successful development and implementation of community-based strategies for environmental planning and management.

Much of the study of community tourism originated from research into tourism's social and economic impacts with the goal of minimising the negative impacts by developing sustainable tourism (Li, 2004). As Wearing and McDonald (2002) noted, research often seeks to provide a context for the re-conceptualisation of community-based tourism in order to progress toward new and more sustainable approaches. Additionally, recent research on community tourism has adapted organisational theories to tourism contexts (Reed, 1997). For example, Reed (1997) utilised theories of community-based tourism planning and collaboration by considering the sources and effects of power relations within a community-based tourism planning process. Similarly the Walker et al. study represents a more conceptual orientation to tourism community research.

The study of McCool, Moisey and Nickerson (2001) suggested a gap between preferences for what should be sustained by tourism and indicators that might measure progress toward this goal. The report from respondents in Montana of what should be sustained showed natural and cultural heritage, community economic stability, quality of life, and unique natural environment as the highest ranked. Gap or measurement based model also offer a future conceptual approach to develop the area.

The issue of community power and empowerment is the current trend in community tourism and also arising in the developing countries. The studies relating to this issue are such as Reed's (1997) power relations in community planning, Scheyvens' (1999) levels of community empowerment, Leach et al.'s (1997) power as critical feature of social relations. Tosun (2005a; 2005b) explored the nature of community participation by examining typologies and stages of community participation. Supporting this growing context of literature, Hawkin (1993) stated that community tourism research should search for creative approaches towards fostering citizen participation.

Jamal and Getz (1995) provide a coherent argument for using organisational theories to improve mechanisms for collaborative (and cooperative) approaches to planning in emergent tourism settings. According to them, emergent tourism settings are characterised by "the presence of numerous organisations and lack a well-defined inter-organisational process" (p.196). Their insights provide intellectual seeds from which a critical analysis of collaboration and cooperation in the context of community-based tourism planning might be generated (Reed, 1997).

One of the community tourism issues demonstrated by Dann (1999) is a heavy emphasis on predicting situations that will probably occur in the short, medium, and long-term, internationally, regionally, nationally and locally. Some of these forecast trends and events are more likely than others to have implications for tourism development. For instance, the recent research of Li (2004) at Nanshan Cultural Tourism Zone (NCTZ) in Hainan Province has three aims including the future aspect: (1) to contribute to the discussion on the practicability of community tourism in developing countries; (2) to identify preconditions for operationalising this approach in the specific situation of NCTZ and; and (3) to recommend future directions for research on community tourism in China.

Overall, research in community tourism areas focuses on resident attitudes and attempts to understand the nature of their diversity. The issues of stakeholders' perspectives and studies in incipient tourism destinations are believed to be effective for developing sustainability in community tourism destinations. Also, theories or organizational approaches to understand community tourism research are emerging. Prediction of situations are also emphasised in this area. Studies have been conducted

on both developed and developing countries but there is only a modest amount of research in the latter category and not very much in the Asian context. The next section expands on the research needs which are central to the thesis.

1.3.2 Research needs

Dann (1999) indicated that fundamental research is necessary to identify community and visitor needs in order to operate a successful process model. Also, MacIntyre (1995) argued that we need a new way of thinking about old problems, that is, old solutions do not work in the present economy to make community tourism possible. There are gaps that still need to be filled in community tourism research. Considerable work has been undertaken on the sustainability of community destinations. Issues such as land use planning, impact on local communities, who benefits, commoditisation of local culture, waste management, use of resources, impact on biodiversity, and so on have been widely researched and discussed. Unfortunately, very little sound, practical, and applicable methodology has been developed to drive sustainability at the destination level for the tourism industry. (Brunet, Bauer and De Lacy, 2000).

The concept of community tourism has been developed and refined in the context of developed countries in search of sustainable approaches to tourism development. However, the applicability of such a concept to developing countries seems not to have been considered in detail (Tosun, 2000). Li (2004) observed that although scholars have explored community tourism issues in China (Hatton, 2002) and other developing countries (Mitchell and Reid, 2001; Timothy, 1999), they have mainly focused on community involvement in the economic benefits of tourism and not yet covered the complexity of applying the concept. There remains, therefore, a much needed and important discussion on the implementation of community tourism in developing countries including the present interest area of South East Asia (Li, 2004). Another important basic research possibility exists in this field. Studies should explicitly examine the extent to which meanings are shared or differ. The importance of such a study is that through a more inclusive analyses of meanings, there is a greater chance that the 'right' questions get asked (McCool, Moisey and Nickerson, 2001). Farrell (1999) stressed that one of the greatest needs in tourism research is for

a “common language” (p.191). This common language can be extended to the need for definitions and conceptual agreement. As noted by Pearce and Moscardo (1999) in their book on the tourism community analysis:

The challenge for the tourism community relationship research is clear. We need to re-formulate this area of study; we need to ask new questions or develop a new theoretical perspective so that we do not pursue an endless litany of unconnected studies using different definitions which fail to provide a cumulative body of knowledge. (p. 46)

Some scholars have also noted that most social impact research has taken place after tourism has taken root, but that there is a need to conduct investigations prior to its establishment, as such research can provide a benchmark of community attitudes and assist in the planning process (Hernandez et al., 1996; Keogh, 1990). In the Pohangina Valley study of Mason and Cheyne (2000) the researchers found that respondents tended to view the proposed impacts of tourism (both positive and negative) from their own perspectives, without necessarily any specific reference to tourism. This is not surprising given the circumstances of little tourism development in the area at the time of the field research. The process of attending to existing literature is of course fundamental to all sound research but in the community-based tourism case there is a need to design new studies congruent with differences amongst communities and stakeholders expressed in the previous work.

Crouch (1991) compared knowledge building in tourism to the construction of a physical edifice. In the beginning we may only have a vague idea of the sort of building we require, and this is often reflected in the site plan that is prepared. For Crouch, designing the site plan need not be such a precarious business, particularly if we pay heed to construction work that has gone on before, as evidence principally and analogously through reviews of literature.

Cohen (1979) noted that a good tourism research should be emic in its design, that it should consider the perspectives of the participants, not the perspectives of the researchers as a part of the research testing process. The “perspectives of participants on community-based tourism” will be a focus of this study. The co-active coaching model supports an approach where “clients are naturally creative, resourceful, and

whole...The coach has the questions, clients have the answers” (Kline, 2001a). The co-active professional believes that the client must be at the centre if the needs of that person are truly to be met. The clients in community-based tourism development are not just the community but all the main stakeholders: decision makers (authorities), business operators, visitors and communities or locals (Bjork, 2000). Jamal and Getz (1995) also stated the need for domain level consensus. They pointed out that in the fragmented tourism domain, perceived interdependence and key stakeholder involvement are not adequate for achieving success; methods must be devised for finding common grounds for facilitating consensus and for implementing the collaboration. Collaborative forms in tourism destination planning and management are still a relatively new and emerging field of study (Jamal and Getz, 1995). This orientation suggests that research should be focused on determining where the optimum balance of interests lies among competing sectors and developing specific techniques to aid integration and shape priorities for emergent tourism settings (Reed, 1997).

In one study which used a stakeholder survey, Yuksel et al. (1999) suggested that future work should focus on differences in opinions and concerns between the multiple stakeholders groups because the complex and contradictory perspectives of people’s views should not be neglected. McCool et al. (2001) also argued that a broad description of perspectives would help determine stakeholder differences and similarities and form the basis of dialogue for the future of the tourism industry.

At a more macro scale the problems of research in community-based tourism reflect larger problem in the area of tourism study. Most of the existing work consists of case studies which cannot be generalised. Dann (1999) reviewed the weaknesses of tourism research. He noted that:

Instead of there being a desirable cumulative corpus of knowledge that is emic, comparative, contextual and processual (Cohen 1979), what we frequently encounter is a ragged collection of half-baked ideas that constitutes largely descriptive, case-confined wishful thinking. (p.14)

Although there are acknowledged weakness in tourism research, Dann suggested three future oriented approaches towards tourism development which permit viable theoretical construction and reasonable progress. They may be designated '*The Toffler or Future Approach*', '*The Simmelian*' and '*Open-Ended Work*'.

In summary, Dann (1999) explored the needs of future research for tourism development field. He suggested avoiding or implementing the following eight agenda items:

Blind alleys: dismissed of adversaries in order to reinforce a given theoretical position;

Self-appropriation: the pursuit of a specific theoretical line of inquiry should not be a personal matter;

Reversing conventional wisdom: debunk popular assumption and startling revelations;

Concept stretching: find extended knowledge in the concept such as sustainability should not be limited in rural areas;

Scope broadening: broadening strategy (Dann stated the example of MacCannell and Bruner who broadening the gender dimension in studying 'gay men')

Breaking out of the case: provide a degree of generalisation or to wider theoretical debates of authenticity and placelessness

Resolving paradox: provide an understanding of the familiar (basic terms) and resolve paradox from the developed one.

Establishing new linkages: to take two or more domains and combine them for multidisciplinary treatment.

This review of research needs help shape the thesis directions in the following ways:

- 1) The focus area is in the developing countries (Li, 2004; Singh, Theuns, and Go, 1989);
- 2) Communities selected are in the early stage (low-medium level) of tourism development (Mason and Cheyne, 2000; Pearce et al., 1996);
- 3) The studies will endeavour to search for 'common language' of community-based tourism meaning, concept, and implementation (Farrell, 1999);
- 4) Previous evidence specifically successful CBT destinations will be one of the topics explored (Vereczi, 2001);

- 5) Investigating stakeholders' emic perspectives is an emphasis in the studies (Yuksel, Bramwell, and Yuksel, 1999);
- 6) 'Breaking out of case' is one of the gaps the thesis aim to fill (Dann, 1999)

In community-based tourism practice, questions have arisen whether it is realistic or unrealistic. The stakeholders' debates in the next section will discuss this specific question.

1.3.3 *Scholars' debates*

Since the 1980s, several alternative forms and strategies of tourism have been introduced: soft/low impact/ green/ eco/ cultural/ responsible forms of tourism and community approaches. These are all attempts to provide an alternative to mass tourism which is often portrayed as a juggernaut, consuming one destination after another (Griffin, 2002). There are strategies which endeavour to minimise the costs of tourism and maximise benefits. Small-scale projects are intended to benefit the local population, conserve the environment and treat culture with sensitivity. Although these practices are believed to reach sustainable tourism goals, some scholars are questioning the practices. Twining-ward (1999) noted that these are sound principles but it can also be argued that this type of tourism diverts attention from the real issues facing the industry (the scale and intensity of tourism development) and also has the effect of opening up more areas to ultimately large scale development (p.87). In late 1997 and early 1998, WTO publication highlighted components of the debate about sustainability and its strategies in tourism. The debates being discussed were the meaning of the terms, its possibility in practice, and consensus from different and competing objectives (Ryan, 1999).

In the years since the publication of Murphy's "*Tourism: A Community Approach*" (written in 1985), the concept of community involvement in tourism development has moved nearer to the centre of the sustainability debate (Taylor, 1995). Taylor (1995) argued that the involvement of local residents is often regarded as the key to sustainable development but they are expected to be part of the tourism product and to share the benefits as well as inevitably share the costs. It seems somewhat perverse that in developing tourism community members become part of the problem but are

then given the opportunity to become part of the solution. Baum (1996) agreed that well-intentioned development aspirations can go wrong when the approach is superficial and does not really recognise the characteristics of the community concerned. Holland (2000) stated that even with the best practice participatory techniques and a local commitment to accountability, patterns embedded in local communities create serious barriers to achieving sustainable tourism development.

Murphy (1985) observed that a paradox of tourism is that the industry carries within it the seeds of its own destruction. The models of operations that have been represented to rural and isolated area communities has led to a paradox. This is that rural and isolated area communities have very few other models than those of the dominant western models with which to operate. Local tour operators then tend to treat their own communities as the 'other' to be exploited (Wearing and McDonald, 2002). Hall (2000) added that there is the false assumption that tourism easily generates income and jobs. A local study team of tourism in Laos supported by UNESCO (Anonymous, 2000) explained, "It is true that some of the local people have sold their pieces of land, or teak garden to buy taxis, buses, tuk tuks to serve in the tourism sector and they have thought it might bring them good income and better living conditions". There is no guarantee that the benefits of tourism will trickle down to the poorest groups, nor does tourism necessarily reduce inequalities (Ayres, 2002).

Undoubtedly all new forms of tourism should not automatically be seen as ethically and morally superior to mass, conventional tourism (Mowforth and Munt, 1998). Critically it is the process of how tourism is implemented. The most fundamental objectives of tourism deal with its role in enhancing economic opportunity, protecting cultural and natural heritage, and achieving a desirable quality of life. The extent to which we do not understand how tourism helps communities accomplish these goals serves as a barrier to their accomplishment and may lead to a misallocation of scarce human and financial resources (McCool, Moisey and Nickerson, 2001). Sheyvens (2000) discussed a "new form" of tourism, "justice tourism" in the Third World. It is one of the new labels being applied to tourism initiatives which directly aim to meet criteria of social and environmental sustainability. Ideally justice tourism means tourism which is both ethical and equitable. Ironically, forms of justice tourism may possibly appeal to only small groups of visitors, commodifying poverty, and

entrenches inequitable relationships which see the west having the answers to the developmental problems of the Third World. However, it has failed to acknowledge the place of the west in creating problems and failed to highlight the skills, resources and knowledge of Third World peoples. (Sheyvens, 2000). Similarly, Ayres (2002) stated that it is dangerous to assume that cultural (alternative) tourism is always clean and green or that it is necessarily a non-exploitative, responsible, and more sensitive form of tourism.

Mader (2004) warned that:

Community tourism is not always successful, and perhaps we could begin to look at failures as pathways to success. Rural community tourism takes place in already marginalised areas. Created with good intentions, some rural community-based tourism projects are abandoned when political pressures rise, jealousies intensify or the heralded "eco tourists" do not arrive. Developers may talk of "integrating communities into tourism," but rarely do they visit a community and ask what it is locals want. (p. 3)

Further conflicts have been identified. While the community approach may be an effective way to develop tourism, creating the necessary intercommunity cooperation and collaboration is a complex and difficult process. Businesses are asked to share resources while simultaneously competing. Local governments may be worried about losing control over local decision making (Huang and Stewart 1996; Jamal and Getz, 1995). Emphandhu and Poolpipat (2003) indicated that in most cases, local people cannot make community-based tourism a success because they are not allowed a substantial part in tourism management and benefit sharing. In the study of the Hunstein Range community, in Papua New Guinea, Wearing and McDonald (2002) noted the positive point that tourism may enable the communities to communicate and solidify opinions concerns outside influence. Nevertheless, on a negative note, tourism development may indirectly disrupt the power relations within the community, bringing about changes in the social organisation too quickly for supporting institutions to arise (Wearing and McDonald, 2002). Similarly, Jamal and Getz (1999) noted that multi-sectoral and community involvement in addressing

development issues and impacts is easily recommended, but the difficulties of enacting such processes for effective participation tend to be underestimated.

Working largely in a South Pacific island context, Sofield (1993) has suggested that the strategy of encouraging only small numbers of tourists would allow village life to continue with minimum disruption. If the visitors are accommodated in a traditional house either on the outskirts of the village or a little distance away, the invasion of the private space of the villagers would be minimised. The example cited is Buna village, Oro Province in PNG. On the other hand, Ayres (2002) raised the additional issue that maximizing local control and participation in tourism may result in limits being placed on numbers of tourists, which may mean sacrificing tourist revenue. Also, large segments of communities may not always support tourism development. Ayres (2002) identified a further example : in the Caribbean, there is a concern over the growing dependency on tourism. The islands of the Pacific also have a prime concern that tourism may irreversibly damage the social fabric and cohesion of small fragile societies. Ryan and Montgomery (1994) warned, “the danger exists that community-responsive tourism becomes tourism promotion aimed at those who wish to become responsive.” It may not be different from other forms of tourism (Taylor, 1995). Taylor argued that those in the community with most to gain from the expansion of tourism know how to sell themselves and others. This represents an insider approach to the community rather than some outside initiative and may be politically expedient, appear more empowering and perhaps more acceptable to the “realists.” It may also result in rising intra community tension.

In summary, there are complex issues and ambiguities in the applied community tourism discussion, much of which is conducted without a detailed research agenda. These perspectives provide a further stimulus to the research undertaken in this thesis by shaping the selection of case studies so that they vary in setting characteristics and applied problems.

1.4 Definitional context

Dann (1999) noted that in tourism research there are the sheer diversity of disciplinary approaches and their various representatives ensures that researchers are rarely

speaking the same language. This results in one large tourism research problem as stated by Pearce and Moscardo (1999), that frequently there are definitional and measurement problems. There is therefore a need to review literature to clarify these definitional ambiguities. Significant terminologies that will be discussed are community, development, sustainable tourism, and community-based tourism.

1.4.1 Community

Hillery (1955) has previously reviewed the definition of 'community' from the different ninety-four definitions which relating to this term. He stated the necessity of this definition study that 'this lack of agreement is especially reflected in the formulation of abstractions, including concepts and definitions' (p.111). He discussed some definitions and categories of definitions relating to the term pioneered by several well known scholars such as Hollingshead, Gillette, and McClenahan. Hollingshead grouped definition of community into three categories: solidarity, geographic area, and socio-geographic structure. Gillette coincided the definition of community with society, city, village, and neighbourhood. McClenahan classified the community according to six points. However, Hillery argued that these definitions fail to be mutually exclusive. Sixteen different concepts were abstracted from examination of the 94 definitions by Hillery. He noted that the same idea was often mentioned in more than one definition, and more than one idea often occurred in the same definition. His broadest classification is the dichotomy, generic and rural definitions. The interesting points from his study are that:

- no author encountered in the survey denied that area could be an element of community and this will have an important bearing on the conclusion of community definition;
- all of the definitions deal with people and there is still the absence of agreement beyond the fact that community involves people;
- not all ecologists have definitely excluded social interaction from consideration as an aspect of community but only that certain ecologists do so;
- social interaction is one major concern of all of the definitions;
- more than three-fourth in which a community is considered a group of people in social interaction having some ties or bond in common.

In overall, Hillery (1955) concluded that a majority of the definitions of community include area, common ties, and social interaction (with the exception of the deviant ecologists) as important element of the 'community'. Later, Stacy (1969) has reviewed the definition of this same term and came up with the similar conclusion. However, Stacy stressed further the community as the 'sense of belonging' and this may not be concerned with a territorially defined group. These views influence the critical arguments towards the definition of community in several field including tourism.

In the tourism research studies, community refers to a "body of people living in the same locality," as defined by the concise Oxford dictionary and stated in the study of Jamal and Getz (1995). However, Burr (1991 cited in Pearce and Moscardo, 1999) observed that the concept of what constitutes a community requires further consideration by researchers. He noted that occasionally researchers appeared to use a simple human ecological model focusing only on community as a synonym for place, while a further small set of articles have adopted critical elements such as an emphasis on power, decision making or dependency as part of their analysis.

There are different definitions of community from scholars (See Appendix A). For instance, Wearing and Neil (1999) described the term community in its broadest sense as 'encompassing a heterogeneous set of local people. It recognises that a community has a common interest in the resources of an area, but within any community there will be stratification and conflicting interests (p.7-8). Marshall (1994) stated that the concept of local community concerns a particularly constituted set of social relationships based on something which the individuals have in common- usually a common sense of identity. While these initial definitions are useful organises the value of researches in this field, having an even closer consensus on what is a 'community' will be treated as a research issue in this thesis.

Brunet et al. (2000) stated that if community is only seen as a place, it may confuse the term with "destination" which is usually associated with:

- a defined area or region that has recognisable travel and tourism capacity; and
- a collection of a range of types of tourism-specific operations such as hotels, tour operators, restaurants, rather than one individual entity.

Burr (cited in Pearce, Moscardo & Ross 1996) categorised the definition of “community” into four approaches:

- *Ecological approach*: the community living together and adapting to the setting, a process that produces distinctive community characteristics.
- *Social approach*: the roles and institutions that govern society, social relations and the primacy of group membership.
- *Interactive approach*: social interactions of individuals/ the sum of the clustered interactions of people and organisations occupying a restricted geographic area.
- *Critical approach*: the opposing forces in groups of people. This approach pays attention to the power of key groups in the decision-making process.

These approaches identify multiple meanings of the term “community.” Other definitions discussed could be embedded in these categories. For instance, Jafari (2000) provides a definition of community in the interactive approach framework as a combination of social units and systems that afford people daily access to those broad areas of activity which are necessary in day-to-day living. Roberts and Hall (2001) also used Burr’s community definition approaches but added an aspatial approach or “community without propinquity” (Jafari, 2000).

In different words, Roberts and Hall (2001) explained that a community could be seen as :

- Belonging to a specific topographical location
- Defining a particular local social system
- A feeling of *communitas* or togetherness
- An ideology, often hiding the power relations which inevitably underpin communities
- Aspatial linked by bonds of common interest not place, existing within and across aspatial communities (p. 103-104)

For the contemporary interest-based approach, Madrigal (1995) pointed out, the fact that a group of people live in the same geographical area does not mean they belong to the same “community.” In any given geographical region, there may be any number of communities, such as the gay community, the elderly community or

communities defined by ethnic groups. Mader (2004) also identified virtual communities generating by web usage as a tool linking people with similar interests. Williams and Lawson (2001) emphasised that a better definition of community may be “ a group of people who share common goals or opinions.”

Most community definitions in general will fall into the above five approaches (see Appendix A). However, the aspatial approach is not relevant to the concept of CBT. In their tourism study, Pearce, Moscardo and Ross (1996) suggested an emphasis on the interactive and critical approach, especially the interactive which refers to “ an interacting and communicating aggregate of individuals, sometimes at large and sometimes at small scale in terms of population and location.” They stressed viewing the community as an interacting communicating and dynamic entity but where the power relations deserve attention.

Communities are heterogeneous according to several characteristics including proximity to large urban centres, predominant land uses, type of tourism-based activity, and gender roles and relations. Institutionally, communities exhibit diversity and dynamism in terms of community structure, organization, and relations with senior levels of government. As a result of the small scale and unique characteristics of emergent tourism settings, it is not possible to come up with an explanation for community behaviour that will predict local outcomes with any certainty (Reed, 1997).

Community-based processes too are complex. Their establishment implies the creation, destruction, and/or reinforcement of relations within and outside of individual communities (Reed, 1997). In order to realise the high potential for tourism to bring social, economic and conservation benefits to communal areas, the constraints to community involvement need to be addressed, and new opportunities promoted (Ministry of Environment and Tourism, 1995) and this will have to start from the insightful understanding of the term “community.”

In this research, a clarification of the term community is needed in order to be able to justify community-based tourism, to evaluate its success, and also to help plan tourism management. As Murphy (1985) stated, it is necessary to formulate clear

planning and management policies to maximise the benefits and minimise the disadvantages of tourism's power to transform resources and host communities. A treatment of this definitional issue in community-based tourism will form one goal in the early phases of thesis research.

1.4.2 Development

Development is another dynamic term which is widely discussed. Mason (1990) elaborating on the history of this term observed that in the early 1970s, development would have been measured by reference to economic factors such as Gross National Product, employment structure, economic growth rate and food production. These measures of development indicate the wealth of the country or region and the "health" of its economy. However, during the 1970s, understanding of the process of development changed, it became clear that economic indicators were not sufficient to show all aspects of development. Health and education were seen as vital factors in personal development and the development of society. Supporting to the previous comment, Hicks and Streeten (1979) noted that GNP per head was widely accepted as the best single indicator of development historically. However, this was based on doubtful assumptions of whether the economic growth has a tendency to automatically trickle down to the poor. Therefore, there was the adjustment of the term and the new focus was on meeting basic human needs which means that 'economic welfare comprises not only national income per head but also its distribution and the degree of steadiness or fluctuation over time' (p.568). The social indicators were therefore created which attempt to measure the development of health, nutrition, housing, income distribution, and other aspects of cultural and social development (Hicks and Streeten, 1979).

Moreover, Ingham (1993) succinctly concluded from the earlier perspectives of the term development, then came up with dimensions of the term. She addressed that the term development can be defined 'based on present-day interpretations of the old wisdoms and our newer concerns' (p.1803). She discussed 'development' based on different context as:

- growth and development in historical context;
- development as structural change;

- development as modernisation;
- development and political change;
- decentralisation and participation;
- redistribution and basic needs;
- development as human development;
- sustainable development;
- an ethic of development.

These can be considered as the well rounded dimensions of the discussion over the development term in the current society.

Increasingly, people began to focus on human rights and the quality of the environment. In this context, development definition as human development requires to move beyond measures of relative purchasing power to consider a range of social indicators (Ingham, 1993). McCool et al. (2001) stated that development is different from growth. In the Encyclopedia of Tourism, Jafari (2000) identified two historical trends for development, capitalism and socialism, which can be seen to be in conflict with one another.

In the case of tourism, development is an expression that encompass not only destinations, origins, motivations and impacts, but also the complex linkages that exist between all the people and institutions of that interlocking, global supply and demand system (D. Pearce, 1989). Increasingly, and at all levels, development is being remodelled along the lines of sustainable development. Its character derives from the application of political, moral, social and scientific imperatives guiding the management of the 'human environment' toward continual, overall, qualitative improvement (Farrell, 1999, p.189). In the last decade, different development concepts have emerged to minimise general development and tourism related imbalances. Tourism South Australia (as cited in Hall, 1998) defined development as that which 'enhances visitors' experience of the resources in order to derive economic, social and environmental benefits for individuals, governments, operators and communities.' Until now there is no universal acceptance of a single definition but Farrell (1999) positively noted that there is already enough common ground to provide direction for this term. Some of these are 'balanced development', 'integrated', 'harmonised', 'diffuse' programs or 'sustainable development'. The

primary aim of these concepts is to bring about development that will actually produce the positive effects envisaged without the risk of harmful side effects (Basu, 2001). The development term however still needs to be clarified. As Basu stated, how one defines 'development' is important.

The use of the Human Development Index (UNDP, 2001) is being used as one contemporary measure of development. The World Commission on Environment and Development (1987) supported the view that development is currently seen as a process of change, and improvement. It is a process which affects all individuals in all countries. D. Pearce (1989) concluded, there are five different ways in which the concept of development is used:

- Economic growth
- Modernisation
- Distributive justice
- Socio-economic transformation
- Spatial reorganisation

In the tourism field, sustainable development has been emphasised. Sustainable tourism development must reconcile conflicting interests and objectives and encourage partnerships to provide 'desirable' benefits to the local communities. It must focus on the general interest by transcending individual interests and aim for sustainability. Some researchers (i.e. Butcher, 1996) have argued that it is untenable to have overall sustainable tourism development. Instead, it can be conceived as an essential trade-off between achievements in different areas. In this view, achieving economic prosperity through tourism development essentially requires the sacrifice of social, cultural and environmental element to varying degrees (Griffin, 2002). Sharpley (2000) provided a useful analysis of development theory in the context of sustainable tourism. Sharpley suggested that the role of economic growth in promoting human well-being should also assess the value attributed to the natural world and the rights of non-human species.

Basu (2001) constructed a Sustainable Tourism Index (STI) broadly following the procedure used for the construction of the widely used Human Development Index by UNDP. It is based on four indicators:

- 'economic achievement', as reflected in tourism expenditure per capita (total tourism expenditure divided by the population of the country/region) ; proportion of economic activity generated by tourism only;
- 'environmental condition', as measured by the existence of site protection regulations, number of rare/endangered species ; intensity of use in peak periods (persons/hectare);
- 'social condition', as measured by the ratio of tourists to locals (peak periods and over time) ; number of tourist-related crimes;
- 'cultural condition', as measured by level of satisfaction by visitors on cultural attractions ; level of satisfaction by locals.

He believed that the STI can be used to monitor the desirability of future developments in tourism from the point of view of sustainability. This matches the general definition of development of Hart (1999) who proposed that development is to bring out the capabilities or possibilities of a system or organisation and to bring to a more advanced or effective state. The phenomenon is under debate.

As already discussed, it is important in this research to clarify the meaning of 'development' relating to community-based tourism development concept. The investigation of both terms 'community' and 'development' will be highlighted in the first study of the thesis. The use of these terms by professionals will be the particular focus of the study. It is anticipated that establishing clear ground work for the meaning of the terms can facilitate studies in this thesis and in future analyses.

1.4.3 Community tourism development

Combining the two terms, "community development" is now the focus or heart of development in many societies and has been promoted in many areas such as economy, education, environment, health, politics, population, public safety, recreation, and transportation (Hart, 1999). Also in tourism, the prime areas of community tourism development stated by Nicholls (1993) are: environment and

accessibility, business and economic, social and cultural, and management and planning. In the Encyclopedia of Tourism, Jafari (2000) provides a clear explanation of community development towards tourism in that:

It is a process of economic and social progress based on local initiatives. Tourism development can result in community problems, but its planning and development can potentially contribute by fostering awareness of issues and opportunities, empowering citizens to make decisions, training residents for leadership positions, providing more and better community facilities and services, and facilitating stronger local institutions and feelings of interdependence. (p, 96)

As WTO (1983a) noted “tourism development must be part of a general development plan which includes improvement of the educational system, the creation of cultural institutions (museums, theatre, etc.). A program for the protection of tourism sites with the participation of local representatives is also a frequent concern (p. 26-27 WTO, 1983a). Therefore, the tourism development in a locality or region should allow for the local population’s active participation in economic terms. If tourism development impacts on a local community are to be taken into account, it is necessary to prepare a community development model and educate the community before work starts on the project.

1.4.4 Sustainability/ Sustainable Tourism

Sustainability as a concept may represent a guiding fiction. Guiding fictions are precepts that cannot be proved or measured, but that act to create a sense of community, connection, and power: they provide stimulus for important arenas of social discourse. (McCool, Moisey and Nickerson, 2001, p.127)

The above statement identifies the significance of sustainability in social research and also in community development. Nevertheless, the definition of sustainability and its goals remain important challenges in the sustainable tourism literature (Hunter, 2002). McCool, Moisey and Nickerson (2001) suggested that the meanings of sustainability can be articulated through the indicators that organisations and governments develop to monitor its achievement. Such indicators reflect definitions of what it is that should

be sustained. They explained further that sustainability can be viewed as an appropriate goal in an era of change and uncertainty. Essentially it provides a desired end state for identifying strategies that may vary with circumstance. The definitions and meanings of sustainability are paramount in any tourism policy that looks to the future.

Collins (1999) simply identified “strong sustainability” as opposed to weak “sustainability.” Both forms are clearly associated with environmental protection. This means whatever development activity the contemporary generation undertakes, it should leave the same natural capital for the coming generations. Collins provided the definition of sustainability developed by the World Commission on Environment and Development (1987): “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” He reinforced the view that sustainable development involves both environmental and economic aspects. It is a transfer between generations of both built and natural capital. According to Collins, sustainability implies the need for modification “of the standard welfare economics.” Farrell (1999) described a central tenet of sustainability that it attempts the smooth and transparent integration of economy, society, and environment or ‘sustainability trinity.’ Farrell (1999) noted that the definition of sustainability is highly restrictive to societies attempting to translate sustainability into local action and simultaneously to retain their own uniqueness.

The goal of sustainability carries multiple meanings (such as redistribution of income, intergenerational and intragenerational equity, maintenance of ecosystems, maintenance of life options, maintenance of resilient human-natural systems, and redistribution of power). Each of these meanings carries different implications for what actions are needed (McCool, Moisey and Nickerson, 2001). Sustainability can be achieved from the cooperation of stakeholders such as in the complex domain of travel and tourism, which is again closely connected to the natural and sociocultural environment (Jamal and Getz, 1999).

Tourism is one of the key forms of sustainable resource utilisation (Burns and Holden, 1995; MET, 1995; Sharpley, 1997). The issue of sustainability and tourism has become a widely studied topic in the past few years (Ap and Crompton, 1998).

McCool, Moisey and Nickerson (2001) suggested three possible questions in the literature of tourism and sustainability: 1) How should the tourism industry be sustained? 2) What is sustainable tourism? 3) What should tourism sustain?. Sharpley (1997) pointed that “sustainable tourism should be considered a potential means of achieving sustainable development; that is, any form of tourism should itself be environmentally sustainable and be able to contribute indefinitely to broader sustainable development policies and objectives” (p.327). However, some tourism academics argue that sustainability in tourism is generally an aspiration or goal, rather than a measurable or achievable objective (Middleton and Hawkins, 1998). A consensus in the definition of sustainable tourism development has proved difficult to achieve (Sharply, 1997). The goals of sustainable tourism development needs to show a clear linkage between tourism and the generic principles of sustainable development (Twining-ward, 1999). Butler (1993) has distinguished sustainable tourism development from sustainable tourism. He clarified:

“...sustainable development in the context of tourism could be taken as: tourism which is developed and maintained in an area in such a manner and at such a scale that it remains viable over an indefinite period and does not degrade or alter the environment (human and physical) in which it exists to such a degree that it prohibits the successful development and well-being of other activities and processes. That is not the same as sustainable tourism, which may be thought of as tourism which is in a form which can maintain its viability in an area for an indefinite period of time” (p.29).

Tosun (2001) discussed the concept of sustainable tourism development that:

“It should be seen as an adaptive paradigm, a part of the parental concepts of development and sustainable development, and it should aim at contributing to objectives of sustainable development and development in general by determining specific principles in the light of its parental concepts.” (p.596)

This paradigm clarified the connections between sustainable tourism development, development and sustainable development.

Although detailed discussion of sustainability is not easy, it is necessary in order to better understand the different perceptions of sustainable tourism that are now emerging and to make more informed choices about the future development of tourism destination areas (Hunter, 2002).

The concept of sustainable tourism has arisen out of the concept of 'sustainable development' (Basu, 2001; Farrell, 1999). Many academics have actively pursued the concept of sustainability in a tourism context. Basu (2001) added that the widely held concept of "mass" tourism is gradually being replaced by "sustainable" tourism. Although variants of the concept of sustainable development occupied a role in the economic development literature somewhat earlier, the concept has been extended to cover the tourism area primarily in the early 1990s. The launch of new academic journal, the Journal of Sustainable Tourism, in 1993 is one item of evidence in this paradigm shift (Burns and Holden, 1995).

For tourism to be sustainable, it must provide a satisfying experience to visitors, must remain economically viable, and must not have significant negative effects on host communities and the natural resources (Basu, 2001; Burns and Sofield, 2001; Twining-ward, 1999). Farrell (1999) provided the meaning of sustainable tourism that is accepting a commitment to providing healthy long-term tourism thoroughly integrated with the other elements of economy, and with environment and society in such a manner that a policy change in one does not unduly interfere with the optimal functioning of any of the others (p.191). This is supported in the debate of Davis, Tisdell and Hardy (2001).

Although several definitions has been given lately to explain "sustainable tourism" (see Appendix B), the well-known definition of it is "that which meets the need of the present without compromising the ability of future generations to meet their own needs" (Baldacchino,1996). It is clear in its definition that "long-term" sustainable development of the area is its aim. A study of sustainable tourism components by Miller (2001) which asked experts' input supports this aim because "long-term" is seen as the most significant component, others are "enables local involvement, makes efficient use of resources, and contains well developed tourism plans."

The “long term” concept is assumed to be the long term aim of the community rather than individuals. As Hall (1998, p. 25) stated, a sustainable approach to tourism is concerned with tourism being the appropriate form of development of the economic, social, and physical resources of a region in a manner which conserves the social and physical environment and which promotes the long-term goals of the community. This approach implies that sustainable tourism includes community concern as part of its essential components while enhancing issues of sustainability such as ecology, environment and economy. Edwards (1996) emphasised that sustainable development favours increased local control over development decisions, and “bottom-up” development strategies which require devolution of more decision-making authority to the local level.

In March 2004, the WTO Committee arranged the meeting in Thailand on Sustainable Development of Tourism. They agreed to revise the WTO definition of sustainable tourism, published in the Agenda 21 for Travel and Tourism in 1995 to reflect better the sustainability issues in tourism. The new conceptual definition places emphasis on the balance between environmental, social and economic aspects of tourism, the need to implement sustainability principles in all segments of tourism, and it refers to global aims such as poverty alleviation (WTO, 2004b).

It is applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. The sustainable tourism development conceptual definition suggested that tourism should:

1. Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.
2. Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.
3. Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment

and income-earning opportunities and social services to host communities, and contributing to poverty alleviation. (p.3)

Clearly, the principles of sustainable tourism highlight a “community approach” (D. Hall, 2000a). The host community is an important element to consider in the concept of sustainability (Burns and Sofield, 2001). There is a subsidiary terminology and form of management which mainly focuses on the “community approach,” namely “community-based tourism.” This community participation in tourism has been promoted for a number of reason:

- as a service industry, tourism requires the goodwill and co-operation of host communities (Simmons,1994)
- involvement in development processes is likely to result in more appropriate decisions and greater local motivation (Gill, 1997)
- support for environmental protection is likely to be enhance (Burns and Sofield, 2001)
- visitor satisfaction is likely to be greater where villagers support and take pride in their tourism (Burns and Holden, 1995; Cole ,1996)

To have a more acceptable and broader view of sustainable tourism, environmental, social and cultural aspects need to be considered along with the most desirable economic needs. All these aspects need to be combined or aggregated to obtain a comprehensive and total view (Basu, 2001.; Farrell, 1999). McCool, Moisey and Nickerson (2001) supported that maintenance of the industry over the long run and its role in the large social, economic, and environmental context are issues of sustainability. However, some scholars observed that the focus is on the ecological rather than social and cultural aspects of sustainable tourism development (Farrell, 1999; Twining-ward, 1999). Dryzek (1987) argued that the policy of ecological rationality in which ecosystem process and function are maintained is fundamental to the concept because without necessary ecological functions, human life is not possible.

Twining-ward (1999) noted that sustainable tourism development offers a broader approach to the reform of tourism practices but progress from principles has been

slow and impeded by a number of difficulties. Hence, sustainable tourism development must reconcile conflicting interests and objectives and encourage partnerships. It must focus on the general interest by transcending individual interests and aim for durability beyond the short term (Basu, 2001)

WTO has been promoting the use of sustainable tourism indicators since early 1990s (WTO, 2004b). Recently, WTO (2004c) issued the indicators of sustainable development for tourism destinations. The indicators were constructed by involving 60 experts from more than 20 countries. It contains over 40 major sustainability issues such as the management of natural resources, development control, satisfaction of tourists and host communities, preservation of cultural heritage, seasonality, and economic leakages.

The concept of sustainable tourism is also related to the concept of “carrying capacity”. Collins (1999) gave legitimate explanation that the carrying capacity should be determined by the environmental characteristics and the preferences of the local people in a given destination and the carrying capacity level needs to be adjusted accordingly. On the other hand, Twining-ward (1999) and Farrell (1999) argued that one of the barriers to the emergence of sustainable tourism practices is because tourism researchers fail to focus on the immediate disciplinary boundaries. This leads to the view that sustainable tourism development is just about establishing appropriate destination tourism capacity rather than an appropriate type of tourism development. Ko (2001) also introduced the barometer of tourism sustainability (BTS) which provides stakeholders with an immediate picture of where they are and their future directions.

The concept of sustainable tourism development, as related to tourists and host regions, is envisaged as leading to management of all resources in such a way that “economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life-support systems” (WTO, 1997, p.30). Sustainable tourism development at a local and global level will therefore require much greater cooperation and collaboration than practiced to date (Jamal and Getz, 1995). Research into community-based tourism is embedded in the context of sustainability discussions in tourism. As a part of the research agenda

for this thesis, various dimensions of sustainability will be considered as community-based tourism research is developed.

1.4.5 Community-based tourism

The history of community-based management will help understand the importance of community-based tourism. Prior to the age of European exploration and colonisation, natural resource management in much of the world—including Southeast Asia—was largely village and/ or descent-group based and therefore was heavily reliant on de facto community-based resource management process (World Resource Institute, 2001). The benefits of this community-based management system was that it was highly adaptable to local socio-economic, biological, and physical conditions. During the colonisation period, there was a change of local control to top-down management. Presently, tourism community approaches have tried to re-assert and re-establish local input. In this approach, the community may develop a greater sense of responsibility for the sustainable use of the resource, and local use conflicts are generally avoided. Beside this approach, there are other two main approaches which have varied throughout human history because it depends largely on socio-cultural and political contexts. The characteristics of each approach are shown in Appendix E. These three approaches are given as choices in the questionnaire to measure suitable community-based tourism management characteristic. They are called top-down, shared, and bottom-up management.

It seems that a community-based approach is a strongly endorsed direction in tourism development. A community-based tourism destination may be viewed by adopting an ecosystem approach, where visitors interact with local living (hosts, services) and non-living (landscape, sunshine) to experience a tourism product (Murphy, 1985).

However, MacIntyre (1995) pointed out that community-based tourism is a buzz word, over used and poorly understood. In the Regional Meeting for Southeast Asia: Community-based Ecotourism Conference in Chiang Mai, Thailand Triraganon (2002) stated that the definition of community-based tourism has not been clearly established. This is not unusual for a newly developed idea. However, he noted that this gives room for a community to define it in the way they see is appropriate. Some may focus on development and natural resource conservation, while others might

focus on community enterprise. Other examples of definitions of community-based tourism are shown in Appendix D.

1.4.5.1 Discussions and examples of CBT definitions, goals and planning.

Discussions of definitions

One of the main objectives of the thesis is to search for well rounded CBT definition or meaning. The review of previous definitions can be linked to the findings in order to understand the definition clearer. Also, goals and planning of CBT is worth to review as they can be linked to the findings of successful CBT criteria which the present study aims to find.

Community-based tourism typically subscribes to a number of broadly defined goals. Most important, community-based tourism is socially sustainable. This means the tourism activities are developed and operated, for the most part, by local community members, and certainly with their consent and support. In this concept, the community encourages participation. It is also important that a reasonable share of the revenues is enjoyed by the community. Another important feature of community-based tourism is its respect for local culture, heritage and traditions. As WTO identified it must meet the needs and aspirations of the members of society and help improve the quality of life (WTO 1983a; WTO, 1998a).

Stone (1989) indicated that community tourism is defined as a sustainable approach to developing tourism in such a way 'that intended beneficiaries are encouraged to participate in their own development through mobilising their own resources, defining their own needs, and making their own decisions about how to meet them' (p. 207). Wearing and McDonald (2002) agreed that the process of community-based tourism planning should be a long-term program of governance to be carried out with and for the community.

The World Bank (in Duer, 2000) provided one explanation of the community-based tourism concept as:

The involvement of residents of a community in the decision-making process who keep a far greater share of the income generated by visitors in the community. It generates jobs, reduces poverty and it has a lower impact on the area's culture environment. It generates a new sense of pride among residents and provides the funds for maintaining or upgrading the community's cultural assets. (p.1)

Overall some of the main aspects in CBT definitions are the community's long-term sustainability; conservation of local resources and cultures; community participation and support; benefits to local community such as income, jobs, pride, and life improvement. The agreement of community-based tourism definitions emphasise that these elements should be stressed in CBT concept.

Goals of community-based tourism

Several scholars and projects have suggested CBT goals. Some examples of goals suggested are discussed in this section.

Norris, Wilber and Marin (1995) indicated that community-based tourism goals are community benefits and participation. The goals should focus "community" as the centre of the tourism development. This is relevant to the Canadian Universities Consortium Urban Environmental Management Project Training and Technology Transfer Program in the Greater Mekong Subregion (CUCUEMP, 2000). McIntosh (in Murphy 1985) detailed CBT goals as:

- To maintain the traditional pattern of agriculture,
- To encourage those forms of tourism with the greatest local benefit
- To create jobs at most of the existing settlements within the tourist region, and
- To safeguard the identity of local communities by seeking to retain and develop the cultural heritage

A similar but different emphasis is established by Robert and Hall (2001) who observed that community-based tourism development should relate to local needs; involve local communities in processes of sustainable tourism management and

development; and be grounded in the communities and societies which draw upon the resources of that environment and contribute to its cultural construction.

In a research agenda for Municipal and Community-based Tourism in Canada, Getz (1983 cited in Nicholls, 1993) argued that community-based goals are :

- To stabilise or increase the population
- To create employment
- To increase incomes
- To enhance community viability
- To foster social welfare and integration
- To strengthen local culture
- To increase local leisure opportunities
- To assist conservation
- To enhance local amenity

From these broad considerations, Scheyvens (1999) summarised the ultimate goal of community tourism which is to empower the destination community at four levels, economic, psychological, social and political levels. Economic empowerment should ensure lasting economic gains for a destination community. Psychological empowerment should enhance the self-esteem of community members by recognition of the uniqueness and value of the culture, natural resources and traditional knowledge of the community. Social empowerment aims to maintain the community's equilibrium; that is to say, community cohesion is improved as individuals and families work together to build a successful tourism venture. Political empowerment should regard the community's voices and concerns as guides for tourism projects from the feasibility stage through to implementation.

It is believed that CBT will be achieved if reaching these goals. The findings in this study will investigate the previous discussion in the topic of successful criteria for CBT development.

Community-based tourism planning

The review of CBT planning can help understand the overall strategies suggested suitable for community-based tourism development. The review can then be compared to the findings when exploring any proposed steps for developing CBT.

Wearing and McDonald (2002) suggested that for planning in rural and isolated areas there has to be an enhancement of the social organisations and the decision-making processes in communities. MacIntyre (1995) pointed out a core issue for comprehensive tourism community planning which is taking cultural, social and economic reality into consideration and also planning with local knowledge and values in balance with national, international and global trends. The community-based tourism planning should consider the uniqueness of particular community; the structure, goals and themes from different environments, growth patterns, cultural values and stages of development in each community. Quite simply, communities are different (Hatton, 2002) and this needs to be considered in the planning process.

The uniqueness of each community can be related to Sofield's (1993) concept of 'pioneer space' where he stated that desirable development should be small-scale, village-based tourism utilizing a limited range of intermediate technology. Such tourism should be 'soft', culturally and environmentally oriented, with the emphasis on a traditional experience for the visitor. He proposed that such tourism fits developing countries including the Solomon Islands where his work was conducted.

Power relations in a community are also significant for planning. Reed (1997) emphasised this issue in community planning. He stated that a community-based tourism planning process is an example of a more formal mechanism for harnessing citizen opinion about development issues. Its introduction may provide a venue for expressing new, potentially competitive, interests in the process, substance and/or players of local development.

Differences in communities and the different power within communities can also be obstacles to tourism planning. Leach et al. (1997) observed that one fundamental assumption underlying community-based approaches is that 'communities' exist, and

that they are relatively homogeneous with members having common characteristics. "In reality, gender, caste, wealth, age, origin, and other aspects of social identity divide and cross-cut so-called 'community boundaries'. Rather than shared beliefs and interests, diverse and often conflicting values and resource priorities pervade social life and may be struggled or bargained over". No attention has been paid to power as a critical feature of social relations. Leach's comment reinforces the view that there has been a neglect of the critical approach to the community definition in the tourism literature.

To understand whether or not community-based tourism is practical, input from each main group involved such as the community, the decision maker, the operator, and the visitor should be established. Nevertheless, each group cannot be seen as homogenous and there are sub-groups within a group, who might see the world differently. This issue should not be neglected; therefore, the understanding of "social representations", which is one of the study's frameworks might be useful to gain each group's insights.

1.5 A critique of literature on community-based tourism development

Some interesting notions about the literature review context discussed above are worth to emphasise in this section.

In the overall review of literature relating to community tourism, the researcher agrees to the point of Pearce and Moscardo (1999) that there is still a need for community oriented tourism research that can lead to successful practice of community tourism especially in developing countries. This research also initially searches for the success criteria for CBT in developing countries. There are also emerging research studies that endeavour to serve this purpose (i.e. Brown, 1998; Li, 2004; Tosun, 2001). However, more research and publication in this context still necessary to serve the growing needs of community-based tourism development in the developing world. Researchers should put their focus to 'how to manage community-based tourism successfully' not 'how good community-based tourism is'.

Some scholars addressed the importance of understanding definitions in community tourism concept. In this view, if definitions are understood differently, it may create

definitional problem (Velikova, 2001) and lead to the practical problem of the concept. This could be seen as 'half baked' idea of concept (Dann, 1999). This often happen in the social science concept. On the other hand, some argued that clear definition is not necessary (Bell, and Newby, 1971; Hillery, 1955). They stated the disagreement in the concept is natural, to some extent. For instance, 'community' has been studied by sociologist for more than two hundred years and they have not developed a satisfactory terms. However, this thesis agrees with the necessity of widely accepted definitions in the concept. As stated in McCool et al. (2001) that this importance of definitional studies is that through a more inclusive analyses of meanings, there is a greater chance that the right questions get asked. Also, if clear definitions were understood the clear direction will be better planned. For example, if understanding what development means in concept of CBT, then we could plan well what to be developed.

However, defining definitions should especially in tourism terms should be well rounded in reduce the risk of misleading. For instance, it is hard to understand what is strong and weak sustainability (as defined in Collins, 1999) because the meaning of sustainability depends on its goal to achieve. As McCool et al. (2001) stated that goals of sustainability carries multiple meanings and these meaning carries different implications for what achieve are needed. This is why indicators for sustainability is important. Shared goals could help understand the meaning of the concept. For instance, sustainability in tourism should include community concerns as part of essential components or some may set goals based on environmental, economic, and social concerns. In terms of community tourism, Scheyven (1999) clearly addressed shared goals involving the four levels of community empowerment; economic, physical, social, and political).

Many tourism researchers consider community tourism a valuable approach to sustainable tourism. However, the commonly known statement by Woodley (1993) stated "CBT is the prerequisite to sustainable tourism". This may be argued that the implementation of community tourism is needed at all stage or in other words continuously to reach sustainable tourism goal not only a 'prerequisite'.

MacIntyre (1995) noted about the new solutions that we need a new way of thinking about old problems because old solutions do not work in present economy to make community tourism possible. However, it is hard from this statement to identify ‘old’ and ‘new’ solutions. It may be better way to suggest that we need to rethink in whole picture of solutions that have been implemented continuously and review those solutions maybe by research. Then we can come up with better solutions based on the adaptation of those previous solutions and evidence from research results. From this then new solutions can be claimed.

New stream of community tourism literature focus more to partnership and collaborative approach (Reed, 1997) rather than blaming the outsiders or private sector who bring traditional patterns of tourism negative impacts. In summary, literature in community tourism seems to head to the right direction as they:

- focus on resident and nature of their diversity plus the dimension of community empowerment;
- stress more to aspect of stakeholder study;
- see prediction for future paradigm as an important issue;
- study more in developing countries areas rather than developed world, however, the study in these developing world context still few especially in Asia;
- include more private and public sector in the study, however, visitor should be included more because they are one of the very important stakeholders.

These context of literature relating to community tourism concept influence the thesis paradigm. These background materials therefore produces these following aims of the study:

- To explore professionals’ perspectives and agreement on community-based tourism development
- To examine factors used by stakeholders in the evaluation of successful community-based tourism using professionals’ knowledge and insights as a basis

- To investigate perspectives on community-based tourism development of the key stakeholders: the decision maker group, the business operator group, the visitor group and the community group

- To establish points of agreement on community-based tourism development among the main stakeholders and professionals

- To identify future possibilities for successful community-based tourism development.

The following chapter will present the literature review of the issues and methodologies in relation to the thesis frameworks. Also, more specific research plans and the thesis aims will be specified.

Chapter 2

Community-based tourism: Research Questions/ Dilemmas/ Methods

2.1 Introduction

The purpose of this Chapter is to review the literature that relates to the thesis content, and its methodologies. It also provides a thesis framework. The contents reviewed are the present situation of and trends in community tourism; the advantages and disadvantages of the concept in general, as well as socially, economically, and environmentally; the strategies for and success stories about community tourism destinations; and the roles of the main stakeholders. The methodological details considered are the implementation of rating scales, ranking approaches, thematic coding and scenario based techniques. The review also considers common forms of analysis and the characteristics of destinations being researched. The concept and frameworks of stakeholder theory, social representations, and values and attitudes are discussed. Finally, the goals and objectives of the thesis are clarified as well as an outline of the thesis chapters.

2.2 Present situation and trends in communities and tourism (A focus on developing countries)

Tourism growth in developing countries in general

Tourism is one of the most rapidly growing economic sectors in the world. Tourism is also a major source of income for many countries especially in the developing ones. It is now affecting the lives of rural people across the world and can often be seen as a tool for development (Ashley and Roe, 1998; Harrison, 2003; Neto, 2002). Global figures showed that 40 % of international travel is undertaken by developed countries (WTO, 1996). Mostly, it is a well-established level of demand from the developed world, which can be satisfied in the third world (Helleiner, 1990). In 2002, total international tourist arrivals increased nearly 715 million (WTO, 2003). Visits to developing countries account for an increasing share of the global figure. Between 1985 and 1995 international arrivals in developing countries grew at 7 % per annum (WTO, 1996). For instance, for the East

Asia-Pacific region, which is a growing focus of the world-wide tourism industry in the new millennium. Tourist arrivals and receipts between 1989 and 1998 rose at an average annual rate of 6.9 % and 8.9 % respectively, against the world average of 4.3 % and 1.8 % respectively (WTO, 1999). Additionally, the recent crisis in Asia economies demonstrates the advantage of tourism during crises because if a currency collapses, tourism is likely to suffer less than other economic sectors as the cheaper currency may attract more tourists (Ashley and Roe, 1998).

One reason for the rapid growth of tourism in the developing countries is their abundant cultural and natural resources. In terms of the total area of several developing countries (i.e. Botswana, Suriname, Gabon), the proportion of parkland to other land ranks in the top ten on a world basis (Marsh, 1987). This growth is also fuelled by the development of new markets and changes in consumer taste. As noted by Goodwin et al. (1998), in the last two decades many coastal resorts in the Northern hemisphere have declined or remain static while visits to nature reserves have become increasingly popular. Mitchell and Eagles (2001) indicated, as examples, that since 1980 several developing countries such as Costa Rica, Belize and Ecuador have been promoting sustainable tourism to take advantage of their unique ecosystems, and to attempt to reduce negative impacts. Jenkins (1997) also argued that countries such as China, India, Indonesia, Pakistan and the Phillipines will largely remain as tourist receiving countries into the foreseeable future.

Tourism is also likely to grow and be emphasised in depressed economies because its income potential is highlighted (Neto, 2002). The growth rates for foreign arrivals in some developing countries such as in Africa, Asia and Latin America (Roe et al., 2004) substantiate this position. Gursoy et al. (2002) explained that locals are likely to place more importance on benefits and consequently support tourism if the economy is depressed. The empirical evidence from Andereck and Vogt (2000) suggested that locals are aware of the potential for tourism to result in negative impacts but still support its development. However, debates and questions have been made whether community tourism will effectively work in developing countries. The argument was, “it is not tourism which fosters development but development which fosters tourism” (WTO, 1985b). WTO (1985b) noted that the more a country is developed, the more likely that tourism will be favourably received. This thesis will further explore perspectives of stakeholders towards the success of tourism, particularly in the developing countries.

Support for CBT

The growth of tourism in developing countries is rapid as reviewed previously. The major reasons are the countries' abundant resources and an income injection for the countries. One form or concept that has been continuously growing in developing countries is known as 'community-based tourism'.

Social and environmental tourism impacts driven by industrial and Western development models have been well documented (Murphy, 1985). It is in this sense the community-based management systems become visible and arise as an alternative (Carrere, 2002). One of the alternatives is an increased interest in corporate social responsibility in a community (Harrison, 2003). Local level development has been emphasised in many regional, national, and international activities including tourism (Goodwin et al., 1998). Central to the debate on tourism development are the issues of how benefits to destinations can be maximised at the local level and this is one of the main principles of sustainable tourism development (Tosun, 2001). The well-known alternative sustainability thinking also involves ethics and equity within a community (Butler, 1993). In recent years, community involvement in tourism has been receiving increasing attention. The main goals are to develop the community's area, conserve resources, and develop the industry itself (Ashley and Roe, 1998).

There is also a support for community tourism in several research efforts. This community tourism research builds upon the growing body of research that has long sought to identify the social, political, economic, and environmental implications of tourism (Reid, Mair and George, 2004). New research in this field contends that approaches to tourism, particularly in rural areas, must be inclusive and emphasise meaningful public participation and bring the community on board (Reid, Mair and George, 2004). Research in this field has continuously explored ways to enhance the practice of community tourism, for example, residents' attitude studies (i.e. Allen et al., 1993; Ap, 1990; Besculides, Lee, and McCormick, 2002; Carmichael, 2000; Haralampoulos and Pizam, 1996; Ryan and Montgomery, 1994); community participation (i.e. Araujo and Bramwell, 2002; Joseph and Kavoori, 2001; Keogh, 1990; Mitchell and Reid, 2001); sustainable community tourism management (i.e. Ryan, 2002; Tosun, 2001; Twynam and Johnston, 2002; Wilson et al., 2001). There is, however, more to be

explored and the right questions need to be asked (Pearce and Moscardo, 1999). More specifically, worldwide organisations have also placed their support and focus on community tourism. This contribution will be reviewed in the following section.

Organisation Support

Organisational support for community participation in tourism is appearing worldwide in the form of cooperation, conferences, and projects (Harrison, 2003). This support was initiated in 1980 when the natural and cultural heritage of communities and an 'awareness of common interest' were emphasised in the Manila Declaration and later the Mexico City Declaration (in 1982) (WTO, 1983c). Since the 1992 United Conference on Environment and Development (UNCED) in Rio, the tourism industry has been in the forefront of debates about how to create a sustainable future. One emphasis in this discussion is the power of tourism to bring marginal rural areas in developing countries into the global market (Goodwin et al., 1998).

In the Asia Pacific region, the "First Tourism Ministerial Meeting" of the Asia-Pacific Economic Cooperation (APEC) was held in July, 2000, in Seoul, Korea. The main theme was "APEC Tourism 21/21: Challenges and Opportunities for Tourism in the APEC Region" (Lee, Kim & Kim, 2001). The Seoul Declaration on the APEC Tourism Charter reflected a collective commitment to improve the economic, cultural, social and environmental well-being of APEC member economies through tourism (Lee, Kim & Kim, 2001). The kind of strategies for best practice of tourism considered in the APEC meeting included focusing on community needs, the sustainability of the area, assisting the poor and integrated action. In particular, the approach called pro-poor tourism aims to unlock opportunities for the severely disadvantaged. These strategies involve a range of stakeholders operating at different levels, from micro to macro. Strategies can be broadly grouped into three types: expanding economic benefits for the poor; addressing non-economic impacts; and developing pro-poor policies/processes/partnerships (Roe et al., 2004).

In late 2002, the Johannesburg summit was a further step in developing these considerations. The aim was to fulfil the vision set out in the Agenda 21 from Rio Summit ten years previously and at the same time the Johannesburg meeting tackled the

issue of poverty (RECOFTC, 2002b). In October 2004, WTO advocated “Liberalisation with a Human Face” linking strategies on fair trade, sustainable development and poverty elimination. The organization also launched ST-EP (Sustainable Tourism- Eliminating Poverty) with UNCTAD, the UN Agency focusing on poorest countries, at the Johannesburg World Summit for Sustainable Development in 2002 (WTO, 2004a).

The stream of worldwide organizational support for community tourism does not seem to be diminishing but expanding. Several publications aim to be guidelines for better community tourism development, for example, *Community-based Tourism for Conservation and Development* (The Mountain Institute, 2000) and *Steps to Sustainable Tourism* (Commonwealth of Australia, 2004). More conferences put this issue as their main topic, for example, the 1997 ATLAS conference- *Tourism, Leisure and Community Development* and the 2005 international conference in China- *Border Tourism and Community Development* (Bramwell, 1998; Center for Tourism Research and Planning, Zhongshan University, 2004). This is based on the believe and effort to bring practical and sustainable forms of community-based tourism to a community although the issue is complex and involves several factors.

One of the main organisations that can closely support tourism in community are local non-government organisations. Tosun (2005a) noted that “the reluctance of different levels of bureaucracy to relinquish part of their authority, coupled with the relative weakness of civil society institution is a major obstacles to community participation” (p.10). Therefore, to reduce the obstacles, he suggested that local governments should be re-organised to protect interests of local people in their administrative territories. Also NGOs should be established to lead local people to take part in tourism development. NGOs also can encourage governments to provide special fiscal and intensives for local people to own and manage small scale tourism (Tosun, 2005b).

Trends in tourism that support community-based tourism

Important trends that support the growth of CBT are an expanding global market, the emphasis on responsibility in tourism, the increase of interconnectedness and better information, and easier access/ transportation and better infrastructure. This section will

discuss these trends as they are considered essential for CBT development and can affect perspectives and values towards the concept of community-based tourism.

Trend 1: New and Bigger Market

Newbery (1998) stated that by the year 2015, tourism is expected to generate 20 percent of the world income which is double the size of the current figure. It is also predicted that there will be one billion international tourist arrivals per year. An implication is that tourism has enormous potential to influence development in rural communities as the search for ever-more exotic destinations continues (Ashley and Roe, 1998; Oppermann, 1997; WTO, 1998b). Forbes and Forbes (1993) explained this trend as consumers seeking to realise an autobiography of choice in their purchase decisions. Additionally, Inskeep (1988) pointed out the new tourism directions which include more market fragmentation to allow more participation in cultural pursuits and more special interest tourism.

Over 40 per cent of global tourism arrivals take place in the developing world (Pro-Poor Tourism Partnership, 2004). Akunaay, Nelson and Singleton (2003) highlighted the trend that people in the developed nations are now seeking out travel experiences in the developing world. They are seeking greater quality and experience in life or the juxtaposition of education and entertainment (Forbes and Forbes, 1993). Community-based tourism therefore has developed rapidly in recent years as the tourism industry seeks to broaden and diversify its product beyond that available in National Parks and other protected areas. The products CBT are offering are the integration of nature-based and cultural attractions in order to meet the new demand and growing markets. Roe et al. (2004) identified the examples of this growing trend in the countries such as Gambia, Uganda and Cambodia where tourism is their main best export opportunity.

Overall, this demand trend is attributed to rising education levels that stimulate people's curiosity about the world as well as advances in global communications. Additionally, the changes in demography such as the increasing role of women, the creation of a new middle class, and growing number of seniors suggest that tourism will have the largest, wealthiest, and best-educated market for the next twenty years (Brown, 2003; Zimmermann, 1997).

Trend 2: The emphasis of 'responsibility' in tourism

WTO (1983b) once predicted that in future tourism should be integrated increasingly with the endogenous development of each nation, and the various regions of a country should be encouraged to grow harmoniously without detriment to the moral values, culture, traditions and creativity of its people. This will be a particularly important aspect of the expansion of tourism in the developing countries (p.20). Contemporary tourism now is partly fulfilling this prediction. Busu (2001) added that the most appropriate path towards a sustainable future for the tourism industry centres on the fine-tuning of mainstream tourism activities rather than moving towards fundamentally different approaches to and forms of tourism development. Sustainability in tourism development therefore should rest on giving greater control in the tourism process to host communities (Basu, 2001). Cohen (1995) also suggested that the trend will be towards more radical preservation of heritage, ethnic culture and pristine nature.

The idea of sustainable development has been applied to a social or community sustainability to be pursued through responsible policies (Ashworth, 2003). This is influenced by the trend of corporate social responsibility or socio-environmental awareness (Harrison, 2003; WTO, 1998b). Many tourists or some of whom are eco-tourists now hope that their vacation dollars will give local residents incentives to protect forests and maintain cultural traditions (Stronza, 2001). Goodwin et al. (1998) pointed out this trend that:

As visitor, we are going to have a much more enjoyable holiday experience if the people and places we visit are benefiting rather than suffering from our presence. Different rules must apply if tourism is to make a positive contribution to local people and to nature conservation in the twenty-first century. (p.76)

Trend 3: An increase in interconnectedness and better information

From the First Tourism Ministerial Meeting of APEC in Korea, there were presentations of the “new tourism” which included 1) Paradigm Shift toward a New Tourism which emphasised the importance of private-public partnership, and explored knowledge-based tourism for the new century; 2) Sustainable tourism which can be realised only as a

common goal of the joint efforts of all stakeholders, including government, the industry, and community. Finally, 3) globalisation processes and the increasing interconnectedness of varied regional tourism industries, emphasizing the need to establish a network to share information and to develop a knowledge-based tourism (Lee, Kim & Kim, 2001, p.1063).

This network sharing trend supports the growth of CBT and assists recognition in the global market. New mediums of communication have made once exotic destinations familiar and less intimidating than before (Gibson, 1993; Zimmermann, 1997). Also, tourism activities can provide a new source of communal income through this tourism joint venture (Akunaay, Nelson and Singleton, 2003). 'Partners for Liveable Places' is a good example of networking for CBT support. It is a nonprofit, civic, international coalition of more than 1200 organisations, individuals, corporations, government agencies that share a concern for the quality of life. They have advocated tourism as an important resource for community economic development with tremendous potential for shaping livable places (McNulty, 1993).

Trend 4: Easier access/ transportation and better infrastructure

Access to remote destinations is now easier to improved transport links and options (Gibson, 1993; Pro-Poor Tourism Partnership, 2004; WTO, 1998b; Zimmermann, 1997). For example, Zimmermann (1997) stated that some tourists from Europe now prefer distant, yet fashionable, cheap, and easily accessible destinations. The current trend towards larger, much more efficient and even longer-range capacity aircraft reduces the travelling time and travel cost (Oppermann, 1997). Any potential decrease in travelling cost could also further stimulate the demand for travel. Also, the removal of barriers to international travel encourages mobility (WTO, 1998b). Hobson (1993) suggested that for the foreseeable future "the growth and development of the tourism industry will be more closely tied to the development of new infrastructure projects- that will make it easier, faster and cheaper for an increasing number of people to travel, than to a new leap in transport technology" (p.172).

Conventional tourism development has emphasised the development of tourist facilities such as accommodation, restaurants, transportation, recreation and entertainment (Din, 1997). Brown (2003) indicated that increasingly sophisticated consumers will require

sophisticated tourism infrastructure, good roads and other necessary amenities. For instance, the advance of present communication has facilitated the tourism business traveller keeping in touch with home when travelling to remote destinations (Gibson, 1993).

These trends are the leading forces that support growth and demand for community-based tourism. However, there are also major constraints for CBT involve. The following section will discuss these major advantages and disadvantages of CBT as revealed in the related literature.

2.3 Advantages and disadvantages of tourism in the community

2.3.1 General discussion

Due to the very nature of the industry, tourism creates large economic and social impacts through its wide-ranging linkages. Tourism influences social, cultural and environmental surroundings of the origin and destination countries of the tourists (Basu, 2001). There are quite obviously both advantages and disadvantages. As Ashley and Roe (1998) noted “tourism can bring an array of advantages, both for rural communities and for developing economies. But these advantages are far from guaranteed, and can be off-set by limitations and disadvantages”(p.18). Effective management should entail balancing conflicting ecological, social, and economic pressures (Goodwin et al., 1998). Marsh (1987) stated that tourism may produce economic development but this may be offset by social, cultural, and environmental costs. However, tourism may produce development by stimulating the economy and by bringing social, cultural, and environmental improvement. Basu (2001) provided this example in PNG. As a result of general economic development and the resultant influence of foreign culture and products, traditional life-styles and cultures are being eroded fast.

Tourism can make a real difference to the lives of people but not always for the better. In the developing countries, the appearance of tourism may create significant changes in community social structure as well as on the cultural and natural environment (WTO, 1985b). These countries are likely to see tourism as a sector of economy with a large degree of unrealised development potential (Helleiner, 1990). Tourism is not always a

panacea for rural communities. Some communities do not have enough potential for tourism development or can find the purported benefits to be limited and disadvantageous (Sharply, 2002; Timothy, 2002).

Timothy (2002) discussed barriers to community tourism development as socio-political traditions; gender and ethnicity; information accessibility constraint; lack of awareness; insufficient public funding; lack of partnership; and peripheral location limitations. Care must be taken to avoid the negative sides. Some tourist sites have actually generated local poverty, attracting unemployed people into the area, who then are forced to live around the perimeter of the hotel quarter in inadequate and unsanitary housing. Additional problems include changed property ownership, the creation of a local elite, rushed and inadequate government policies and economic leakages (Mitchell and Eagles, 2001).

Reid, Mair and George (2004) listed the community tensions, which emerged from their study of six communities across Canada:

- Tourism development is organised by a dominant few—appears to be elitist.
- Deep frustration with tourism impacts (such as lack of parking, litter, noise and congestion)—alienation from community life.
- Deep conflict and splinter groups in community life appear—those who want high end tourism and those who want mass tourism divided the community.
- Trade-off between more development and community lifestyle no longer tolerated by citizens who are not involved in tourism business—protests, both active and passive, appear.
- Tourism planning and development are very centrally organised and controlled, thought to be too complicated for the average citizen—people openly muse about whose agenda is important.
- Strong emotional resistance to further development – vandalism confrontation.
- Apathy, disempowerment and extreme frustration with decision-making process—people do not feel they are being heard.
- Tourism is considered to be destructive to both community life and to itself—the in-fighting spills over to the tourists' experience. (p. 627)

On the other hand, the study of Haralambopolous and Pizam (1996) reported a high degree of agreement about the positive impacts, including job creation, increased tax

revenue, and increased personal income, and an improve local area image. However, individual crime, drug taking, and sexual harassment, were seen as getting worse as a result of more development.

It can be observed that most studies relating to residents' views usually reflect or discuss both positive and negative impacts dimensions (McGeehee and Andereck, 2004). Nevertheless, other stakeholder groups' views have not been widely explored.

The research of Garland (1984) concerning New Zealand residents' attitude found that the residents saw job creation, better incomes, increased civic pride, support for heritage preservation, increased facility provision, and the opportunity to meet new, interesting people as positive benefits of tourism. However, these respondents also noted negative impacts: congestion, price increases, more noise, litter pollution, increase crime, and the introduction of more rapid way of life. Brunet, Bauer and De Lacy (2000) provided a similar view that tourist dollars might enable refurbishment of the community's architectural heritage or regenerate interest in certain traditional cultural festivals. It might protect ecosystems. Yet the impact of tourism based on the consumption of a particular destination's products has the potential to devour local natural and cultural heritage. Traditional local culture might be replaced by international culture, introducing drugs and sex tourism and the commercialisation of arts, crafts and traditions. The study of McGehee and Andereck (2004) indicated that although the community agreed with all positive statements about tourism they also agreed that tourism can result in more litter and an increase in the cost of living.

WTO (1985b) summarised the best known positive and negative effects. The positive ones are: employment creation, increase in incomes, high standard of living, increase roles of women and young people, demand for agricultural produce, small mass-produced articles and souvenirs (p.14). The negative effects are: increase in demand for unskilled labour, forms of behaviour that are 'parasitic', land speculation, increase in social conflicts because of unequally shared benefits, inflation, increase of foreign dependence, pollution, commercialisation of customs, loss of cultural identity, acquisition of harmful forms of behaviour and adoption of life styles involving conspicuous consumption (p.15).

It can be argued that residents will be aware of some of the positive and negative implications of tourism and will draw their conclusions based on the relative weightings they attach to the benefits and the costs (Andriotis and Vaughan, 2003). Several studies confirm this direct relationship between a positive evaluation of the benefits and costs and support for tourism development (Jurowski and Gursoy, 2004). Jurowski and Gursoy (2004) noted that the acceptability of changes in community lifestyle is likely to be influenced by perceptions of the benefits residents receive in exchange for the disbenefits they observe. As stated by Gursoy and Rutherford (2004), the previous studies suggested that economic and cultural benefits positively affect the level of host community support. Nevertheless, Haralambopolous and Pizam (1996) and Jurowski et al. (1997) found that direct economic dependency on this industry was the single most important factor affecting views. It remains the case however that some researchers have concluded that residents view tourism as providing various social and cultural benefits (Besculides et al. 2002).

Although the factors that emerged from each study were slightly different, commonalities exist. Overall, respondents were positively inclined toward tourism. As communities become increasingly tourism dependent, it is likely that citizens will become increasingly cognizant of negative community impacts, and these will overshadow the positive influences of tourism on a community (McGehee and Andereck, 2004). In this complex issue concerning residents' support in tourism, Gursoy and Rutherford (2004) proposed the model which advances the understanding of the community's reactions and attitudes by segregating positive and negative impacts into five cost and benefit factors: economic benefits, social benefits, social costs, cultural benefits, and cultural costs. It is more common however to consider socio-cultural concerns, economic issues and environmental issues as a triple bottom line approach to tourism development. These three areas are briefly reviewed to synthesise important points for subsequent research analysis.

2.3.2 Socio-cultural issues

The development of tourism continues to exercise both positive and negative socio-cultural effects on tourists and host communities (WTO, 1985a). Importantly, the analysis of tourism on society must be implemented. WTO (1983a) suggested that this requires an

appraisal of its social value at three distinct level: society as a whole, the local community and the individual (p 6, WTO, 1983a). There is a view that the most common social impacts arising out of tourism development in tourist receiving countries are: image of destination as created by the private tour operators, social exploitation, cultural deterioration, overcrowding affecting normal life, complex host-guest relationships aggression and hostility (Basu, 2001.). These can be animosity or conflicts between the local population and tourists, and tourism can be instrumental in amplifying regional dissension (WTO, 1983a). However, contact among people from different regions facilitates socio-cultural integration at the national level. Differences in outlook, lifestyles and customs are diminished, and social and cultural isolation are attenuated by exposure to new values, customs and traditions and direct contact with regional peculiarities (WTO, 1983a, p.7). Based on WTO, there mixed clear socio-cultural effects from tourism are as follows:

Positive:

1. Tourism can create community well-being (Mitchell and Eagles, 2001). The local population benefits from urban facilities (running water, drainage, adequate housing, and etc.), medical care, social assistance, schools, cultural institutions, other communal services (Marsh, 1987). Generally, the infrastructure developed for the benefit of tourists enable the local population to raise its standard of living (WTO, 1983b).
2. The changes in occupational and income patterns, and the social structure of the community also provide benefits. The higher salaries in the tourism sector, compared to those earned in traditional sectors, together with the formation of a middle class, can attenuate social disparities.
3. Tourism increases social mobility. The development of education, with new specialised schools, improves the individual's chances of obtaining employment in tourism. Generally the beneficiaries of this new situation are young people from an agricultural family background.
4. The possibility of finding employment in tourism changes traditional family relations. Agricultural societies often base authority with of the head of the family. On the other hand, the salary earned by the young represents another life-style and attractive views introduces new and sometimes positive values into the family setting.

5. Due to the interest shown by the tourists, local values undergo revitalization (WTO, 1985b). Some residents view tourism's symbolic value as more important than money in keeping heritage intact (Thompson, 2004). Monuments, customs, folklore, folk art and crafts acquire new significance in the consciousness of the local population, which then tries to promote them and this will result in increased pride and recognition (Esman, 1984; McKean, 1978). This can improve the image of the community (Besculides et al., 2002).

6. The local community broadens its horizons and reconsiders its place in the national society

Negative:

1. The local population adopts behavioural styles that are inappropriate to the existing social conditions and setting, forgetting that holiday behaviour is specific to a special situation which does not apply to the tourist when he returns home (Tosun, 2002; WTO, 1985b).

2. Cultural pollution phenomena make their appearance. In order to turn folklore, religious or secular ceremonies and artistic productions to material advantage, the local population makes concessions to commercialisation or may react very aggressively. Local values are thus transformed into merchandise or may become culturally dependent on the generating country (Ashley and Roe, 1998; Cohen, 1988; Sharpley, 1994). In some cases, a community recreation event grows rapidly to the point where outsiders outnumber residents, changing the dynamics of the community and the event considerably (Reid, Mair and George, 2004).

3. It can negatively influence traditional family values (Kousis 1989).

4. Prostitution, alcoholism and other drug abuse appear in some areas. The crime rate rises, especially among youth.

(p. 9-10, WTO, 1983a)

5. Tourism can exacerbate social conflict in communities. Competition for the benefits or control of tourism is likely within and between communities (Ashley and Roe, 1998, p. 15)

2.3.3 Economic issues

Tourism has long been viewed as a tool for economic development (Walpole and Goodwin, 2000). The issue of who benefits in economic terms is central to this discussion. Often ordinary community members, as opposed to elites received little in the way of economic gain (Kneafsey, 2001). This low impact was due to by the leakage of tourism expenditures, as well as costs in providing the tourism infrastructure (Jenkins, 1997; Marsh, 1987) and control by outside companies or concentrated in a hand of a few prominent individuals (Timothy, 2002).

Allen et al. (1993) examined the economic spillover effects and reported that residents in communities with low tourism and low economic activity and those in communities with high tourism and high economic activity were more positively disposed toward tourism than residents in communities with low tourism and high economic activity or high tourism and low economic activity. Goodwin et al. (1998) explained that high external investment in tourism and low local involvement cause low community returns.

In the studies of residents' attitude, the expectations of economic benefits have the largest positive effect (Akis et al, 1996; Jurowski and Gursoy, 2004; Ritchie, 1988). In most studies, residents who received the greatest economic benefits favor tourism more than those who receive fewer or no benefits (Jurowski and Gursoy, 2004). The study of Gursoy and Rutherford (2004) also support this conclusion. They found that social cost, social benefits , and cultural costs do not have any significant impact on support of community. This may be explained by the importance communities place on economic benefits. Again, because of the significant emphasis placed on economic gains, residents may underestimate the social and over-estimate the economic benefits.

Based on WTO (1983a) the positive and negative economic effects are as following:

Positive:

1. The creation of new jobs for the local labour force in tourism (Marsh, 1987; Neto, 2002; Tosun, 2002). An increase in employment has also been observed in economic branches stimulated by tourism such as agriculture, certain light industries, food-

processing, crafts, etc. Overall tourism's principal economic advantage lies in the creation of jobs for women and young people.

2. Local production rises: tourism boosts agriculture, fishery, and food and consumer goods production in general.
3. Tourist expenditure injects money into the local economy.
4. Local product such as fruits, vegetables and handicrafts may command higher prices as demand grows on the local market.
5. Tourism offers a new alternative, especially for young people, who are the most in search of employment.

Studies suggest that the communities may be willing to enter the exchange process if the potential for economic gain is considerable (Gursoy and Rutherford, 2004).

Negative:

1. Partial unemployment due to the seasonal nature of some tourism activities such as in Kakum National Park (Sirakaya et al., 2002). On the other hand, this seasonal nature has the potential to offset the cyclical problems of temporal variations in labour demand associated with agriculture economies (Goodwin et al., 1998). Mihalic (2002) noted that tourism employment in less developed countries tends to focus upon lower skilled workers, and small-scale entrepreneurship in cottage industries.
2. Some profits are lost through purchase of externally sourced products. There can also be a dependence on skills that belong to urban culture (Jenkins, 1997; Mihalic, 2002). This leakage is evidenced even in the best practice community tourism (Ashley and Roe, 1998). Marsh (1987) illustrated the point with examples from Ngorogoro Crater National Park in Tanzania. Here imported Land Rovers are used to transport tourists. In Tikal National Park, Guatemala, buses made in the U.S.A. were in operation. Tours in parks are frequently organised by foreign companies that repatriate profits. This has also happened in Chiquian, Peru as examined by Mitchell and Eagles (2001).
3. Certain products may become unavailable to the local population as supply is diverted for tourist consumption.
4. Such shortages cause inflation. The problem may be further aggravated if tourists are prepared to crowd out the local population by paying inflated prices.
5. Trade in certain local products declines. While some local products may be in demand by tourists, there are others that lose favour even with the local market.

6. In most communities, benefits from tourism are often concentrated in the hands of a limited number of people who have the capital to invest in tourism at the expense of other segments of the community (e.g., lower class, uneducated, and poor people) (Andriotis and Vaughan, 2003) (p.8-9, WTO, 1983a).

2.3.4 Environmental issues

Positive/ Negative

For the environment, tourism can play a positive role in protection and enhancement of natural sites through visitor expenditures (WTO, 1985b). In recognition of their new tourism-based value, natural setting including landscape, natural monuments, coastal zones and mountain areas can benefit from special protection measures. New employment opportunities also have the potential to foster renewed political support for the maintenance of national resources (Goodwin et al., 1998). Ashley and Roe (1998) noted that if local people can earn money from foreigners' appreciation of natural resources through tourism, then the resources become a net benefit for local residents and hence an asset to protect. Also, the value that tourists place on local resources can in turn increase the recognition of their value among local residents. However, there is clearly a trade-off between total protection and providing adequate visitor experience. There is even the claim that tourism is ultimately unsustainable because of its impacts on environments that make destinations less appealing (Griffin, 2002). Tosun (2001) noted that it is an enormously difficult task for developing countries to achieve sustainable tourism development without the collaboration of international donor agencies. The deterioration and degradation of certain sites visited by large number of tourists are quite evident. For example, land deterioration is aggravated by litter. Massive pressure from large numbers of tourists and their equipment creates serious ecosystem impacts. Some tourism construction destroys the harmony of the landscape by its dimensions or unsuitable architecture (p.10-11, WTO, 1983a).

Budowski (1977, p. 3) identifies three possible relationships and a common trend. First, tourism and nature conservation in parks can be in conflict. Second, there can be coexistence though "... this situation of coexistence rarely remains static, particularly as an

increase of tourism is apt to induce substantial changes, so that this stage is followed either by a mutually satisfactory relationship or by conflict.” Third, and ideally, there is symbiosis in which both tourism and conservation benefit from being related.

Marsh (1987) used the example of natural park that while tourism may help justify park establishment, it may also cause park degradation. This is especially likely if nature preservation is not emphasised, if the park is environmentally sensitive, if the park is small and heavily used, and if sound research, planning and management are not undertaken to limit tourism to the carrying capacity of the park.

The previous three main issues therefore have impacts on community tourism development both positively and negatively. In this thesis, the negative and positive perspectives towards community-based tourism will be investigated in particular, covering all the issues. The professionals’ perspectives in study 1 will form those perspectives and then the following studies will search for an agreement towards the perspectives from the main stakeholders. The results will then reveal positive issues that CBT should be focused and warning negative issues that should be stressed. This will lead to more careful development and possibly more successful CBT.

Relevantly, significant strategies need to be comprehended to reach the successful practice and reduce the negative impacts. The following review aims to search for the core strategies generally recommended for community tourism development including the real cases from different countries.

2.4 The core strategies for community tourism development

2.4.1 Strategies

Based in part on the well documented impacts of tourism, there is widespread recognition that the tourism must move towards sustainability by embracing a more balanced planning approach. This is especially true in developing countries (Trousdale, 1996). Velikova (2001) stated that in reality, achieving sustainability is a multidimensional process. It involves environmental, economic, socio-cultural, and political aspects, among others. Thus, developers have to face challenging questions with no clear-cut answers.

Several key issues can be addressed to enhance the sustainable growth of CBT. These views include a consideration of partnerships, step by step planning, community involvement, networking and environmental management.

Partnership encouragement

Encouraging partnerships in tourism development and management is considered important to attain successful community tourism. Suggestions are offered in the literature to help planners and researchers develop more integrative and less reactionary approaches to planning (Reid, Mair and George, 2004). Partnership need to be initiated by and between governments, citizen groups and businesses. These partnerships bring with them addition resources and expertise to attain significant results where they matter-in communities across the globe (RECOFT, 2002c). In the World Tourism Policy Forum, one of the strategies recommended for tourism development is the effectiveness of public, private, and civil society partnership in order to enhance tourism planning (WTO, 2004a). The partnerships between local producers and the tourist sector can also help to identify new market and tourist preferences. Also, community members can learn from the skills and experience of the business sector (Scheyvens, 2003; Goodwin et al., 1998). Lindberg and Huber (1993) added that the collaborative linkages with outside government and marketing agents can help curtail leakages.

The action plan of Agenda 21 aims to convert objectives into “operating systems.” There are ten areas of action and two of them support involvement of stakeholders as identified: involvement of staff, customers, communities in environmental issues” and “partnership for sustainable development (Brunet, Bauer and De Lacy, 2000). Stakeholders, for instance, include government, the private sector and civil society, as well as the community themselves who act as both producers and decision-makers (Roe et al., 2004).

The set of studies in this thesis will evaluate the perceived importance of partnership in community-based tourism characteristic as assessed by stakeholders.

Clear Plan and Steps

The clear planning process is also important and active management must be employed to succeed in CBT management. Murphy and Murphy (2004) addressed that community tourism mission needs to be supported by goals, objectives and strategies in order for a community to realise its ambitions for the future (p.99). Tourism needs to be managed carefully and slowly in order to avoid marginalizing local communities and destroying the resource base upon which the industry depends. Focusing on community-based tourism, communities that have based tourism development on an open and inclusive process appear to reap benefits earlier, more broadly and in a more sustainable fashion. Reid, Mair and George (2004) noted that in an effort to counter the tensions resulting from the more negative impacts from uneven or unplanned development, many researchers are suggesting that tourism-dominated or interested communities should plan their evolution more systematically. They stated further that many tourism plans do not achieve long-term usefulness as instruments for guiding development because they lack emotional commitment and the leadership skills of those charged with implementation. The success of such plans over the long-term will depend on generating this emotional commitment and skills during the planning process. Mitchell and Eagles (2001) noted that lack of unity for tourism planning and development may hinder true integration and an equity sharing of benefits. There are multiple steps in community tourism development suggested by scholars. The following table will summarise those steps.

Table 2.1: Examples of Steps in Community Development

Hatton (2002, p.1) From the experience of Klong Khwang Village in Thailand	Trousdale (1996, p.1) From the planning of farm tourism in Guimaras, Philippines	Goodwin et al. (1998 p.67-68) From the case studies in Indonesia, India and Zimbabwe	Ashley and Roe (1998, p.19-29) From the assessment of community involvement in wildlife areas	Commonwealth of Australia (2004, p.7) Develop by Tourism & Transport Forum and Department of the Environment and Heritage in Australia
Getting Organised Form a local team or action committee in order to develop assessment procedures. The team should be widely inclusive and action-oriented.	Defining the decision problem effectively	Maximising local gain	Increasing financial benefits for residents	What to do?: define aims and understand the context
Identify Community Values Spend time determining what the community expects to get from tourism, what it is willing to contribute and what it is not willing to give up. Survey community members to determine their interests and values. It is important to determine the boundaries for tourism.	Establishing the planning context	Mobilising local skills	More equitable and pro-poor distribution of cash benefits	Who could be involved?: identify stakeholders, consider when and how people should be consulted, and work out for effective working relationships
Visioning Process Use community meetings to establish the vision and set broad goals, seek community involvement and commitment to the ends.	Identifying relevant stakeholders	Building economic linkages	Maintaining access to resources, boosting collective management	What is known?: identify relevant information, summarise the information on current and potential market, and determine the heritage assets
Inventory of Attractions Determine what the community has to offer tourists. Identify these attractions by category and the kind of tourist who would be attracted.	Eliciting and structuring a comprehensive set of objectives	Promoting appropriate development	Complementing and boosting livelihoods	What makes the region, place or product special?
Assessment of Attractions Each attraction requires an in-depth analysis of its potential, including clear and detailed examination of the quality of the attraction and tourism target market.	Creating alternatives to achieve the stated objectives	Creating opportunity for trade	Active participation, not just involvement	What are the issues?: identify and understand the key issues affecting the region, place and product
Establish Objectives Treat the attractions as units, and develop objectives for each of them, complete with cost/benefit analysis.	Evaluating the alternatives with the objectives	Planning for the future	Cooperation with the private sector	Analysing issues and summary the outcomes of analysis
Impact Analysis Determine the potential economic, social and environmental costs. Create plans to minimise or overcome these costs.		Safeguarding access to decision-making	Minimising environmental damage	Principles or objectives to guide action: development a clear written statement and seek the agreement from key stakeholders
Business Plan Select priorities, establish yearly objectives including funding sources, identify target goals.		Building networks	Modifying tourist behaviour, Limiting cultural intrusion	What are ideas and options?: refine ideas and options and work through it with partners
Marketing Plan Develop marketing strategies for each attraction.			Creating local conservation incentives	How to do it?: develop actions with clear presentation, develop evaluation methods
			Supportive government policies	Statement of directions: prepare brief statement summarizing the outcomes of the process and proposals
			Exploiting the market and ecotourism label	

Goodwin et al. (1998) also added that if tourism is carefully managed within a fully integrated local economy it presents three important opportunities for local gain:

- 1) Additional skilled and semi-skilled local employment;
 - 2) An additional market for local producers and new entrepreneurs, offering accommodation and other services;
 - 3) New infrastructure in the form of roads, electricity, piped water, telephone, etc.
- (p.67)

The present studies will focus on the assessment of the initial steps from recommendations of the stakeholder groups in developing CBT for developing countries. The results can then be compared to the suggestions of other researchers from the literature review. The priority of each step will be clarified and assessed for its role in community-based tourism development.

Community involvement

In the past, decisions about tourism development have taken place without adequate input from local stakeholders (Goodwin et al., 1998). The most important aspect of any community-based tourism development plan is ensuring ongoing community involvement. As stated by Goodwin et al. (1998) that there needs to be a shift from top-down to bottom-up approaches to tourism development. This is because the success and sustainability of the development depends on active support of the local populations. Active opposition has been shown to hinder or stop development (Gursoy and Rutherford, 2004; Reid, Mair and George, 2004). Mitchell and Eagles (2001) proposed that higher levels of integration lead to enhanced socioeconomic benefits for the community.

At each stage, awareness and education should be an important element (Buhat, 1994; Reid, Mair and George, 2004; Smith, 1994). The balance of residents' perceptions of the costs and benefits of tourism is a major factor in visitor satisfaction and is, therefore, vital for the success of the tourism industry. Reid, Taylor and Mair (2000) revealed that without the negative impacts having been actually experienced, it is difficult for citizens to visualise drawbacks and, perhaps more importantly, to picture how an unplanned tourism industry might affect everyday life. Without an awareness, there was little

appreciation or acceptance of the imperative of a community-centred approach to tourism (Reid, Mair and George, 2004). Findings in the study of Gursoy and Rutherford (2004) suggest that community leaders and developers thinking of growing tourism need to consider perceptions and attitudes of residents before they start investing scarce resources. Their study also demonstrated that both positive and negative impacts should be examined to better understand host community's attitudes. For example, while residents with high ecocentric attitudes were concerned about both social benefits and costs in addition to economic benefits, those who were highly concerned about community issues were more worried about the cultural costs and benefits. Planners and developers can utilise these findings to develop communication strategies that deal with specific issues raised by each group. This may help them gain more support and may increase the chance of success of the proposed development (Gursoy and Rutherford, 2004). Awareness of residents' perceptions of tourism development and its impacts can help planners and developers to identify real concerns and issues for appropriate policies and action to take place, optimising the benefits and minimising the problems (Andriotis and Vaughan, 2003). It is likely that planner, educator, facilitator, and local leader all influence the local awareness of tourism potential (Mitchell and Eagles, 2001). Hatton (2002) suggested that contact among these participants will not only keep people interested and supportive, but it will also prepare them to take advantage of opportunities. This is the essence of community-based tourism.

Sirakaya, Teye and Sonmez (2002) noted that the tourism industry can only be expected to be successful and sustainable if destination developers and marketers develop policies that are sensitive to the needs of the local residents. They suggested a form of community organisation which will create residents' support for tourism development. The development requires the involvement of local leaders such as chiefs and traditional elders in every stage and from the earliest stage of tourism planning, development, and management of the attractions (Mitchell and Eagles, 2001).

Reid, Mair and George (2004) introduced the Community Tourism Self-Assessment Instrument which may be used as a quantitative tool for assessing a community's ability to initiate a tourism plan and handle subsequent growth, it has also demonstrated its utility as a mechanism for establishing dialogue on these matters. This is important as planners often risk initiating a process without testing the readiness level for such activity.

Reid Mair and George (2004) also emphasised that helping residents understand themselves and their context more completely can enhance the sustainability of tourism and community development in the long term.

Pretty (1995) explained the typology of participation. These seven types range from manipulative participation, in which virtually all the power and control over the development lie with groups outside the community, to self-mobilisation, in which power and control over all development rest squarely with the local community. Different forms of community involvement presenting in types of enterprise by Ashley and Roe (1998) are 1) private business run by outsider; 2) informal sector operation run by local entrepreneur; 3) community enterprise; joint venture between community and operator; and 5) tourism planning body (p.8).

These types of participation influence the present research framework especially in an appraisal of different scenarios. Each scenario has different levels of community participation in community tourism development in order to assess the stakeholders' preferences.

Practically, the exclusion of residents from decision making is a very common in low-income countries with top-down development cultures, but the exclusion is even more pronounced when tourism projects are mostly externally initiated or implemented, as Sirakaya et al. (2002) observed in the case of Ghana's Central Region. They stated, "on those rare occasions when attempts are made to solicit community input into tourism plans or projects, the public event is ill planned and rushed, invitations are extended mostly to the educated and professional segments of the community, and the proceedings are conducted in English, thereby excluding the vast majority of the population who speak the local Fanti language (Sirakaya et al., 2002, p. 65). Goodwin et al. (1998) noted that local involvement depends largely on access to the market. Frequently, local benefits are maximised in the informal sector where the scale of capital investment is low. Business leaders at the development stage often overlook the raising awareness about tourism issues and organisational responses. The research found that missing this step often leads to the build-up of tension as developing the tourism product becomes dominant and avenues for resistance are narrowed (Reid, Taylor and Mair 2000).

In summary, WTO (1983b, p.18) suggested ways to consult and generate local participation :

1. For as long as an investment project is being analysed, the local population which is in any way concerned should be informed, consulted and even encouraged to participate in the activities of research teams working in the target zone.
2. Without the cooperation of the local population the social value of a domestic tourism investment cannot be practically appraised and the results of any effort to do so will be open to question.
3. A population must be informed about the principles of the future development and the type of investment recommended, and must be invited to participate in the assessment of the project's various aspects.

Mitchell and Eagles (2001) suggested that community integration could be defined by percentage of local people employed, type and degree of participation, decision-making power, and ownership in the local tourism sector. The integration process should be linked to three criteria parameters: community awareness; community unit; and power or control relationship. They also suggested the community integration indicators as following:

- 1) the extent of a broad-based, equitable and efficient democratic process;
- 2) the number of participating citizens;
- 3) the degree of individual participation (i.e. influence) in decision-making;
- 4) the amount of local ownership in the community-based tourism sector; and
- 5) the degree of long-term involvement in planning and management by local communities (i.e. not a 'one-off' event) (p.5).

The strategies recommended from the Tourism Policy Forum are to:

- 1) Involve rural development authorities in local and regional tourism planning;
 - 2) Establish a shared vision and joint ownership of the rural tourism plan;
 - 3) Include local communities in initial planning process using PRA techniques;
 - 4) Form local level sustainable tourism development committees and provide equal opportunities to take part in the decision making process
- (WTO, 2004a, p. 17).

If the active participation of locals can be applied, it will minimise the challenges of community tourism in issues of ownership, economic leakage, local employment, benefit distribution, social and environmental impacts and dependency (Goodwin et al., 1998).

The present studies expand the exploration to every stakeholder's perspectives about community-based tourism but still emphasise more to the community group in study 3. The communities' voice can therefore be understood. In order to clarify what communities want to be fulfilled from CBT, the techniques of 'open to question' or 'asking question for future' will be employed.

Networking/ Sharing info

Sharing information among countries is an important successful factor with which to develop tourism in a community. Reid, Mair and George (2004) indicated that while the growing support for community-based approaches to tourism planning is well heeded, there remains the need to consider how these techniques might be developed. Moreover, the results of their implementation need to be shared with other researchers and planners.

In 1994, The Alliance of Small Islands States (AOSIS) was established to pool the strengths of small islands around the world. They agreed on the Barbados Programme of Action for the Sustainable Development of Small Island Developing States. The Small Islands Developing States Network, or SIDSnet, is a community of 42 Pacific, Caribbean, Atlantic, Indian Ocean and African island nations. SIDSnet connects these small island nations through a global internet-based network, which shares information and enables rapid coordination of action on pressing island issues. It is a project of the United Nations Development Programme's SDNP (Sustainable Development Networking Programme) which aims to improve the way people in developing countries live, work and communicate by increasing access to information (IHEI, 2000).

Environmental management

One of the important issues especially in developing tourism in a community is environmental management. Agenda 21 principles form the basis for the best practice environmental management guidelines. It was adopted by 182 countries at the Rio Earth

Summit in 1992 (Brunet, Bauer, and De Lacy, 2000). Later, Green Globe 21 was issued as an accreditation program based on the Agenda 21 to benefit sustainable development. It is a worldwide voluntary industry mechanism that is being used to certify tourism companies and communities who implement these guidelines (Brunet, Bauer, and De Lacy, 2000). The program supports local community as well as conserve environment as shown in the objectives that aim for:

- Sustainable tourism for the 21st Century and beyond;
- Better environments;
- More profitable companies;
- Working with local communities. (p.5)

This emphasis on environmental conservation appears in several strategies for environmental management and protection. For example, Marsh (1987) suggested that research should be conducted on park ecology and tourist behavior to establish carrying capacities, monitor impacts, and guide park and tourism agencies. Planning and management techniques such as land-use zoning, control of transport, visitor restrictions, the use of guides, and environmental education should be employed to maintain the quality of the environment and the tourist experience (Goodwin et al., 1998). The strategies for natural resource and protected area management stated in the World Tourism Policy Forum are:

- 1) Better coordination between agencies responsible for natural resources management and tourism development;
- 2) Community awareness of the value of natural resources to long-term quality of living;
- 3) Flexibility in conservation financing and management including participation of private sector, NGOs and communities; and
- 4) Policy incentives for private landowners to contribute to natural resource protection (WTO, 2004a, p.6).

These strategies are mostly indicated in the literature but different ones are also emerging as tourism is implemented in different part of the world. As Ashley and Roe (1998) noted, “while progress has been made in some countries, and many lesson learnt, new challenges continue to emerge and appropriate strategies will doubtless continue to evolve” (p.33).

It is noteworthy that many of these conferences, summits and policy workshops produce suggested courses of action couched in general terms. The challenge for CBT researchers is to examine closely the validity and effectiveness of these calls of action.

2.4.2 Success stories

One pathway to understand community-based tourism is through success stories and cases and this will lead to the evaluation of success criteria. In this section, the major themes from a number of review documents concerning successful cases will be considered. It is possible to also use this material to shape the criteria for CBT success in the present research.

Sharing the success stories among communities can assist communities to develop their destination to become successful. This section describes themes arising from a brief survey of some of the best examples among members of the Asia-Pacific Economic Cooperation (APEC) Forum. This group has identified recurring themes in the context of community-based tourism and noted additional themes from a review of other related literature.

An additional issue that requires contemplation is the definition of success. While many perspectives on success are possible due to the diversity of interest groups involved in tourism, the definition of success used here is embedded in the perspective of the researcher to the extent that they claim a positive outcome for the tourism being reviewed.

CBT that gain economic benefits

Communities suffering economic hardship often have the necessary drive to actively consider development options, and an appealing opportunity is the potential offered by tourism (Hatton, 2002). The analysis of Sirakaya et al. (2002) indicated that unemployed residents were more supportive of developments in tourism infrastructure and attractions than those employed. Similarly, residents who believed that they personally gained from tourism activity in their community demonstrated greater levels of support for tourism development.

Hatton (2002) provided such examples in different countries where tourism is a substantial source of economic income. Chemainus, on Canada's west coast, in its early history was tied to its forests and the associated industries. Now, Chemainus is known as the "mural town," and is one of Canada's biggest success stories in community-based tourism. Similarly Desa Murni located 90 minutes north of Malaysia's capital city of Kuala Lumpur is economically challenged. However, local people worked together to create a homestay program and the results have had a dramatic effect on the local economy. Manyallaluk, the Aboriginal community south of Darwin, Australia, and Sandpoint, Idaho, in the U.S., are similar successful examples that focus on cooperation of participants in order to attract tourists and deliver economic benefits to the community (Hatton, 2002). In Taquile Island, Peru, the community also earned benefits from tourist revenue. In this area, even the poorest participate in the local economy and have an opportunity to benefit from the daily sales in the cooperative stores. They manage tourism through committee. The income also helps improve their households and as well as maintaining public infrastructure (Mitchell and Eagles, 2001). In the Caribbean Islands as stated by Ashley and Roe (1998), tourism has overtaken agriculture as the major contributor to GDP. This has brought economic development to remote areas.

This economic benefit to a host community is believed to be one of the main success criteria in CBT. Several research has proved that if a community perceive this benefit from tourism, they tend to be supportive to the industry (Ap, 1990; Carmichael, 2000). This research will also investigate the importance of economic benefit in the community-based tourism concept.

Success from Leadership

Often the development of community-based tourism can be linked to the initial spark and leadership of one person or a small group. It requires someone with vision, imagination, and great energy to foster change and development on a community-wide scale (Hatton, 2002). At Desa Murni, for example, a former school teacher by the name of Sahariman Hamdan took his dream and made it a reality by selling the community on it one homestay house at a time. Other examples of this leadership theme include Lin Kuo-long's redevelopment of the Shui-Li Snake Kiln in Nantou Country, Central Taipei (Hatton, 2002).

Tourism of the Towa-cho town in Japan was initiated by its Mayor Obara Hideo of Towa-cho in 1997. This small rice-farming town in the mountains of northeastern Japan, opened an “antenna shop” (the operation of tourism promotion outlets) in Kawasaki City, Kanagawa prefecture (southwest of Tokyo) to promote agricultural products and local tourism in the nation’s capital (Thompson, 2004). This is supported by the decentralization efforts of the national government during the past two decades, with many of the social, legal, and bureaucratic restrictions that have characterised the nation during a majority of the post-war period now being removed.

These studies suggest that leadership, in the form of the catalyst and development taskforce, such as the chamber of commerce or local business association, are critical parts of the process. Reid, Mair and George (2004) indicated that leaders may need to spend some time and effort in communicating the importance of participation so that satisfaction with tourism development will remain high.

Government as Leadership

Jenkins (1997) provided seven reasons why governments have supported tourism in their development strategies. Examples of the reasons are tourism is historically a growth sector and it is a service industry, which depends upon people. Therefore, both national and local and regional governments have provided leadership to develop or expand community-based tourism and it involves long-term contact with the community (Thompson, 2004). For example, the tourism development in the Yulong Snow Mountain region in south-western China was promoted through an Administrative Committee. Sai Kung, a village in Hong Kong, China, was developed with the support of a very active District Council which, in turn, worked and continues to work hand-in-hand with the central Hong Kong, China Government. Therefore, the role of governments, local or regional, is important within the community-based tourism context. For tourism in Singapore’s Little India, the government has played a key role in encouraging the preservation and conservation of the built heritage. In Korea’s Songup Folk Village, the government through a variety of measures is also encouraging the preservation and restoration of traditional architecture (Hatton, 2002).

Batle (2000) cited the example in the Balearic Islands where there was a rapid and problematic expansion of the tourism supply side. The Tourism Ministry of the Balearic government endorsed the plan called “The Pla de Ordenació de l’Oferta Turística (POOT).” The plan aims to regulate all activities that have impacts on tourism supply, to rearrange it through restrictive space planning, and to protect the environment (Batle, 2000). In Australia, the government is more directly involved in marketing of tourism through the Australian Tourist Commission (now Tourism Australia), rather than monitoring the growth of the industry. The government's positive role in protecting the natural environment in many areas has produced good results for tourism (Basu, 2001).

Clear plan

The success of the Maldives for instance is because of a clear plan and a standard as well as cooperation among stakeholders. Since 1978, the Minister of Tourism has applied strict development and operating standards on new and existing resorts. This includes the imposition of fines and even closure if operating standards of a particular resort are not good enough. Many of the present standards have evolved through monitoring the earlier phases of development to determine what is most appropriate. Most of the Maldives islands are too small for both resorts and traditional villages, so the resorts are located on uninhabited islands to reduce socio-cultural impacts. Standards are also imposed from the government for the resort developer to follow (IHEI, 2000). Conversely, the case studies of tourism in the three national parks in Indonesia, India and Zimbabwe indicated the lack of clearly defined tourism management (Goodwin et al., 1998). One of the reasons is because the staff are rarely trained in tourism management. Harrison (2003) provided a good example of a clear policy in Turtle Island Fiji. They have appointed a Community Relations Officer to promote effective links with neighbouring villages in line with a clear policy about how the Island should function in the economic, social and cultural life of the region.

Uniqueness of the place/ characteristics

Cultural heritage is one of the most important facets of community-based tourism. Communities have to have attractive characteristics to lure tourists. For many communities it is their culture and heritage. In New Zealand, Tamaki Maori Village

represents an opportunity to experience elements of Maori life. Taiwan Folk Village in Chinese Taipei and Villa Escudero in the Philippines are comparable (Hatton, 2002). In Tôwa-chô, the attractions consists of a multidimensional range of topics and activities related to the local agricultural lifestyle that tourists can encounter, encompassing everything from the study of local food products and cooking methods to farm-related activities and learning experiences focused on the culture, history, and heritage of a locale (Thompson, 2004).

There is tremendous growth occurring in “cultural tourism”, as people travel locally and internationally to experience a small piece of either their own or someone else’s cultural heritage. Community-based tourism is replete with examples of community heritage and values being revitalised through the growth in tourism and it is a pathway to bring minority communities into tourism development (Hatton, 2002; Sofield and Li, 1998).

Marketing and promotion

Marketing and promotion is also one of necessary elements for success. Development of marketing strategies for CBT should be well planned (The Snow Leopard Conservancy, 2001). Cooperation from every section is needed because different groups may have different ideas about how a destination should be developed and marketed (Goodwin et al., 1998). As for local entrepreneurs and community based tourism initiatives, the domestic market may be less risky and more lucrative (Goodwin et al., 1998).

However, the major constraint for local communities is access to the tourism market physically, financially, and operationally (Goodwin et al., 1998).

Natural environments

The natural environment is also a key theme for many community-based tourism activities. El Nido in the Philippines, Umphang District in Thailand, Sandpoint, Idaho in the U.S., Dwellingup in Australia, and the Huangshan Mountains and Yulong Snow Mountain area in the People’s Republic of China are excellent examples of cases where communities benefit from the influx of tourists drawn to the environmental experience (Hatton, 2002). In many cases, the tourist presence also increased environmental

protection and conservation and local communities have come to recognise the importance of their environment.

Slinger (2000) reported the successful community-based ecotourism in the last indigenous group, the “Carib,” in the Caribbean community, Island of Dominican. Encouraged by the Dominican government, the Carib community formulated a management plan in 1993 to promote ecotourism as a mean to link economic incentives with natural resource preservation and cultural restoration. The attractions here are unique in handicrafts (especially using “Larouma”, a palm-like vine as material), the scenery, both mountain and coastal, the traditional dance called “karbet” and its lifestyle. The components of the ecotourism management plan include research and documentation of cultural information, and then launching the programs such as the development of a model of “Carib Village” which will serve as tourism centre and conservation project. In summary, the approach has brought more job opportunities, awareness of culture and environmental conservation (Slinger, 2000). Also, Turtle Island, Fiji has a well established reputation in the tourism industry. Its management claims not only to operate a high-class luxury resort but also to be a valuable community resource for the surrounding area (Harrison, 2003).

Community involvement

There are cases where corporations and communities work hand-in-hand to develop tourism and share in the benefits. El Nido in the Philippines is one example where a large corporation demonstrated commitment to community participation and shared benefits during the tourism development process (Hatton, 2002). In Bolivia, the community experienced success in sharing the benefits from the community forestry. The reason for success was because "there is starting to be social control over the leaders. They are beginning to act more democratically and understand that the TCO and the resources in it belong to the whole group" (Enever, 2002, p.20). Mitchell and Eagles (2001) highlighted few cases in Latin America which have been carried out as a demonstration of local participation in tourism planning and development. The cases cited appear to have successfully implemented a mixed cooperative approach with community business partnerships.

On the small Island-province of Guimaras, Multi objective decision analysis (MODA) was implemented to focus on the preliminary planning efforts of the Philippine Cooperative Farm Tourism Project: The Guimaras Pilot Project. The iterative and participatory use of MODA was well received by Guimarasons while successfully integrating local knowledge and values into the planning process. This objectives based approach was also successful at positioning the Farm Tourism Pilot Project within existing provincial, regional and national plans (Trousdale, 1996).

These success themes in CBT can be developed as a set of guideline for success CBT indicators or criteria. The research will also reveal the success criteria from the stakeholders' perspectives in order to clarify the priority for each theme.

2.4.3 Main stakeholders' roles

Tourism investment cannot be carried out solely by the investor, even if that entity is a State or a local regional community. It is recommended that other entities, organisations, consumer associations or local bodies be consulted in view of the complexity of the situations and factors involved, many of which may be difficult to point down precisely (p.11, WTO, 1983a). Each group of stakeholders has a contribution to make to tourism and the success of each stakeholder is dependent upon the contribution of others (Goodwin et al., 1998). Tourism planners have to find an accommodation between various stakeholders and interests in tourism development and arrive at outcomes acceptable to them (Hall, 2003). WTO (1999) stated that:

All actors in tourism development – national, regional and local administrators, enterprises, business associations, workers in the sector, non-governmental organisations and bodies of all kinds belonging to the tourism industry, as well as host communities, the media and the tourists themselves, have different albeit interdependent responsibilities in the individual and societal development of tourism and the delimitation of their individual rights and duties. (p.5)

Also, the dialogue between hosts, guests, and the tourism industry is necessary in achieving better standards and providing long term benefits for all. Brunet, Bauer, and De Lacy (2000) supported the view that as an economic system tourism connects origin

and destination, consumers, hosts, communities, environments, cultures, business and government agencies. Stakeholders therefore require relatively clear and simple data to understand the issue of sustainable development (Bell and Morse, 1999). However, the appropriate roles of different stakeholders may not be clear or their different approaches can conflict. Therefore, the effort to enhance community involvement in tourism needs to address the roles and skills of all stakeholders and how they can be improved.

This research agrees with the importance of the stakeholders' role in the development and enhancement of community-based tourism. A high degree of consensus can resolve conflicts among the groups. Understanding each stakeholder's perspectives towards CBT is therefore placed as a core of the thesis framework. The major stakeholders for the research interests here are: decision maker, operator, visitor/tourist, and community.

2.4.3.1 Community

Importance of the resident in CBT/ Role

Fredline and Faulkner (2000) noted that:

Residents represent the core stakeholders in a destination, there is little justification in pursuing particular options for tourism or event development if these do not enhance their lifestyle or, more importantly, if their quality of life is eroded. (p.115)

There has been a growing that tourism and residents are interconnected in terms of responsibilities and rights (WTO, 1983c). Tourism scholars have long recognised the importance of gaining local residents' support for the development of a successful tourism industry (Andriotis and Vaughan, 2003; Jurowski and Gursoy, 2004; Jurowski, Uysal and Williams 1997; Sheldon and Abenoja 2001; Sirakaya, Teye and Sonmez, 2002). This is because if tourists are greeted with hostility their number will decline (Andriotis and Vaughan, 2003). It is widely believed that tourism must have the support of the host community (Allen et al., 1993; Lankford, 1994; Murphy, 1985; Ritchie, 1993). There are several reasons why resident reaction to tourism is important. One of the most important reasons is because they have to live with the cumulative outcome of tourism development in their area (Murphy, 1985). Residents then must develop and promote

tourism and serve the needs of tourists (McGehee and Andereck, 2004). Reid, Mair and George (2004) stressed that all communities are unique and therefore the approach must be customised to meet the specific needs and culture of the area undertaking the tourism plan.

McGehee and Andereck (2004) noted that research in the past decade has shifted focus from the impacts themselves to the study of residents at the community level. Studies of residents' attitudes toward tourism have often been conducted in economically strapped rural communities as they search for opportunities that can help them to obtain economic viability. The researchers made the valid argument that residents' perceptions of and attitudes toward tourism impacts were at least as important as the actual impacts.

Sirakaya, Teye and Sonmez (2002) noted that support for tourism was influenced by a multitude of social-psychological factors such as perceptions toward tourists and tourism's impacts, respondents' employment status, membership in community organizations, and awareness of tourism development projects in the community. Mitchell and Eagles (2001) noted the variables in decision-making including the degree of economic dependence on the industry and historical, cultural, and political considerations. Gursoy, Jurowski, and Uysal (2002) surveyed southwest Virginia residents and determined that host community support is affected by the level of concern, eco-centric values, utilization of resource base, and perceived costs and benefits of the tourism development. The findings of Gursoy and Rutherford (2004) revealed that the host community supporting for tourism development is affected directly and/or indirectly by nine determinants of residents' support: the level of community concern, ecocentric values, utilization of tourism resource base, community attachment, the state of the local economy, economic benefits, social benefits, social costs, and cultural benefits. Jurowski et al. (1997) developed a model that integrated factors likely to influence reactions toward tourism. They proposed that the perceived potential or economic gain, use of the resource base, attachment to one's community, and attitudes toward the preservation of the natural environment influenced how residents perceived the economic, social, and environmental impacts. Jurowski and Gursoy (2004) study showed that distance between residents and tourist centres also affects the support of residents towards tourism. They indicated that residents with high ecocentric attitudes in the close-to-attractions group were more likely to support tourism development than those in far-from-attractions group. They suggested

that to accommodate the varying perspectives and perceptions of tourism, planners need to communicate differently with those living closest to the resource than with those living further away if they expect to gain support from the community. Additionally previous research suggested that locals can view tourism either positively or negatively based upon how they perceive its impact on utilization of recreation resources (Gursoy and Rutherford, 2004).

In general, residents who perceive themselves as benefiting from tourism are likely to view it positively, while residents who perceive themselves as incurring costs are likely to view tourism negatively (Andriotis and Vaughan, 2003; Gursoy and Rutherford, 2004; Keogh, 1990; McGehee and Andereck, 2004; Mitchell and Eagles, 2001). McGehee and Andereck (2004) explained that the more the tourism industry can do to demonstrate the benefits individuals receive from tourism in their communities, the more support the industry is likely to enjoy. This could be explained by using social exchange theory as described by Ap (1992) as “a general sociological theory concerned with understanding the exchange of resources between individuals and groups in an interaction situation” (p. 668). The exchanges must occur to have tourism in a community (McGehee and Andereck, 2004). The way that residents perceive the economic, sociocultural, and environmental elements of exchange affects the manner in which they react to tourism (Andriotis and Vaughan, 2003).

Social exchange theory is the most often employed in this field of study (Gursoy and Rutherford, 2004). The findings of Gursoy and Rutherford (2004) confirmed the usefulness of social exchange theory principles in explaining the host community’s attitudes toward tourism. The theory stipulates that residents seek benefits of tourism in exchange for something estimated to equal the benefits they offer in return, such as resources provided to tourism developers, tour operators, and tourists. Included in the bundle offered by residents are support for appropriate development, host community’s hospitality, and tolerance for tourism-caused inconveniences (Sirakaya, Teye and Sonmez, 2002). Evidence suggested that in economically depressed regions, locals underestimate the cost of tourism development and over-estimate the economic gains (Liu and Var 1986). They are willing to “put up with some inconvenience in exchange for tourist money” (Var, Kendall and Tarakcoglu 1985, p. 654).

The study of Sirakaya et al. (2002) provided further support to the social exchange theory. Awareness of tourism projects within the community seemed to also increase support by residents. In general, the findings of Sirakaya et al.'s study support the outcome of studies done in industrialised countries as well as in more developed tourist destinations.

The research of Jurowski and Gursoy (2004) agreed with the principles of the social exchange theory, since the relationship between the evaluation of costs/benefits and support for tourism was substantiated. These theoretical constructs were shown to be valid regardless of the distance between residents' homes and the attraction. Social exchange theory is not however used in this thesis. A critique of social exchange theory also exists (i.e. Pearce et al, 1996) and while social exchange may work in some contexts a larger framework for exploring resident views, that of social representations will be used. It does not deny the value of exchange views but sees a larger perspective where exchange may not work as well. This concept will be explored later.

The community view

Emphasising the community's view and input, McGehee and Andereck (2004) argued that no matter what future direction resident attitude research takes, the most important goal must be to assure that the varied voices of the community are heard. Mitchell and Eagles (2001) stressed that tourism is an industry frequently led by individuals with 'vision' especially at the community level. The study of Andriotis and Vaughan (2003) in Crete indicated more than half of the respondents in the studies held positive attitudes towards tourism. Residents feel that new investments are needed in their region, they are likely to evaluate the benefits more positively and minimise the negative impacts (Gursoy and Rutherford, 2004).

Theoretically, residents who view tourism as potentially or actually valuable and believe that the costs do not exceed the benefits will favor and support tourism development (Turner 1986). Jurowski and Gursoy (2004) noted that the evaluation of the costs and benefits differs within a set of residents and residents' perceptions may vary according to their characteristics (Faulkner and Tideswell 1997). Reid, Mair and George (2004) indicated that there is wide variation with regard to the willingness of residents to become involved in the planning process.

It is supported by recent research findings, which reported heterogeneity of community responses and diversity of resident attitudes about tourism development (Andriotis and Vaughan, 2003; McGehee and Andereck, 2004; Sirakaya, Teye and Sonmez, 2002; Williams and Lawson, 2001). Gursoy and Rutherford (2004) illustrated that some residents view tourism as having both positive and negative impacts; some are likely to perceive it as having negative social and cultural ones; and some view it as having positive economic, social and cultural impacts. Their findings suggested that perceptions of impacts are not independent. "If residents perceive one impact factor as more important than others, it is likely that the perception of that impact factor will influence the perceptions of other impact factors. For example, if one has a very strong perception of economic benefits, this is likely to influence his/or perceptions of social and cultural impacts. In other words, the most salient perceived impact is likely to influence the perception of all other impacts" (Gursoy and Rutherford, 2004, p. 509). The implication of these studies for the present work is to ensure that residents have the opportunity to rate the importance of impacts not just their presence.

2.4.3.2 Decision maker

Tourism has now become a basic need for all people, and this entails direct participation in its development through the intermediary of their representatives and the group of decision maker can perform this role (WTO, 1983b). The decision makers or rural development agencies include donor organizations, government, and NGOs. They are presently focusing on tourism as a strategy for diversifying rural economies and developing local capacity (Ashley and Roe, 1998). Andriotis and Vaughan (2003) stated that developers and planners should be aware of the community's perceptions of tourism impacts. As a result, they will be able to take actions aimed at environmental conservation, increasing opportunities for public involvement, and control of the tourism industry. In the Green Globe 21, one of the environmental protection approaches emphasises government role as eliciting regulations, such as mission standards (Brunet, Bauer and De Lacy, 2000). WTO (1985a) pointed that it is the responsibility of government to ensure that through integrated planning, the negative effects are minimised while strengthen the positive ones. Mitchell and Eagles (2001) identified the shared characteristics of this group as:

- 1) achieving legitimacy in the community;
- 2) assuming an activist or advocate role;
- 3) building on community strength; and
- 4) clarifying possibility (p.14).

Comparing to the state's functions described by WTO (1983b), their functions are:

- 1) The coordinating function;
- 2) The legislative function
- 3) The planning function;
- 4) The financial function (p.20).

As explained by WTO (1983b) the coordination implies involvement, and results will be more effective if there is consensus on the approach to tourism development. The existence of law and regulations designed to support and further tourism's role in society will enhance the prestige of the activity in all fields of social and political life. The main purpose of planning is to ensure that the product is geared to the potential and social needs of a nation, region or local community. Planning also includes tourism as a profitable economic tool. Finally, tourism development demands investment and the involvement of state or decision maker in this stage is considered important. In overall government for example, should create tourism programs that meet their residents' needs by raising the social, cultural, and educational levels of their nations and encouraging rational use of the historical, cultural and artistic resources of the country.

Examples of decision maker role in community

Government role

Ioannides (1995) identified two broad important role of government in tourism. First, government should establish a forum enabling the tourism industry suppliers to coordinate their activities. The second major role is that of promoter. Hall (1994) detailed into seven roles of government. They are coordination, planning, legislation and regulation, entrepreneurship, providing stimulation, social tourism and interest protection.

However, there are still some obstacles of government role in developing countries as clearly noted by Tosun (2005b):

“Although external pressures on governments of developing countries are essential to initiate participatory tourism development approach, it is not sufficient for the success of local people participation in tourism development because in many developing countries although there is a formal structure of constitutional, multiparty democracy is limited to business elites and states elites.” (p.348)

NGO role

NGOs are now leading actors in the promotion of sustainable development and democratization around the world. By the committed and relentless efforts of many social leaders, NGOs in Asia, Africa and Latin America are able to credibly reach millions of people and improve their lives. The era of globalization has not only widened the societal context of development from local to global but has also brought new challenges for NGO leaders and managers to enhance and reconfigure their critical role at both the local and the global level (James Yen Center, 2002).

Professionals’ or external expert’s role

It is important to realise the responsibility of the external expert to understand their role as an ‘agent of change.’ The external expert can provide the opportunity for the group to attempt new methods and explore new ideas while shouldering the responsibility of failure. The expert should recognise the distinction in their actions and make it explicit to those involved (Keeney, 1988).

2.4.3.3 Operator

Tourism industry sector is now recognizing the need to work with local people because of their central role in maintaining cultural and natural heritage, which are of interest to tourists (Ashley and Roe, 1998). At a minimum, private operators should participate in product and market development to ensure commercial realism (WTO, 1983a). Goodwin et al. (1998) indicated that operators have a major role in presenting destinations to tourists and can have a decisive influence on the volume of traffic at a particular site. Some operators support the concept of rural development funds financed from tourism revenue. Additionally, industry people need to consider how to encourage local economic development linked to tourism, and diversify the local economy without displacing the traditional economic activities that characterise the area (Goodwin et al., 1998). The

linkages are such as encouraging the development of small businesses to supply food, transport, souvenirs, guides, and other goods and services.

The only demographic characteristic that appears consistent across any studies indicates that business owners are more positive toward tourism than other groups (Lankford 1994; Siegel and Jakus 1995). This result would be expected in that business owners receive direct benefits from tourism (McGehee and Andereck, 2004). However, there is a market advantage if operators develop long-term relationships with destinations and working with local communities to enhance the quality of the product (Goodwin et al., 1998).

2.4.3.4 Visitor/ Tourist

Definition

The meaning of visitor and tourist overlap (WTO, 1985c). Some organisations and countries offer the same meaning for these two terms (i.e. Cook Island, Fiji, and Jamaica). However, the major differences between visitor and tourist defined by most countries around the world are their length and purpose of stay. For example, visitors are “all persons entering a country other than that of their usual residence for any purpose other than to engage in occupation remunerated from within that country (i.e. Thailand, Brazil, Togo, Senegal, and Portugal). Tourists are “temporary visitors remaining at least/ more than 24 hours in the country” (i.e. Costa Rica, Congo, Grenada, and Hungary). The purpose of tourists traveling may be classified as leisure or business, and other missions (i.e. Malawi, Malaysia, Samoa, and Zimbabwe). In this thesis, the focus will be on particular visitors and tourists who travel to community-based tourism destinations.

Importance of visitor/ tourist

Trousdale (1996) stressed that without tourists, there are no tourism projects. Also, in this sense, tourism is one of the most important means, especially in developing countries, of bringing nations closer and of maintaining good international relations (Krippendorf, 1987). WTO stated the importance of tourist and visitor that when someone travels as a tourist, he carries with him the specific imprint of his own background. When a human community welcomes tourists, it does so according to its customs, culture and specific

outlook on life (WTO, 1983a). Goodwin et al. (1998) addressed that individual tourists exhibit different preferences, expectations and spending patterns, affecting the numerous businesses, institutions and individuals which make up the host community in different ways (p.18). Changes in the social structure, values, norms, opinions, and attitudes of both tourists and residents who interacted with each other have been reported in numerous cases occurring in different part of the world (Pizam, Fleischer, and Mansfeld, 2002).

Arguably current tourist demand has changed. 'Native interest' tourists can include both local visitors and international tourists (Zeppel, 2002). As Goodwin et al. (1998) pointed out, more people are choosing to visit new and remote destinations in Africa, Asia and other less developed parts of the world; places where the people are often poorer and their resources unique and fragile. Zeppel's study (2002) has confirmed the high level of interest from international visitors in native cultural experiences. Also, Pizam, Fleischer, and Mansfeld (2002) indicated that for ecotourists there is a higher level of environmental and social consciousness, which in turn may lead to better understanding among people and a higher interest in peaceful coexistence. Goodwin et al. (1998) also stated that many tourists are interested in visiting villages with a guide from the community, sampling local food, seeing local crafts made and buying direct from the producer, experiencing storytelling, music and dance (p.64).

This thesis does not pursue the detailed and complex issue of the existing and future demand for community-based tourism. Such demand is recognised as being very important to the sustainability of CBT but a full expression and appraisal of tourist markets for CBT would be a separate thesis rich in segmentation studies and motivational analyses. The present research considers only the views of the on-site tourists in CBT destinations and this is only a start to CBT demand analysis.

2.5 Research Methodologies

2.5.1 Previous research methods

Mostly the research in community tourism uses questionnaires to gather data from the sample. For example, McGehee and Andereck (2004) implemented self-administrated questionnaires which were distributed door-to-door using a geographic sampling procedure in their study of residents' support of tourism in the rural areas. Reid, Mair and George (2004) used a questionnaire called a Community Tourism self- Assessment Instrument (CTAI) to help gather the data from interested parties about the state of tourism in community area.

Williams and Lawson (2001) argued that in community tourism research, researchers do implement different methodologies. While residents' opinion in this field are mostly emphasised; different instruments, sampling techniques, and statistical analyses are emphasised making comparisons difficult.

Both qualitative and quantitative data have been used in this research field. Andriotis and Vaughan (2003) explained that quantitative research on community attitudes are served by two different styles. First, there are empirical studies applying statistical techniques without actually being linked to theory. Second, there are studies that, apart from measuring attitudes, also test and develop theory. Due to the difficulties in developing and testing theories, studies using the first approach are more frequent than those using the second. There has also been an increased focusing upon qualitative research as tourism strategies increasingly consider and cope with the personal feelings of hosts and the impact of tourism activity upon them. This is because a qualitative research provides a viable alternative (Walle, 1997). Mitchell and Eagles (2001) obtained qualitative data from the selected informant interviews and participant observation. They noted that these techniques provide considerable introspective insights.

However, Walle (1997) noted that in reality, most research lies on the continuum between the bipolar opposites of strict art and strict science. He explained that:

Tourism needs to forcefully articulate a in general and universal way, that it is a broad and distinct field and that it embraces a variety of appropriate research strategies....The choice of emics/ art or etics/ science must be determined by the situation in which research takes place, not by some misguided search for rigor simply for its own sake. (p.535)

Multiple styles will be used in the present studies to benefit from the advantages of qualitative and quantitative approaches.

2.5.2 Research strategies

Rating Scale/ Preference Ranking/ Thematic Analysis

Research instruments that are familiar to researchers in the community tourism field are rating scales, ranking procedures, and interviews. McGehee and Andereck (2004) observed that in most studies, perceptions of impacts or attitudes were normally measured using a series of agreement scales or value-based approaches (c.f. Williams and Lawson, 2001). In this work rating scales are dominant.

The technique of using preferences in the form of ranking is a second response style. Trousdale (1996) noted that this approach emphasises the overall decision setting, and is more appropriate in case when participants are unfamiliar with the problem in question. This approach can also be understood as accessing the respondents' value hierarchy.

Another common method implemented in the research is thematic or content analysis. Much research mixes close-ended and open-ended questions. In the open-ended questions, common themes can be revealed and these themes assist in forecasting the future of the community (Mitchell and Eagles, 2001). Additionally, key themes generated can be compared to examine commonalities and differences. This approach can be seen as formulising "common sense" (Keeney, 1982).

This present research will also implement diverse tools in the studies, and this will be applied to suit particular kinds of questions and to ensure variety in the response formats.

Scenarios

One special technique used sparingly in the community-based tourism field is that of scenarios. Godet and Roubelat (2000) observed that since the 1960's scenario based analysis has become a major concept and methodology in future oriented research. Heijden (2000) and Godet (2000) indicated that we study the future to get a better grip on it, helping us to make more confident and better decisions. Coates (2000) identified three definitions of 'scenario':

1. An outline of the plot of the dramatic work, giving particulars of the scenes, characters, etc.
2. a) The outline or sometimes the complete script of a motion picture or a television program, often with directions for shooting; b) shooting script.
3. An imagined sequence of events, especially any of several detailed plans or possibilities (p. 115).

The third part of this definition is closest to what futurists have implemented. Chermack (2004) described scenarios as narrative stories of the future that outline several possible paths through various challenges to arrive at varying future states (p. 305).

A decade later, this method entered the field of strategic planning in both the public and private and soon became popular among consultancy groups (Masini and Vasquez, 2000). At the beginning of the 1980's, scenario planning was being used by a number of companies in the world and appeared in most management texts. There is a high degree of potential synergy between prospective outcomes and strategy (Godet, 2000). The most well known success story in scenario planning implementation was from Shell Oil Company written by Pierre Wack (Godet and Rubelat, 2000; Masini and Vasquez, 2000; Wilson, 2000). Wack proposed an approach exploring relevant and detailed situations with scenarios or stories and analysing the underlying systems based on the questions raised. It is akin to action research and aims at increasing understanding of systems that are too complex to be understood by taking them apart (Heijden, 2000). The scenario method became popular because it is powerful in that it stimulates the imagination, reduces collective biases, and promotes action (Godet, 2000). Coates (2000) categorised scenarios that are used in business, organizations, and government planning into two broad categories:

One is scenarios that tell about some future state or condition in which the institution is embedded. That scenario then is used to stimulate users to develop and clarify practical choices, policies, and alternative actions that may be taken to deal with the consequences of the scenario. The second form tells a different story. It assumes that policy has been established. Policy and its consequences are integrated into a story about some future state. This second type of scenario, rather than stimulating the discussion of policy choices, displays the consequences of a particular choice or set of choices. (p. 116)

Godet's (2000) also supported these two categories and named them as exploratory and anticipatory.

This research uses a set of CBT scenario choices to investigate stakeholders' preferences, which is the first type of scenario as stated in Coates' categories. It is valuable to employ this tool in this study because the scenario method is a way of foreseeing the future and helps clarifying uncertainties (Coates, 2000; Heijden, 2000; Godet, 2000; Wilson, 2000). One of the research aims is to recommend possible future for successful community-based tourism development, thus establishing a congruence between the study goals and the goals of the scenario method.

Schwartz (1991) stated that scenarios construct multiple stories that encompass a variety of plausible future. This method reveals an enlarged future landscape including a human and social perspective (Chermack, 2004; Masini and Vasquez, 2000; Wilson, 2000). The scenario method is also practised by planners at the urban and regional level especially when seeking to generate sustainable development and well-being in the long term (Godet, 2000; Masini and Vasquez, 2000).

The approach is considered appropriate for developing countries or international organisations focussing on development (Masini and Vasquez, 2000). However, the methodological status of scenario planning remains uncertain. The difficulties derive from the relative importance ascribed to the different elements of the stories (Masini and Vasquez, 2000). To ensure the validity of the scenarios' content in this thesis, the

scenarios implemented were based on the study of Weaver (2000) about tourism characteristics.

The implementation of scenarios in the tourism field is at an early stage. Arguably one of the reasons is because scenarios are tools inspired by having enough intellectual rigor to enable one to ask the right questions (Godet, 2000). That is, a good working knowledge of some issues assists scenario construction; in some tourism areas this condition may not apply. Nevertheless the scenario approach could serve the multidisciplinary characteristic of tourism well because scenarios are multidimensional and can draw on different experiences (Heijden, 2000; Masini and Vasquez, 2000). Scenarios also highlight different aspects of the situations and can identify gaps in understanding (Heijden, 2000). Scenarios have as their objectives: to pinpoint priority issues in terms of both problems and opportunities. Contemporary tourism research also endeavours to assess such problems and opportunities.

As an additional advantage, scenarios also permit the establishment of communication between people who do not understand each other, which may ultimately generate creative and shared solutions (Godet, 2000; Heijden, 2000; Masini and Vasquez, 2000). The present research initially employs this scenario method to “communicate” among the main stakeholders and search for possible agreement.

A precedents for scenario based research in tourism include the work of Lindberg, Andersson, and Dellaert (2001) who presented various hypothetical scenarios to respondents and used applied choice modelling to attempt to predict gains and losses as a result of ski resort development in Are, Sweden. (McGehee and Andereck, 2004). Pearce, Moscardo and Ross (1991) also used scenarios in tourism planning in a tropical tourism context to assess community views of development options.

In summary, the major scenario characteristics are well synthesised by Masini and Vasquez (2000) that:

Scenarios make it possible to broaden mental frontiers and to develop a greater open-mindedness towards new knowledge. They are multidimensional in various senses, they necessarily bring together different experiences and personalities. They

constitute an interdisciplinary and multicultural exercise. By means of the combination of rational and intuitive methods they allow a “clinical” approach to reality and a more human concern: to help build a better world. (p.51)

Willingness to pay

Another method based topic worthy of special consideration is ‘willingness to pay’. This price related technique has been used to estimate willingness to pay for product characteristics and to evaluate differences in quality of life. This technique has also been used to evaluate willingness to pay in durable and nondurable goods markets in currency units (Anstine 2000; Stanley and Tschirhart 1991; Zins, 1999). Cegielski et al. (2001) noted that these techniques (such as travel cost or contingent valuation) are commonly used by economists to put dollar figures on the value of non-marketed goods and services. The perceived value was related to willingness to pay/ buy (Petrick, 2004). Perceived value has been defined as “the consumer’s overall assessment of the utility of a product based on perceptions of what is received and what is given” (Zeithaml 1988, p. 14). In this definition, Zeithaml (1988) identified four diverse meanings of value: value is low price, value is whatever one wants in a product, value is the quality that the consumer receives for the price paid, and value is what the consumer gets (quality) for what they give (price). Petrick (2004) addressed that the majority of research in the field of tourism normally has focused on the fourth meaning of value.

Monty and Skidmore (2003) pointed that in tourism industry, information about willingness to pay obtained from such analysis is useful to industry stakeholders in a variety of tourism markets. However, this technique has not been used widely in the tourism industry (Monty and Skidmore, 2003). Burgan and Mules (2000) indicated that in tourism applications such approaches are measuring the value of the goods or services to non-residents. Non-use values comprise existence values and bequest values and capture, respectively, the notion that people who never intend to use a resource may still value its existence and the notion that people may value a resource because they wish to leave a legacy or bequest to future generations (Cegielski et al., 2001, p.3).

Goodwin et al. (1998) implemented the willingness to pay technique for the price of national parks entry. He explained that this economic valuation technique constructs a

hypothetical market by exploring the response of visitors to hypothetical rises in entrance fee. Zins (1999) applied different measurements including the willingness to pay method for an excursion rack railway. Similarly, The snow Leopard Conservancy (2001) used this technique to find how much visitors are willing to pay for homestay and park entrance fee in rural Ladakh community-based tourism.

In this thesis, the willingness to pay technique will be applied in study 2 (measurement of the three main stakeholders' perspectives). This is to understand and transfer the abstract value of CBT into a real price.

Research in a community where tourism is at early stage

Recently there is an emerging focus on the communities where tourism is at the early stage of development. Such a focus is supported by Pearce et al. (1996, p. 137) who argued that to understand what host communities want, particularly in rural locations, there is the need to investigate “fewer sites, explored in greater detail.” They argued that the smaller community, the more visible the tourism development and hence the stronger the views. The study of Mason and Cheyne (2000) also supported this argument. Gursoy and Rutherford (2004) also stated about the specification of the level of tourism development that it may alters the magnitude and direction of the relationship in the model of tourism.

There are a few studies involving early stage-tourism communities. Mason and Cheyne (2000) explored residents' attitudes to tourism development in small community with low tourism development in Pohangina Valley, Manawatu region, North Island New Zealand. The reasons they studied this area are: 1) it remained off the beaten track and “unspoilt”, 2) visitors here are more “free independent travellers”, 3) it is no different from any other indesiring positive benefits from promoting the region to tourists, 4) it provides a unique alchemy of climate and geography, 5) local government were keen to foster tourism development, 6) and there are a number of small hotels and accommodation houses. Sirakaya et al. (2002) studied and tested a model to explain residents' support for tourism in the early stage of overall tourism development in Ghana's region. Keogh (1990) as well conducted a study of a small-scale development in New Brunswick, Canada, with his research taking place at the proposal stage. Jurowski and Gursoy (2004) recently also

focused on the early stage of tourism development community in Southwest Virginia, USA.

The four communities studied in the present research (study 3) are also at an inception stage. It is believed that the result should help clarify what the communities want if tourism is developed in their area.

2.5.3 Summary of thesis methodology implemented in the studies

Study 1: Community-based tourism: The perspectives of professionals

Sample: Professionals who are researchers and tourism professionals

Sampling method: Judgmental sampling gained samples from professionals who had written about community and tourism in the 12 journals (in the past ten years, 1992-2002). Those journals have stressed tourism development as the objectives of the content in the journals from the review of the researcher. Another group of professionals was from government tourism organisations in developing countries based on UNDP list of medium level human developing countries. The reason of choosing the medium level human development countries because it includes the developing countries that have high potentials of community tourism growth such as China, Thailand, Indonesia and South Africa (Harrison, 2001).

Research design/ expected results: Two-page questionnaire sent electronically to the expected respondents. The questionnaire consisted of close-ended, open-ended and three point rating scales questions. The expected results are :successful destinations from their experiences; definition of ‘development’ and ‘community’; their positive and negative perspectives towards CBT concept; main characteristics of CBT; first steps recommendation for CBR development in developing countries; and successful CBT criteria.

Study 2: Community-based tourism: The perspectives of three stakeholder groups

Sample: Groups of three stakeholders; decision-makers, operators, and visitors

Sampling method: Judgmental sampling was implemented to receive the sample of three stakeholders in Thailand, Indonesia, and Malaysia. These groups were collected along with collecting the data from the communities in the destinations in the study 3. Also, the international conference in 2003, the Asia Pacific Eco-Tourism Conference was chosen to collect the data from these three groups. The questionnaire also asked the respondents to identify their own position as being a ‘decision maker’, ‘operator’, or ‘visitor’.

Research design/ expected results: Seven-page questionnaire was the material of data collection. The content of questions derived from the first study of professionals’ view. The techniques used were scenarios assessment, open and close ended questions, rating scales, and ranking. The expected results are: amount of money the stakeholders are willing to pay in community tourism; the best kind of community tourism scenario, the stakeholders’ agreement on negative and positive statements about CBT concept and its characteristics; their ranking of first steps, values and successful CBT criteria, the comparison among their perspectives.

Study 3: Community-based tourism: The perspectives of communities

Sample: Two communities in Thailand (low and medium level of tourism development) and two communities in Indonesia (low and medium level of tourism development). The communities are Desa Wirun in Central Java, Indonesia; Seloliman in East Java, Indonesia; Koh Pratong in Phang Nga, Thailand; and Mae Kampong Village in Chiang Mai, Thailand.

Sampling method: Judgmental sampling of communities in Asia and Thailand and Indonesia were selected. They were suitable of the set criteria as they are representatives of the developing countries in Asia region, have high community tourism potentials which is supported by the national government. The communities within the countries selected were using the criteria of uniqueness of their attractions, length of tourism management (low tourism = less than 2 years and medium tourism = 5-8 years).

Research design/ expected results: Seven-page questionnaire was the material of data collection. The content of the questionnaire was similar to the study 2 and also derived from the first study. The techniques used were scenarios assessment, open and close ended questions, rating scales, and ranking. The expected results are: the communities' preference and questions towards CBT development in their area; the best kind of community tourism scenario, the communities' agreement on negative and positive statements about CBT concept and its characteristics; their ranking of first steps, values and successful CBT criteria, the comparison among the four communities.

Study 4: Consensus of community-based tourism and future possibilities

Research design/ expected results of the stakeholders' consensus: The results of this study was derived from the previous study 1,2, and 3. The conceptual frameworks of social representations and stakeholder theory were implemented for the analysis of the study. The results expected were the most preferred scenario of CBT from each stakeholder and from their consensus; the agreement on CBT negative and positive perspectives and its characteristics; the overall priority of first steps for development of CBT and successful CBT criteria; main influential values embedded in perspectives of stakeholders towards CBT concept; and gaps to be fulfilled in CBT development in developing countries.

Justification of using judgmental sampling

The sampling method of the study was based on judgmental sampling. In judgmental or purposive sampling (also expert choice, targeted, selective, strategic or model-based sampling), the samples are chosen by experts to be representative (Maitland-Smith, 2000). For example, sample locations are selected based on prior knowledge of the site such as history, evidence or professional judgment. The advantages of judgmental sampling are that it is less expensive than statistical sample designs and can be efficient and easy to implement (Ministry for Environment NZ, n.d.).

In other cases there may be no practical way of determining the universe in advance. A basic requirement for probability sampling is to define the universe (or population) and to identify all units in the universe. This practice is a costly and difficult. Thus, for cases that a strict probability approach is inappropriate, or the cost is greatly outweighed the advantages, therefore, the judgmental sampling techniques is employed. (Maitland-Smith,

2000). However, the limitation of this type of sampling was that the samples are subject to biases of unknown size (Ministry of Environment NZ, Stenhouse, 1980;.).

This thesis applies this approach because the reliable data of the samples is preliminary presented such as the history and information of the communities. Moreover, a strategy in this situation is to set the accumulation of studies of cases. Although the generalisation in general is not applicable but this is the expansion of the cases and initially endeavour for the generalisation. Nevertheless, the results can primarily be applied in South East Asia region.

Justification of using questionnaire as the main research instrument

A questionnaire is the instrument in this study because this technique is usually used for description and explanation (Guy et al., 1987) and is widely used in social research (Babbie, 1992; De Vaus, 1995). It is a good tool for collecting information on facts and opinions from large number of people (Riley, 1996). This technique is arguably the most commonly used in tourism research and the most important source of information of tourism analysis, planning and decision-making (Smith, 1995). Questionnaires usually involve a proportion, or sample, of the population in which the researcher is interested (Veal, 1997) and elicit the main variables to be measured (De Vaus, 1995; Oppenheim, 1966). Questionnaire based research is especially strong on representativeness, though control and naturalness are not entirely sacrificed (Guy et al., 1987) and the data it yields are subject to error (Oppenheim, 1966). The merits of questionnaire based surveys stated by Veal (1997) which are relevant to the context of this study are:

1. Contemporary leisure and tourism are often mass phenomena, requiring major involvement from cross-sector individuals and dispersed participants. Questionnaires are an ideal way of providing access to such audiences.
2. Questionnaires are a good means of ensuring that a breadth of coverage of topics.
3. While qualitative methods are ideal for exploring the origins of attitudes, and the meanings and perceptions on an individual basis, questionnaire methods provide the means to gather and record key information. (Veal, 1997, p.146).

The content of questionnaires in the studies was reviewed by the experts (researcher's supervisor and tourism PhD students) which can be considered valid before the questionnaire distribution. Moreover, the content of questionnaires in the Study 2 and 3 was derived from the results of the professionals' perspectives in the first study.

Justification of using ANOVA and Scheffe Test as the main data analysis

ANOVA analysis is suitable for measuring means differences among more than two groups. The one-way ANOVA may include levels that differ quantitatively or qualitatively (such as different preferences or different groups of stakeholders as in this thesis). As noted in Diekhoff (1992) that the level of the independent variable may have been selected as the only levels that are of interest to the researcher, this is called a fixed-effect model. Diekhoff also stated that the assumptions of this type of analysis are the same as t-test based. Importantly, the provided sample sizes are approximately equal and reasonably large (at least 15 cases per group). Therefore, if several groups representing different levels of an independent variable show differences in their means on a dependent variable, a single one-way ANOVA can be computed that would simultaneously examine all of these differences in one significant test not necessary a series of t-test. The nature of data in this study is suitable for the one-way ANOVA analysis if considering the above issues discussed.

Further, The Scheffe post hoc test also used to tease out the source of the significantly difference among groups analysis prior by the ANOVA. This serves the aim of finding the different perspectives among groups in terms of community-based tourism concept of the thesis.

2.6 Pivotal concepts for the research

2.6.1 Stakeholder Management

The term stakeholder has been the subject of much discussion and debate across disciplines in recent years. Several scholars have provided a definition and explanation of the term 'stakeholder.' Harrison (2003) clarified the term stakeholder broadly as individuals, groups and categories affected, directly or indirectly, by the activities of the corporation, and who may in turn influence it. Donaldson and Preston (1995, p.67)

defined stakeholders as “persons or groups with legitimate interests in procedural and/or substantive aspects of corporate activity. Stakeholders are identified by their interest in the corporation whether the corporation has any corresponding interest in them. The interests of stakeholders are of intrinsic value”. Arizona Board of Regents (2002) defined stakeholder as any person, group, or institution that can affect the outcome of a project or policy or that are affected by a project or policy. In the scope of a typical project, stakeholders usually represent groups, organizations, or institutions comprised of persons with some shared ideology or concern. Price (2004) also stated that a wider range of people and interest groups has an involvement with any organization and they have different and varying degrees of influence on the progress of organisation. Windsor (1998) described stakeholder as a concept which is more than just a union of influence and impact but implies contributing beneficiaries.

Study fields such as environmental management, international development, and business management have developed unique definitions and theories surrounding this topic (Arizona Board of Regents, 2002). Price (2004) stated that the main person who introduced this stakeholder concept is Edward Freeman, Olsson Professor of Applied Ethics at University of Virginia’s Darden School. Freeman pointed out that managers should serve the interests of everyone with a “stake” in the firm (Price, 2004).

Stakeholder theory appears in mostly the human management and business field (Harrison, 2003). The well-known stakeholders in business include shareholders, employees, suppliers, customers, and the communities in which the firm operates (Pige, 2002; Price, 2004). Pige (2002) stated the example for business as: “in the stakeholders’ approach, the role of the board will be important because it will not only control the CEO main decisions comply with the stakeholders’ interests, but also that all the stakeholders are satisfied in order to keep the firm going on” (p.2). Related to tourism, stakeholders identified by Pro-poor Tourism Partnership (2004) are individuals/ groups who have a vested interest in tourism development, including community members and local residents; NGOs; government officials; hotel owners, tour operators, guides, transportation providers, and representatives from other related private sectors. In this present studies, the stakeholder groups are broadly categorised into groups of decision makers, operators, visitors, and communities.

Viken, Cole and Sletvold (1999) indicated that a stakeholder model will be an appropriate approach to the analysis of responsible tourism. The justification here is because tourism is an industry that involves more stakeholders than most other industries (Murphy and Murphy, 2004; Neto, 2002; Walle, 1995). Stakeholder models therefore have been widely used in analyses of societal, political and moral implications of tourism (Viken, Cole and Sletvold, 1999). Clarkson (1995) pointed that corporate social performance can be analysed more effectively by using framework based on the management of a corporation's relationships with the stakeholders than by using models and methodologies based on concepts concerning corporate social responsibilities and responsiveness (p. 92). There is a need to identify affected parties and determine legitimate representations of these parties, and to balance representations with the need to manage the processes in question effectively (Viken et al., 1999).

The set of this thesis framework is based on this stakeholder theory concept. Perspectives of different groups of the main stakeholder influencing on CBT development will be explored. This stakeholder perspective can be descriptive/ empirical, instrumental prescriptive and normative aspirations as identified by Donaldson and Preston (1995, p.65). The thesis aims to link the perspectives of main stakeholders towards CBT concept in order to find essential consensus and conflicts for future CBT development. Viken et al. (1999) supported this as they noted that in theory all stakeholders can be linked to each other where questions of responsibility are asked.

2.6.2 Social representations

Pearce, Moscardo, and Ross (1996) suggested that social representations are particularly valuable for explaining social conflict or reactions to salient issues within a community. Social representations are a means of constructing and understanding social reality (Meier and Kirchler 1998, p. 757). Based on Moscovici (1981), social representations can be defined as myths, knowledge, images, ideas, and thoughts about a social object or a matter of social interest such as tourism. Fredline and Faulkner (2000) stated, "representations are the mechanisms people use to try and understand objects and events in the world around them. They tend to turn the unfamiliar into the familiar, as objects and events are recognised on the basis of past experiences, and prior knowledge serves as the reference point of new encounters" (p. 767).

Social representations theory is concerned with describing and understanding how and what people think in their ongoing everyday experiences and how a wider social reality influences these thoughts. They can be seen as metasystems which include values, benefits and common-sense explanations of how the world operates (Pearce, Moscardo, and Ross, 1996, p. 39). They are the stock of common knowledge. Overall, communities can be considered as social groupings that exhibit active social engagement (Andriotis and Vaughan, 2003). As clarified by Zimbardo et al. (1977):

Many of the beliefs, attitudes, and behaviours we exhibit have largely determined by the relevant groups in our life. Our family, friends, classmates, and work associates are only a few of the groups whose norms shape our own.
(p.42)

Social representations may be linked to specific social groups (Moscovici, 1984). Eiser (1987) pointed out the importance of language in social representations. He stated that it is a central assumption of the theory that representations acquire the status of consensual knowledge or common sense through communication (p.69). Zimbardo et al. (1977) gave examples that the language, dialect, pronunciation, hand gestures, body semantics, and displays of affection or temper are all the products of how people communicate in that individual's family, neighbourhood, and cultural subgroup. Individual's attitudes can be shared and aggregated into the form of 'public opinion' (Eiser, 1987). Such general views can also change due to the 'salience of group norms' (c.f. Hovland et al., 1971). They noted that group norms might function as powerful incentives for the acceptance or rejection of new opinions. Zimbardo et al. (1977) also agreed with this concept.

Hence, the social groups should be clearly identified in order to explore their social representations. However, the identification and the consensus held by each group may be different (Halfacree, 1995). Eiser (1987) argued that if people experience events within the same or similar contexts, they will represent and react to such events in the same or similar ways. More uniform environmental circumstances within a society, more uniform public information, and other elements, should lead to more uniform forms of attitudinal responses (p.67). The issues of how much consensus in thought one can infer from consensus in talk is central to the concept of social representations (Eiser, 1987). Therefore, the proper study of attitudes from the point of view of the theory of social

representations would be the study of beliefs, values and ideologies that are consensually accepted. As defined by Moscovici (1981 p. 186), “Social representations are phenomena that are linked with a special way of acquiring and communicating knowledge, a way that creates realities and common sense.”

Social representations can be applied to the tourism field. Andriotis and Vaughan (2003) supported the view that the development of individual attitudes and perceptions toward tourism may successfully be studied by examining the social representations. They argued that social representations can be conceived of as individual expressions of likes or dislikes toward tourism. Communities do not necessarily have shared interests, but are made up of groups and individuals with very mixed views (Hall, 1994; Joppe, 1996) and it is such sub-groups of stakeholders we need to identify to explore their social representations.

There are a number of tourism studies employing the social representations concept. Pearce et al. (1996) contextualised attitudes and values to tourism development by community members’ using this concept. Williams and Lawson (2001) used the analysis at both a community and at an individual level. They focused on the community as a homogeneous opinion group and also recognised that opinions are heterogeneous. This approach was used to develop a deeper understanding of the nature of the people in each opinion group.

The concept of social representations is relevant to the present research. The nature of each stakeholder’s perspectives towards CBT in both positive and negative sides will be discussed. Finally, an integrated total sense of CBT is the target for the study of the stakeholders’ social representations.

2.6.3 Values and Attitudes

Values and attitudes are major elements of social representations. A part of this thesis will explore the influence of values on the perspectives of the stakeholders towards the concept of community-based tourism. Also, attitudes both positive and negative aspect will be investigated. It is therefore necessary to understand the importance and meanings of the two terms- attitudes and values- and their measurement. As Feather (1975) stated,

concepts used in the interdisciplinary research should be common to different disciplines and one concept that spans the social sciences is that of “value.” It is an important concept because:

“Many disciplines have found it necessary to invent when coming to grips with the cognitive life of man, with man as a social actors, with the ways in which man is molded by his culture and its social institutions, and, more widely, with the distinctive characteristics of societies or cultures and the process of social change that occurs with them.” (p. 2)

Definitions of value have been offered by numerous scholars. Smith (1977, p.8-13) defined values based on the eight criteria which are:

1. A value must be chosen freely
2. A value must be chosen from alternatives
3. A value must be chosen after considering the consequences
4. A value must be performed
5. A value becomes a pattern of life
6. A value is cherished
7. A value is publicly affirmed
8. A value enhances the person’s total growth

Some of these ideas derived from John Dewey, a naturalist and an empiricist who stated that for a thing to be classified as valuable, it must be freely chosen, personally desired, capable of repetition, publicly demonstrable (Adell, 1977). Rokeach (1977a) noted that values have a strong motivational component as well as cognitive, affective, and behavioural components. Values provide a basis for rational self-justification and serve to maintain and enhance self-esteem. Adell (1977) stated that values are not like vegetables: they are not objects, entities, things-in-themselves, and nouns. They are indicators, appearances, symptoms of something deeper and more substantial. Hall (1977) explained that what is valued by one person is not valued by another because value is not a quality in things or actions but things and actions are invested with value because a person takes some positive interest in them or has some good feelings about them. Thus, value involves both the person who is engaged in valuing and the object that is being valued (Feather, 1975; Laird, 1929). Frondizi (1977) argued that value is “objective” if its

existence and nature is independent of a subject; conversely, it is “subjective” if it owes its existence, its sense, or its validity, to the feelings or attitudes of the subject (p.269).

Value is a ‘social product’ (English and English, 1958), and a belief upon which a man acts by preference (Rokeach, 1973). Values would not occur without value experience (Liard, 1929). Meinong (cited in Liard, 1929), observed that personal value is “the aptness of any object, in virtue of its constitution and position to become the source of value-experience in a subject”, and to be treated accordingly.

The present research will investigate values that embedded in the stakeholders’ perspectives towards community-based tourism concept. It is valuable to search those values for the development of CBT practical goals. Also, this can clearly explain the similarities and differences of the perspectives among groups.

Rokeach (1968b) believed that the concept of value has an influence on a person’s attitudes and behaviour. This is relevant and helps explaining group’s social representations which is a main thesis framework. One cannot teach children to feel. But one can teach them to see ‘enough’ in the things before them to become excited rather than bored at the thought of them (Warnock, 1978). We begin to accept or establish value criteria from a very early age, and by the time a person enters school he has a very extensive set of such criterion (Coombs, 1977; Rokeach, 1973). Value criteria not only make facts relevant, they give valence to facts. That is, they determine whether the facts support positive or negative evaluations (Coombs, 1977). Rokeach (1973) supported that a value is an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence.

Therefore, the influences of people’s values make them see things positively or negatively. In this study, it is thus useful to understand the stakeholders’ values towards CBT so reasons of their answers or perspectives can be well explained.

Rokeach (1973) identified the preference to an opposite or converse mode of conduct or the end state of existence as a ‘value system’ because it is a continuum of relative importance. A value system is a learned organisation of principles and rules to help one

choose between alternatives, resolve conflicts, and make decisions (p.14). We may also expect that similarities in personal experience and in the expression of individual needs will further reduce the total number of possible variations by shaping the value systems of many people in similar ways (Rokeach, 1977b). Rokeach (1973) clarified the nature of value system:

After a value is learned it becomes integrated somehow into an organised system of values wherein each value is ordered in priority with respect to other values. Such a relative conception of values enables us to define change as a reordering of priorities and, at the same time, to see the total value system as relatively stable over time. It is stable enough to reflect the fact of sameness and continuingly of a unique personality socialised within a given culture and society, yet unstable enough to permit rearrangements of value priorities as a result of changes in culture, society, and personal experience. (p. 11)

This concept supports the clarification of consensus and conflicts that may exist among perspectives such as preferences of the stakeholders in the set of studies.

Rank order of values

The relatively stable characteristic of values also applies to the way in which they are organised into hierarchies of importance or ordering (Arrow, 1967; Brandt, 1967; Feather, 1975). The rank-ordering method permit us to obtain stability measures not only for value systems considered as a whole but also for each value separately (Rokeach, 1973, p.38).

Arrow (1967) stated about the assumption of an ordering that certain consistency assumptions are postulated about the relations of preference and indifference, and it is further assumed that choices from any environment can be described in terms of the ordering” (p. 4-5). Feather (1975) indicated that the order of importance that a person assigns to his values can be seen as a summary of his own priorities, an abstraction from past experience, relatively stable over time. This research applies the concept of value hierarchy in study 2 and 3 to search for priority of values that the stakeholders rank for CBT concept.

Laird (1929) indicated further that all selections, whether we know it or not, are at least partially determined by some relatively organised (either loosely or firmly) they resemble some variety of standard, and connote some degree of stability. Some organisation of values, usually exhibited in a pattern. Certain values may be held only by certain people or in the case of this research certain group of stakeholder (Eiser, 1987). There may be individual differences in the relative importance people attach to different values (Eiser, 1987). Hollen (1967) found that values initially ranked as most or least important changed the least in rankings from test to retest, whereas values ranked in the middle changed the most. Rokeach (1973) argued that these results suggest that “respondents rank value at the high and low ends of the scale with considerably more confidence than those they rank in the middle (p.39).”

In this study, the concept of value was explored to find the influence on stakeholders' perspective towards CBT concept. It is in an agreement with a conception of human values stated by Rokeach (1973). Rokeach's concept is formulated with criteria guided by five assumptions about the nature of human values: 1) the total number of values that a person possesses is relatively small; 2) all men everywhere possess the same values to different degrees; 3) values are organised into value system; 4) the antecedents of human values can be traced to culture, society and its institutions, and personality; 5) the consequences of human values will be manifested in virtually all phenomena that social scientists might consider worth investigating and understanding (p.3).

Value classification

There are two kinds of values- instrumental and terminal (Rokeach, 1973). Rokeach (1973) stated that two kinds of terminal values are personal and social. Ones' attitudes and behaviour will differ from one another depending on whether their personal or their social values have priority. Two kinds of instrumental values are moral values and competence values. Values are determinants of virtually all kinds of behaviour that could be called social behaviour- of social action, attitudes and ideology, evaluations, moral judgements and justifications of self to others, and attempts to influence others (p. 241). Rokeach argued that values may be classified as prescriptive or proscriptive beliefs rather than as descriptive or evaluative beliefs (Rokeach, 1968a). Prescriptive or proscriptive

beliefs are those wherein some means or end of actions is judged to be desirable or undesirable (Feather, 1975; Nagal, 1967; Warnock, 1978).

Value classification can be approached in many ways. Rescher (1977) emphasised the importance of “who hold the value?.” Rescher (1977) indicated distinct “dimensions” with respect to which values can be characterised. They provide a relatively clear and precise mechanism for discussing significantly general and persuasive aspects of values (p. 284).

The different approaches of value classification are:

1) Classification by the objects at issue

In evaluation something is evaluated with reference to a certain valued characteristic for example, men are evaluated in point of their intelligence.

2) Classification by the nature of the benefit at issue

As a conception of the beneficial, a value is invariably bound up with a “benefit” that which is seen to ensure upon the realisation of this value. Values can be classified according to the types of benefits at issue. We need to be able to effect a prior classification of benefits themselves. The notion of benefit is correlative with that of human wants, needs, desiderata, and interests. Rescher (1977) have a plausible survey of potential benefits which can be projected into a corresponding classification of values:

<i>Category of value</i>	<i>Sample of values</i>
1. Material and physical	health, comfort, physical security
2. Economic	economic security, productiveness
3. Moral	honesty, fairness
4. Social	charitableness, courtesy
5. Political	freedom, justice
6. Aesthetic	beauty, symmetry
7. Religious (spiritual)	piety, clearness of conscience
8. Intellectual	intelligence, clarity
9. Professional	professional recognition and success
10. Sentimental	love, acceptance

The guiding concept of this group of classification is to differentiate values according to the nature of benefits at issue- that is, according to the human wants, needs and interests that are served by their realisation.

3) Classification by the purpose at issue

Value can be classified with respect to the specific type of purpose served by realisation of the valued state of affairs, as with food value or medicinal value.

4) Classification by the relationship between the subscriber and the beneficiary

A person subscribes to a value because he sees its realisation as beneficial to certain people.

5) Classification by the relationship the value itself bears to others

Certain values are viewed as subordinate to others, for example, “frugality” can scarcely be viewed as a self-subsistent value, but as subordinate to “wealth”, or to “self-sufficiency.”

A set of values applied in this research for respondents to rank is based on value classification by the nature of benefit at issue. It is considered most relevant to identify CBT concept as each value is implied in each statement about benefit of CBT to a community.

Attitude

In term of attitude, Charles Darwin introduced this term into the literature of science in his 1872 book, *Expression of the Emotions in Man and Animals* (Kahle, 1984). Attitude is a psychological tendency and the predisposition of the individual to evaluate some symbol or object or aspect of his world in a favourable or unfavourable manner. Attitudes include the affective, or feeling core of liking or disliking, and the cognitive, or belief, elements which describe the effect of the attitude, its characteristics, and its relations to other objects (Dawes, 1972; Eagly and Chaiken, 1993; Eiser, 1987; McGuire, 1971). Theorists generally agree with Allport’s contention that attitudes are learned through experienced (McGuire, 1971, p.5). However, it is vital to recognise that attitudes are not just experience, but experience of objects with a public reference (Eiser, 1987).

When social psychologists speak of attitude, they are generally speaking about an affect or a preparedness to respond in a certain way toward a social object or phenomenon. The techniques meant to measure attitudes generally require an individual to respond in a positive or negative manner to a social object” (Dawes, 1972; Eiser, 1987). Zimbardo et al. (1977) noted that the cognitive component might be measured by self ratings of beliefs or by the amount of knowledge a person has about some topic.

Influenced by Thurstone and Likert, Kahle (1984) defined attitude as what attitude scales measure, nothing more and nothing less because attitudes consist of these satisfactions and dissatisfactions. They are the core of our like or dislikes for certain people, groups situations, objects, and intangible ideas.

Therefore, in the concept of attitude, we use attitude to :

- denote the sum total of man’s inclinations and feelings, prejudice or bias, preconceived notions, ideas, fears, threats, and convictions about any specified topic. (Thurstone, 1959),
- to help us know about our social world (Kahle, 1984). Attitudes are adaptation abstraction, or generalisations, about functioning in the environment, especially the social environment, that are expressed as predispositions to evaluate an object, concept, or symbol. (Kahle, 1984),
- to interpret and communicate our representations of events. Such interpretation and communication requires a degree of cross-situational consistency, but such consistency is a social product. If we can make more consistent, we will be more predictable (Eiser, 1987).

Attitudes are different from other similar concept in some aspects. For instance, an evaluative component (an assessment of goodness/badness) is inherent in the conceptualisation of attitude. These are distinct from beliefs, which have no evaluative component (Williams and Lawson, 2001). Attitudes are beliefs dealing with one’s wishes, hopes, or desires about event while opinions as beliefs dealing with one’s expectations or predictions about events. For example, one’s belief about the likelihood that his state will abolish capital punishment would be called an opinion, while the extent of his desire that it be abolished would be called and attitude. Although they are conceptually distinct, it

has been shown that one's expectations and one's desires about event are highly correlated (Cantril, 1938; McGregor, 1938; McGuire, 1960).

Value versus Attitude

Some authors make no distinction between attitudes toward objects of differing generality, whereas others denote those relating to very general or abstract object as "values" (Williams and Lawson, 2001). Some writers do not differentiate between attitudes and values. Values can be viewed as attitudes toward extremely abstract objects and the distinction between them is largely semantic rather than substantive. Values are important in attitude research precisely because they refer to such abstract and all-encompassing objects, and thus influence a much wider range of other attitudes. In psychology and consumer behaviour values are assumed to be antecedents of attitudes and opinions in the sense that cognitions about abstract objects influence those about more specific objects (Kahle, 1984; Williams and Lawson 2001).

An attitude differs from a value in that an attitude refers to an organisation of several beliefs around a specific object or situation. A value refers to a single belief of a very specific kind (Rokeach, 1977b). Values are at the core; they are closely bound up with self-conceptions whereas attitudes are less directly connected to the self (Feather, 1975).

Rokeach (1977b) concluded the difference between value and attitude as follow:

- Value is a single belief, an attitude refers to an organisation of several beliefs that are all focused on a given objects or situation. A Likert scale, consists of a representative sample of beliefs all of which concern the same object or situation.
- A value transcends objects and situations whereas an attitude is focused on some specified object or situation.
- A value is a standard but an attitude is not a standard.
- A person has as many values as he has learned beliefs concerning desirable modes of conduct and end-states of existence, and as many attitudes as direct or indirect encounters he has had with specific objects and situations. It is estimates that values number in dozen whereas attitudes number in thousands.
- Values occupy a more central position than attitudes within one's personality makeup and cognitive system, and they are determinants of attitudes as well as of

behaviour. This greater centrality of values has occasionally been noted by others : “attitudes themselves depend on pre-existing social values.” (Allport, 1961); “attitudes express values” (Watson, 1966); “attitudes are functions of values” (Woodruff, 1942).

- Value is a more dynamic concept than attitude, having a more immediate link to motivation.
- The substantive content of a value may directly concern adjustive, ego defence, knowledge or self-actualising functions while the content of an attitude is related to such functions only inferentially (p. 236).

All of a person’s attitudes can also be conceived as being value-expressive (Rokeach, 1977a). Katz (1971) explained more about the value-expressive function that “while many attitudes have the function of preventing the individual from revealing to himself and others his true nature, other attitudes have the function of giving positive expression to his central values and to the type of person he conceives himself to be. A man may consider himself to be an enlightened conservative or an internationalist or a liberal, and will hold attitudes which are the appropriate indication of his central values” (p.57-58). It seems intuitively obvious that the importance of higher order principles (values) will be more of a determinant of attitudes than sociodemographic variables. The explanation might be that people of different gender are likely to place a different emphasis on various guiding principles and desirable end-states of existence, which will in turn influence their perceptions, opinions, and attitudes (Williams and Lawson, 2001).

Measuring attitude

Esier (1987) observed the research relating to attitude and indicated that most research has taken linguistic behaviour as the prime indicator of attitude, whether in the form of naturally occurring statements, or of responses to questionnaire. There are certain basic assumptions that are common to all of these methods. First, it is assumed that subjective attitudes can be measured by a quantitative technique, so that each person’s opinion can be represented by some numerical score. Secondly, all of these methods assume that a particular test item has the same meaning for all respondents, and thus a given response will be scored identically for everyone making it (Zimbardo et al., 1977, p.214). Example of a method of attitude measurement is the attitude scale.

Attitude scale

This method is proposed and empirically demonstrated for extending the law of comparative judgement so as to transform psychological qualities into an additive measurement scale. Application of the method yields results supporting the contention that subjective values can be measured on an additive scale, an equal unit scale with a meaningful zero point (Thurstone, 1959). Thurstone attitude scale is asked to check all of the opinion statements with which he agrees, the respondent in Likert is asked to indicate the degree of agreement or approval to all items on a five-point scale (Keisler et al., 1971, p.23-24).

The result is a “scale difference” for every pair of stimuli expressed in terms of an equal unit scale (Thurstone, 1959). Kiesler et al. (1971) noted that eventually, we are interested in scaling people and not statements. Index measurement is also evaluated in terms of predictability. The attitude scale is used only in those situations in which one may reasonably expect people to tell the truth about their convictions or opinions (Thurstone, 1959).

These measured differences in attitude, that is in overall evaluation, tend to go together with differences in the aspects of an issues people see as salient (Van der Pligt and Eiser, 1984). Fazio (1986) proposes that this process of selective perception is crucial to any relationship between attitudes and behaviour, since the influence of attitudes upon behaviour occurs as a result of the impact that attitudes have upon perceptions of the attitude object in the immediate situation and upon definitions of the event” (Eiser, 1987, p.28). Eiser (1987) stated that the consistency in the sense the term is used in theories of attitude organisation, is relative to a selective frame of reference. This frame of reference is often defined on the basis of value-laden criteria.

2.7 Connecting the literature review to the study

2.7.1 Research needs and justifications

The substantial and multi-faceted literature which underpins this thesis has roots in tourism planning, geography, development and community change. Core perspectives and

issues from the review of literature which influence the thesis are summarised in this section to justify the significance of the thesis. The quotes also link between analyses and the present studies.

“It is useful to think of future images as a range of differentially probable possibilities rather than as a single point on continuum” (Bell and Mau, 1971): The thesis seeks to understand and profile future community-based tourism development.

“The majority of research since the mid- 70s has been in form of ‘snapshots’ taken at a particular time, in a particular location, with most of the studies taking place where it was already economically important” (Mason and Cheyne, 2000): The thesis considers locations where tourism is not yet seen as a significant economic area of activity.

“The concept of community tourism has been developed and refined in the context of developed countries in search of sustainable approaches to tourism development. However, the applicability of such a concept to developing countries seems not to have been considered in detail” (Tosun, 2000): The thesis considers developing countries.

“The future study should focus on differences in opinions and concerns between the multiple stakeholders groups because the complex and contradictory of people’s view should not be neglected” (Yuksel et al., 1999): The stakeholders’ perspectives are emphasised in the study.

“One of the weaknesses of tourism research is a ragged collection of half-baked ideas that constitutes largely descriptive, case-confined wishful thinking” (Dann, 1999): The thesis endeavours to provide a degree of generalisation and contribute to the wider on case study versus multiple cases research.

“The CBT similar to other social science concepts, is still obscure and has no clear-cut limits and depends on human values. Therefore, it is difficult to define and express in a quantitative form” (Velikova, 2001): The thesis explore the definitions relating to community-based tourism concept in an organised and thorough fashion.

Following the research review on community-based tourism and related areas, some gaps are found which should be emphasised in the study:

Establish clear comparisons among stakeholders' perspectives on community-based tourism (because most studies emphasise only the "community" section. There are few exceptional studies emerging such as the studies of Tosun (1998, 2005a));

Identify existing patterns of social representation towards community-based tourism within each group of stakeholders; and

Explore future trends of the community-based tourism development concept.

Questions which direct the present set of studies are:

- What are important concepts or factors defining community-based tourism?
- What are different paradigms for successful "community-based tourism?"
- Is "community-based tourism" practical and realistic?
- How does each stakeholder see or understand "community-based tourism?" What are the agreements and differences?
- Will "community-based tourism" be accepted as an efficient tourism technique for future sustainable development?

2.7.2 Goals and study objectives

Based on the literature review the main goal of the research is:

To clarify and explore the agreement of professionals and main stakeholders on community-based tourism development in order to suggest future possibilities for the successful practice of this approach in developing countries

Therefore, specific aims of the study are:

1. To explore professionals' perspectives and agreement on community-based tourism development
2. To examine factors used by stakeholders in the evaluation of successful community-based tourism using professionals' knowledge and insights as a basis

3. To investigate perspectives on community-based tourism development of the key stakeholders: the decision maker group, the business operator group, the visitor group and the community group

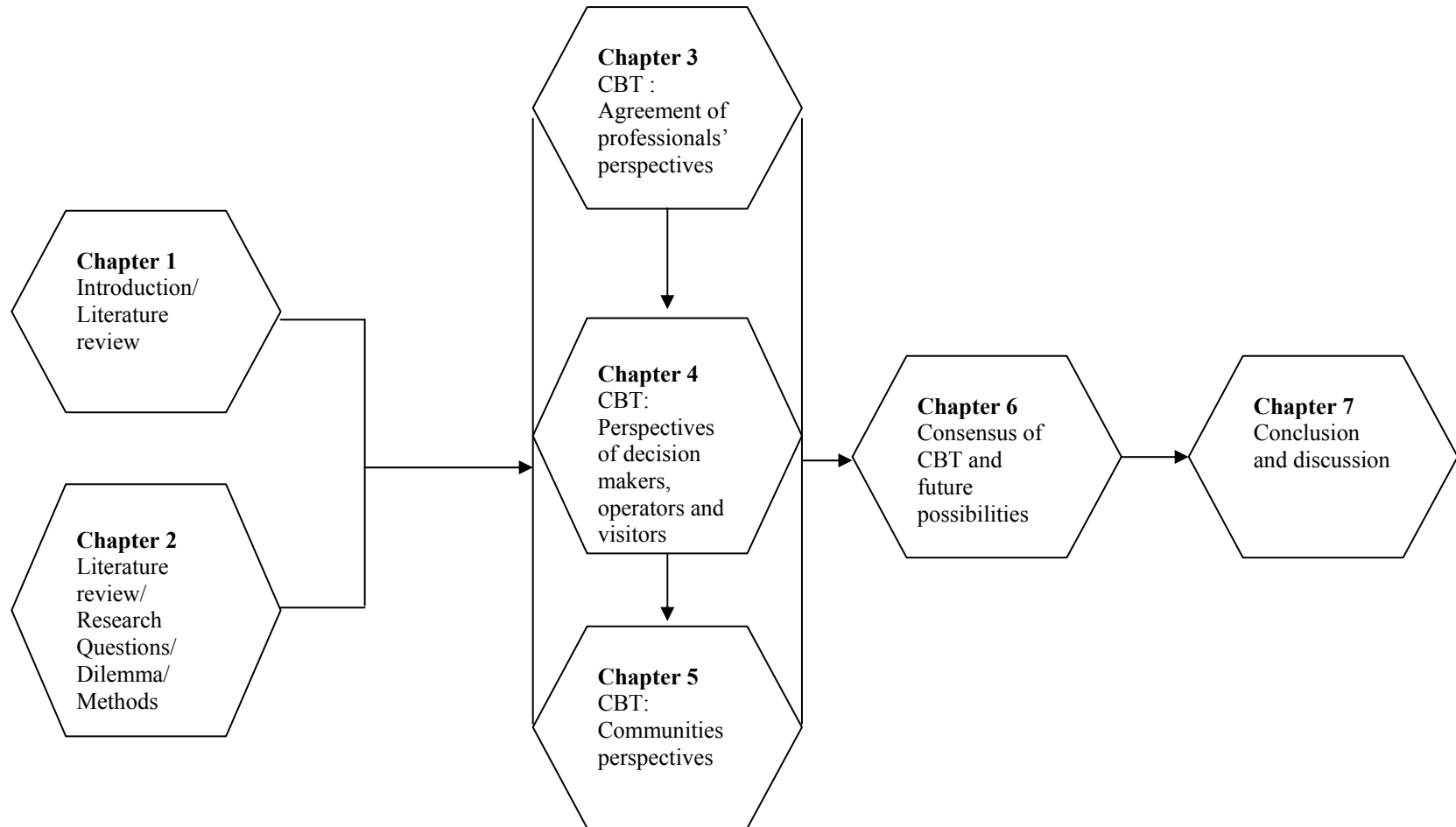
4. To establish points of agreement on community-based tourism development among the main stakeholders and professionals

5. To identify future possibilities for successful community-based tourism development.

2.7.3 Chapter outline

The following section is a chapter outline of the proposed research.

Figure 2.1: Chart of the proposed research chapters



Chapter 1 - Introduction/ Literature Review

This chapter introduces the topic areas and significance of the research. Literature review in this chapter will discuss related terminologies such as community, development, sustainable tourism, community-based tourism, social representation. Also, the past studies on community and tourism will be reviewed as a background and to gain understanding for research interpretation.

Chapter 2 – Literature Review – CBT : Research Questions/ Dilemma/ Methods

The review of literature in this chapter will focus on the present situation of community and tourism especially in the developing countries. Advantages and disadvantages of tourism in the community will be discussed also strategies recommended for successful community-based tourism development. Main stakeholders' roles and the future trends of community tourism will be emphasised. A consideration of the available and relevant methods to undertake this kind of work will also be considered in this chapter. The conclusion of this chapter will clarify the statement of the problem and the research objectives.

Chapter 3 – Community-based Tourism : Agreement of Professionals' Perspectives

The results of the first study, the agreement of professionals' perspectives and their factors of evaluation for successful community-based tourism development will be presented in this chapter. The discussion will be as the overall view not specifically focusing on developing countries. The findings of this study are basis of second and third studies' instrument construction.

Chapter 4 – Community-based Tourism: Perspectives of Decision makers, Operators and Visitors

This chapter will be a presentation of results of the second study which aims to find perspectives about community-based tourism of three main stakeholders: decision makers, operators and visitors in the developing world. Patterns of perspectives among each group will be investigated and also their expectation. These findings will be a basis of discussion in chapter 6 to integrate the four main stakeholders' consensus of community-based tourism.

Chapter 5 – Community-based Tourism : Communities Perspectives

Similar to the leading actor in a movie, the “community” cannot be neglected in community-based tourism study and it is the focus of this chapter. As for chapter 4, perspectives, patterns of perspectives, and expectation of community-based tourism development will be examined but this time from communities in developing countries. Communities where there is low and no tourism management will be chosen for exploration.

Chapter 6 – Consensus of Community-based Tourism and Future Possibilities

This chapter links chapter 4 and 5 to discuss agreement among the four main stakeholders on community-based tourism development. A part of chapter three from the professionals’ view may also be compared. Factors or patterns of assessment that they use to judge successful community-based tourism will be revealed. This will lead to suggestion for future possibilities of community-based tourism development. Together these multiple perspectives will attempt to establish a holistic of the topic.

Chapter 7 – Conclusion and Discussion

The answers to the research questions will be stated following by discussion of the findings. Implication from the study will be suggested for in-depth understanding of the main stakeholders and future community-based tourism development. Recommendation for future studies will be a part of this chapter together with a considered appraised of the study’s weaknesses.

Chapter 3 (study1)
Community-based tourism: the perspectives of professionals

- 3.1 Introduction:** The purpose of the chapter
- 3.2 Aims of the study:** Clarification of the aims of the study which derive from the three main objectives of the thesis
- 3.3 Methodology:** Questionnaire design, data collection and sample, and techniques of analysis are the contents of this section.
- 3.4 The study results:** Analysis and results of the questionnaire are reviewed based on the aims of the study. The main findings encompass positive and negative characteristics of community-based tourism; definitions of related terminologies; first step(s) suggested to develop community-based tourism destinations; and criteria and examples of successful community-based tourism.
- 3.5 Discussion**

3.1 Introduction

In this chapter, the focus will be on the aims, the research process, and the findings of the first study: Community-based tourism: the perspectives of professional. As revealed in the chapter title, this definitional and descriptive study focuses on professionals' perspectives and attitudes towards community-based tourism development. Issues concerning community-based tourism in this study are: the overall attitude, definitions, and suggestions for successful community-based tourism in the future. This study is the first step in exploring "community-based tourism" issues. The findings of this first study will be the basis for constructing studies 2 and 3. Also, the perspectives of the professionals will assist in gaining a more rounded understanding of the characteristics of community-based tourism before pursuing the studies of stakeholders' perspectives.

3.2 Aims of the study

The aims of the study derive from the main objectives 1, 2, and 5 of the thesis, which are:

To explore professionals' perspectives and agreement on community-based tourism development;

To elicit factors which can be used to evaluate of successful community-based tourism from the professionals' knowledge and insights; and

To identify future possibilities for successful community-based tourism development.

From these main objectives, the specific aims of this study are:

1. To understand professionals' overall attitude towards community-based tourism development
2. To explore levels of agreement with the following terminologies
 - 2.1 Community-based tourism
 - 2.2 Community
 - 2.3 Development
3. To investigate factors used by professionals in evaluating successful community-based tourism
4. To identify professionals' expectations for future community-based tourism development

3.3 Methodology

A two-page questionnaire is the specific instrument of this study. The questionnaire consisted of closed-ended questions, open-ended questions and three point rating scales (Likert-type scales). A combination of closed and open ended questions was used in the questionnaire to benefit from the advantages of each method.

The rating scales used in Section 2 of the questionnaire explored community-based tourism characteristics as responses to a set of key phrases. The Likert scale was considered appropriate because it measures the degree of agreement or disagreement with the statements (Guy et al, 1987). It is a common research method for eliciting opinions and attitudes in the social sciences (Ryan and Garland, 1999).

Based on the aims of the study, the questionnaire contained five sections:

Section 1 assessed the overall attitude of professionals to “community-based tourism.” Open-ended questions were used in this section. This section addressed the first aim of the study; professionals’ overall attitudes. The sense of “attitude” in this study was based on the explanation of Williams and Lawson (2001) :

An evaluative component (an assessment of goodness/badness or desirability) is inherent in the conceptualisation of attitude. These are distinct from beliefs, which have no evaluative component. (p. 272)

Section 2 explored agreement with key phrases defining “community-based tourism” in relation to sustainable tourism. Rating scales were used in this section to answer the second aim of the study. There were 10 key phrases. Three were characteristics of management: (1) community-based management (bottom-up), (2) collaborative management (shared), and (3) central management (top-down). These approaches have been used throughout human history because they describe a range of socio-cultural and political context (World Resources Institute, 2001). Seven other phrases were benefits based on sustainable tourism principles (CUCUEMP, 2002) (See Table 3.10) because the community-based tourism concept is seen as linked to sustainable tourism (Woodley, 1993). Although sustainable tourism principles have been identified by several authors, the principles in the choices provided in the questionnaire are pertinent to developing countries and are based on the Greater Mekong Subregion Project funded by Canadian International Development Agency.

Section 3 investigated definitions of “community” and “development.” Definitional choices were given to respondents for their evaluation. The second aim of the study was the main focus in this section. There were five choices for the “community” definition, four are based on Burr’s definition (1991 cited in Pearce et al., 1996): (1) a human ecological approach (community as a place where people collectively live together as an adaptation of their environment), (2) a social systems approach (community as a system of roles and institutions and life is organised within its systems), (3) an interactional approach (community as a collective field of action where common interests, needs and life style is organised), and (4) a critical approach (community as a complex system of interactions and opposing forces which creates some sense of unity within the community while not having an overriding sense of full unity). The aspatial approach (community linked by bonds of common interest not place, existing within and across aspatial communities) stated by Roberts and Hall (2001) was added as the fifth choice. The four choices of “development” were based on D. Pearce’s (1989 cited in Hall, 1998) concept: (1) economic growth, (2) modernisation, (3) distributive justice, and (4) socio-economic transformation. Although D. Pearce suggested a fifth element - the concept of spatial reorganisation – this factor was considered not applicable to the study, and was therefore not included in the choice. An open-ended space was provided after the choices for both definitions in case the respondents wanted to provide their own definition.

Section 4 gathered from the professionals their recommendation for developing the “first step” for community-based tourism. Aim four of the study, which was concerned with assessing professionals’ expectations towards future community-based tourism development, was the main focus of this section. Murphy and Murphy (2004) suggested that the ideal planning structure of tourism needs to be flexible and dynamic rather than rigid and sacrosanct. The difficulty of community tourism planning is complex, difficult to quantify, involve multiple stakeholders and can be onerous to prepare and implement (Murphy and Murphy, 2004, p.92). Murphy (1985) has stated “with the goals of tourism development expanding to incorporate environmental and community considerations it is not surprising that the process of implementing those goals has also changed over time” (p. 159). Adaptive paradigm in a multi-disciplinary and broad concept should be

implemented to succeed sustainable tourism (Tosun, 2001). Many countries are now forced to rethink their tourist policies such as India, Vietnam, and China (WTO, 1997). Therefore, to consider the broad first step in community-based tourism is particularly appropriate for assessing future tourism development.

Section 5 established from the professionals their “best examples” of community-based tourism and the insights generated from those examples. The factors used by professionals in evaluating successful community-based tourism destinations addressed Aim three of the study. This section was supported by the advice of Vereczi (2001) that “learning from other successful experiences is another important way of education. Successful sustainable tourism activities developed at a site can provide models that can be adapted to other locations.”

3.3.1 Data Collection and Sample

Professionals were divided into two groups: 1) researchers and 2) tourism professionals. A list of the first group was chosen from researchers who had written about community and tourism in the main tourism journals that focus on tourism and development, in the past ten years (1992-2002). Details of chosen journals were gained from the website, ulrichsweb.com, a global source for periodical information since 1932. The second group, tourism professionals from government tourism organisations in developing countries, was chosen based on the United Nations Development Programme (UNDP, 2001) list of medium level human developing countries. There are 78 countries out of the total 162 developing countries based on the major world country classifications (UNDP, 2001). In “human development classifications,” all countries are classified into three clusters by achievement in human development: high human development (with an Human Development Index (HDI) of 0.800 or above), medium human development (0.500-0.799) and low human development (less than 0.500). The HDI was calculated based on each country’s life expectancy index, educational index and GDP index (UNDP, 2001). The medium human development countries include such examples as Latvia, Mexico, Thailand, Fiji, China, South Africa and Indonesia. An email stating the purpose of the

study was sent to each organisation's general address to ask for specific names for inclusion in this group.

Following the search, a total of 591 names and e-mail addresses were finalised. The **591** surveys were sent to professionals via email from September 28th to September 30th, 2002. All respondents were asked to return the survey within 3 weeks.

Details of professionals are:

381 researchers who had written articles relating to "community tourism" in 12 tourism journals which focus on "tourism development" (see Appendix F);

22 professionals from tourism departments in developing countries. The names were recommended from the first email sent to 54 countries (from 78) which had the contact addresses. These countries are ranked in the UNDP Medium Human Development countries listed in the Human Development Index (see Appendix G). Ten countries replied; Maldives, Dominican Republic, Cambodia, Lebanon, Philippines, Trinidad and Tobago, Jordan, South Africa, Botswana, and El Salvador. The reason of choosing the Medium Human Development countries is influenced by one of the key trends of tourism development in the developing countries (Harrison, 2001). It was indicated that the vast majority of well-established destinations are middle-income countries.

131 professionals from the members of APETIT (Asia Pacific Education and Training Institute in Tourism);

30 professionals from the members of "Partners of the Americas International Fellowship in Community Development;"

25 professionals from Canadian Consortium for Sustainable Development Research Consortium (CCSDR);

2 professionals from the recommendation of respondents.

There were 124 undelivered mails; therefore a total of **467** surveys reached the expected respondents.

From October 1 to October 18, 2002, the researcher received a total of 69 usable surveys. After the follow up email along with the attached survey to the non-respondents on October 18, 2002, the researcher received a further 44. This totalled 113 (24.19 %) respondents in this first study. As expected, the most notorious problem of mail survey is “low response rate,” with many cases 25 or 30 percent, which are regularly reported and common in the research literature (Fridgen, 1991; Oppenheim, 1966; Smith, 1995; Veal, 1997).

The majority of respondents were from researchers who had written articles in journals relating to “community tourism.” The numbers of respondents providing usable surveys were as follow:

- 98** researchers from 12 journals,
- 3** professionals from tourism departments in developing countries,
- 9** members of APETIT,
- 1** professional from CCSDR,
- 2** professionals from the recommendation of respondents, and
- No replies** were received by “Partners of the Americas International Fellowship in Community Development.”

From these 113 respondents, characterised by their positions, the results are as follow:

- 12** respondents are from government organisations,
- 92** respondents are from academic institutions,
- 2** respondents are consultants,
- 7** respondents did not clearly identify their positions.

There were, however some difficulties that should be mentioned. Some professionals had difficulty in opening the attached survey file. On occasions, the surveys returned from the respondents were in different format and could not be opened. The researcher had to send an email to ask them to resend it in Rich Text or Word document format. However, the researcher lost 3 respondents. There were several auto replies received back because the professionals were out of their offices. Some did not consider themselves professionals in

the field of community tourism so they did not fill in the survey. Access to the internet in developing countries is also considered a problem.

The methodology of using an email survey is relatively new. It has major speed, cost, and flexibility advantages (Creative Research System, 2002; Sommer & Sommer, 1997). Although it is a cost effective and fast method of distribution, the general limitation of this type of distribution is that the demographic profile of the internet user does not represent the general population (Creative Research System, 2002; StatPac, 2002). Therefore, a researcher should carefully consider the effect of bias on the results. In this study, the bias was minimised by gaining the names of expected respondents before the survey distribution.

3.4 Study results

In this section, the results of the study will be reported following the aims of the study. The order of the aims is rearranged to simplify the understanding of community-based tourism concept.

3.4.1 Aim: *To investigate professionals' experiences of successful community-based tourism destination(s). This aim is a part of Aim 3 of the study. The results reported are derived from Section 5 of the questionnaire which is the open-ended question asking respondents to identify from their experiences best practices in community-based tourism.*

From the respondents' experiences, examples of successful community-based tourism destinations in developing countries were reported. Prior to this question, the respondents were asked if they have experienced successful community-based tourism destination and if their answer was "yes," the respondents were required to specify the destination. Unfortunately, 26 respondents gave examples of developed countries, which were considered as missing data. A total of 31 respondents answered "yes" they have experienced successful destinations but one did not identify the destination. Thus, the results of 30 successful destinations of community-based tourism and their main form(s)

of tourism are reported in Table 3.1. Figure 3.1, which indicates the location of places in Table 3.1 depicts those successful destinations.

Table 3.1: Successful CBT Destinations

PLACE	AREA OF THE WORLD	FORM(S) OF TOURISM
1. Upland region of Fiji	Oceania	Eco tourism and cultural tourism
2. Wild coast in South Africa	Africa	Eco tourism and cultural tourism
3. Belize	Central American	Ecotourism
4. Ixtlan de Juarez, Oaxaca, Mexico	Latin America	Ecotourism – nature tourism
5. Sea Canoe and Siam Safari companies in Phuket, Thailand	East Asia/Pacific	Mass ecotourism
6. Toledo Ecotourism Association, Belize	Central America	Ecotourism/cultural tourism
7. Port Vila, Vanuatu	South Pacific	Retail Tourism
8. South Africa	South Africa	Cultural Tourism
9. Indonesia (Bali and Samosir)	Southeast Asia	Cultural tourism—dance performances
10. Genadendal, Western Cape, South Africa	Africa	Cultural tourism
11. Santa Elena	Costa Rica	Mix of ecotourism supported by cultural tourism
12. Suriname	Circum Caribbean/Latin America	Eco and cultural tourism
13. El Cielo Biosphere Reserve, Tamaulipas, Mexico	North America	Ecotourism (birding primarily)
14. Winneba, Ghana	Africa	Cultural
15. Yap, The Federated States of Micronesia (FSM)	Micronesia	Home stay cultural tourism.
16. South Pacific, Samau	South Pacific	Small scale development
17. Swaziland	Africa	Cultural tourism
18. Olango Island, Cebu, Philippines	East Asia/Pacific	Ecotourism
19. Bwindi Forest National park, Uganda	East Africa	Ecotourism
20. ASACODE in San Miguel de Talamanca, Costa Rica	Central America (Costa Rica)	Ecotourism and cultural tourism
21. Kiriwong Village in Nkon Sri Thammarat, Thailand	East Asia	Ecotourism
22. Yunnan, PRC	Asia	Ecotourism and cultural tourism
23. Caprivi (Namibia)	Africa	Ecotourism
24. Town of Monteverde in Costa Rica	Central America	Ecotourism
25. Golden Gate National Park + Cultural Village – Orange Freestate	South Africa	Cultural experience and a natural environment
26. Slovenia	Europe	Cultural tourism
27. Kampong Seronok, Penang, Malaysia	East Asia/Pacific	Cultural and farm tourism
28. Chaguantique	Central America, El Salvador	Ecotourism
29. Apo Island, Philippines	East Asia Pacific	Marine Ecotourism
30. Taquile Island, Lake Titicaca, Peru	Americas	Cultural tourism

In Table 3.1, the successful community-based tourism destinations recommended by the respondents were mainly from The America Continent (9), Africa (8), and Asia Pacific (8). The findings clearly confirm that community-based tourism destinations are mostly in the forms of cultural tourism and ecotourism. Figure 3.1 indicates locations in the world to establish a picture of the overall successful community-based tourism destinations from the responses. The commonality of responses from tropical locations is highlighted in Figure 3.1.



Figure 3.1: Locations of successful community-based tourism destinations (based on respondent replies)

3.4.2 Aim: To understand professionals' overall attitude towards community-based tourism development. This section will answer Aim 1 of the study. The results are interpreted from Section 1 of the questionnaire, the open-ended question asking about the positive and negative perspectives of the respondents about community-based tourism concept.

In section 1 of the questionnaire, the question was “**When you think of community-based tourism, what are the main characteristics (either negative or positive) which come to mind?**” From 113 returned surveys, 2 neglected to fill in this part; therefore, 111 surveys were interpreted. All of the responses were categorised into themes. Eleven themes were derived from the positive responses and ten from the negative responses.

All cases from the responses with each theme were counted. Frequently stated words or key descriptions in each theme are given as examples in Table 3.2 and 3.3. This is to gain an in-depth understanding of professionals’ agreement on positive and negative characteristics about community-based tourism (CBT). This interpretation is normally used in the content analysis form of measurement which quantity may be given by estimates of “word count” (Guy et al., 1987). A description following each theme is based on answers given by the respondents.

Table 3.2: POSITIVE PERSPECTIVES TOWARDS CBT

Positive Themes	Community Economic Benefit	Community Initiative/ Control	General Sustainability	Community Identities	Community Involvement	Community Social Benefit
No. of All Cases	89	65	52	49	47	39
Examples of key descriptions and words counted	Economic/Economy (25) Job/Employment (12) Income (6)	Local control (9) Initiatives (7) Bottom-up (7) Grass roots (5) Acceptance (4)	Small scale (19) Sustainability/ sustainable (18)	Cultural/Culture (24) Pride (6) Heritage (5) Identity (4)	Participation (18) Involvement (17) Empowerment (8)	Social (11) Quality of life (6)
Positive Themes	Multiple Cooperation	Environmental Benefit	Equity	Optimistic Sense	Exposure to the Outside	
No. of All Cases	34	26	23	20	13	
Examples of key descriptions and words counted	Cooperation/ Cooperative/ Collaborative/ Collaboration (6) Inclusiveness/ Inclusive (5) Stakeholder (5)	Environment (14) Resource (6)	Democratic/Democracy (9) Equity/Equitable (7)	Authenticity (6)	Understanding (2)	

(n) = Number of words counted

Community economic benefit

In this theme, 29 cases indicated a general economic benefit by using words such as ‘economic benefits’, ‘economic development’, ‘economic impact’, and ‘diversification of economic base’ or ‘generating new form of economic growth’. There were 60 cases in which the respondents stated specific economic benefits. Examples of the economic benefits stated which cover the content of the 60 cases were: ‘funds remaining in the community’; ‘expanded tax base’; ‘unrealistic investment is less likely’; ‘few leakages’; ‘income to community’; ‘attraction of investment into the community’; ‘local entrepreneurship’; ‘community wellness’; ‘revenue sharing and reinvestment in community’; ‘diversify financial base’; ‘alleviation of poverty’; ‘development of new business’; ‘micro-businesses’; ‘employment of local people’; ‘offers opportunities to previously neglected communities’; ‘often funded by government’; and ‘development of service industry potential’.

As in Table 3.2 shown, “job and employment” are also a key description in this theme. One of the respondents recommended the real project called “African Dream Project” which has established that tourism is powerful for job-creation and over 6,000 jobs are now supported by this project. Another clear benefit of the project is the preservation of culture which is one of the basis themes (community identities) in this study. In the project website it is reported that this project is spearheaded by “Open Africa” with the objective of optimising the synergies between tourism, job creation, and conservation in Africa (African Dream Organisation, 1997).

One of the interesting explanations of the economic benefits of community tourism is the “alleviation of poverty” (Carlsen, 2001) which is an emerging concept recently called “pro-poor tourism,” the tourism that generates net benefits for the poor (ICRT, IIED & ODI, 2002). Botha (2002) explained that community-based tourism is a mechanism that can be used to maximise tourism flow for the poor; this is supported by Mandke & Jamieson (2001) in their presentation about the nature of community-based tourism. Njobe et al. (1999 cited in Botha, 2002) specifically defined community-based tourism as

“a means to the development of poor communities through conservation and use of natural resources.”

Community Initiative/ Control

In this theme, the core focus of the positive perspective of community-based tourism development is that it gives priority to the community in tourism initiatives, planning and management control. In the initiation process, the respondents used words and phrases such as ‘community acceptance’; ‘local decision making’; ‘relevant to local needs’; ‘grassroots development’; ‘in line with local development plans’; ‘utilises local amenities/ attractions’; ‘bottom up initiatives’; ‘local focus’; ‘self-determinism’; and ‘local interest’. Also, ‘local control’ is one of the most frequently stated expressions in this theme. Further explanations from the respondents include: ‘local organisation’, ‘local self-governance’, ‘ownership of tourism by locals’, ‘attempts at local control’, ‘locally based and managed’, ‘community safeguards’, ‘local control of tourists serving facilities’, ‘interdependence business’, ‘preservation of what is important to the locality’, ‘management opportunities for locals’; and ‘people in the community are aware of the constraints’. This perspective derives from seeing the community as the group of people who must live with the cumulative outcome of tourism development and these need to have greater input into how their community is packaged and sold as a product on the world market as stated by Murphy (1985). Vereczi (2001) also noted that it is the locals that are the most aware of their own problems, needs, and opportunities.

General Sustainability

From the total cases in this theme, most of the respondents indicated community-based tourism characteristics as “small scale” management. Some used similar phrases, such as “low impact,” “small is beautiful,” “cottage industry,” and “balanced development.” Explanations from the respondents were:

- If clearly defined – sensible objectives that fit what is to hand – both ‘community’ and ‘tourism;’
- Capacity is properly understood e.g. people and spatial;
- May encourage people to think about impacts;

- Adapted to carrying capacity;
- Embrace-withdraw continuum;
- Integrated tourism;
- Better chance of long-term success;
- It leads to sustainable tourism; and
- Long term planning.

Community Identities

In the Encyclopedia of Tourism (Jafari, 2000), “identity” is defined as “social constructions in which individuals’ sense of belonging to some larger group or geographical locale is in many ways influenced by their social position (p. 293).” Answers from the respondents described that community-based tourism would “develop,” “change and affirm,” “create and encourage,” “rejuvenate,” “protect,” “appreciate,” “display,” “sustain,” “enrich,” “preserve,” “sympathise,” “build on,” “consider,” “maintain,” “create better understanding,” “be responsible for,” community identities. Similar words to identity used by the respondents were “pride,” “community spirit,” and “uniqueness.”

The community identity stated most by the professionals was “culture.” Other identities which the respondents stated were: ‘values’, ‘heritage’, ‘authentic product’, ‘local knowledge and wisdom’, ‘customs and events’, ‘ethics, tradition dichotomies’, ‘virtuoso performance’, and ‘history’.

Community Involvement

From the respondents’ description, this theme of “community involvement” is prominent as a positive characteristic of community-based tourism although different descriptions were used. Rather than the word “community,” the respondents also used similar words such as ‘local’, ‘resident’, ‘grass root level’, ‘citizens’, ‘individual’, and ‘people in the community’. The words “participation” and “involvement” were frequently stated in this theme.

Some respondents also offered a focus for the community involvement. For instance, ‘community involvement in decision making’; ‘in shaping style’ and ‘scale of tourism in their area’; in ‘development’, ‘management’, ‘planning’, and ‘monitoring’. Further benefits of community-based tourism in this theme are: ‘vehicle for community participation and activism’; ‘valuable local input into decision’; ‘maximised local participation’; ‘community shares some risk in tourism venture’; and ‘active participation rather than passive recipience’.

Community Social Benefit

In this theme, a total of 39 cases described a social benefit from community-based tourism. Nine cases described social benefit as an overall picture by using words/sentences such as ‘social spin-off for local community’, ‘social benefits’, ‘social inclusion’, ‘socially sustainable’, and ‘social development’. The other 30 cases described particular social benefits. The most stated benefit was to improve/enhance community “quality of life.” More specific benefits were explained as ‘human development’, ‘trust building’, ‘community cohesiveness’, ‘people/land relations integrated’, ‘compatible with local social norms’, ‘stopping young people leaving’, ‘retention of value-added in a locality’, ‘improve infrastructure’, ‘community planning and zoning’, and ‘capacity raising’.

Multiple Cooperation

This theme focuses on the positive aspect of multiple cooperation in community-based tourism development. The main words used by the respondents to describe this aspect were “cooperation,” “collaboration,” and “inclusiveness.” Other similar words were: ‘building relationship’, ‘involvement of all’, ‘multiple participation’, and ‘partnership’. Some respondents also gave explanations to extend the understanding by indicating the modes of cooperation. Those ways stated were:

‘Can create synergies with other industries’; ‘people working together’; ‘collaborative approach – more than the sum of what individuals can do on their own’; ‘enhanced community networks’; ‘shared responsibility for tourism development’; ‘people in the

community share responsibilities'; 'direct contact with providers'; 'generates greater support for initiatives agreed to and funding allocated'; 'can allow for involvement of wide variety of people and expertise through sub-committees'; 'more or less uniform distribution of profits within the community and outside investors'; 'common goal/s-oriented'; 'multiple stakeholders recognised'; 'shared value system'; 'common purpose'; 'representation from all stakeholders'; 'multiple perspectives on issues'; 'voice of stakeholders in development and planning'; 'stakeholder considerations'; 'better serves the interest of all stakeholders.'

Environmental Benefit

Although there are not many cases in this theme compared to other themes, using the key word count, the theme is clear enough to be categorised. It is possible that the respondents may describe environmental benefit by using the word "sustainability" or "sustainable." If this was the case, they were put in the "general sustainability" theme because the word "sustainability" does not only mean environmental benefits. In this theme, only the clearly indicated environmental benefits were discussed. The respondents stated the environmental benefits of community-based tourism using verbs: 'optimise', 'sustain', 'preserve', 'protect', 'increase sense of ownership', 'be responsible', and 'conserve'. Examples of specific benefits stated were: 'potential for leverage of funds for environmental improvements', 'ecological sustainability', 'local ownership of resources', 'community mobilisation of resources', 'long term interest in protection of resources', and 'preservation of natural endowment'.

Equity

In this theme, most of the respondents stated the words "equity" and "democratic" as positive characteristic of community-based tourism. Other than these descriptions, they stated similar meaning words as "egalitarian," "fair," and "benefits all." Additional descriptions of this aspect were given as : 'empowerment of women'; 'democratic process – everyone in the community can have their say'; 'reduced potential of blocking projects'; 'equal opportunity in wealth'; 'benefits the larger population'; 'local distribution of profits'; and 'achieves wide-spread buy-in'. To support this finding, in the

Australian research of Pearce (1991), he also highlighted the need to “manage the equity” as one of the approach to tourism community management. Carlsen (2001) mentioned that tourism has the potential to address gender issues in employment and equity.

Optimistic Sense

This theme indicates the optimistic sense of community-based tourism. The most stated key word in this theme was “authenticity.” There were not as many repetitive key words as in other themes but all of the words stated could be grouped as a positive sense expected to be gained from community-based tourism destinations. Other words were: ‘relaxing’, ‘basics’, ‘fun’, ‘interesting’, ‘unique’, ‘friendly’, ‘idealistic’, ‘responsive’, ‘appropriate’, ‘contemporary’, ‘personal touch and common language’.

Exposure to the Outside

The key word in this theme was not clearly stated. However, the answers from the respondents could be grouped as “exposure to the outside.” “Outside” in this theme means people outside the community. The respondents identified different elements of this theme of “exposure.” The clearest view in this theme was that community-based tourism “creates understanding among different cultures” or in another words “cultural exchange” which is the “opportunity to appreciate other people’s way of life.” One respondent expanded this view as “global understanding.” Other than this view, they saw that community-based tourism will build “better guest-host relationship,” introduce “appropriate technology,” promote “peace,” “increase in scope of human perspective,” and create “tourist satisfaction.” This theme could be linked to Kim’s (1991 cited in Sautter & Leisen, 1999) statement about the “value-based community development” which is an “acceptance and appreciation of one’s own culture, past, and lifestyle. The ideas, skills, philosophies, and heritage can be passed not just from one generation to another, but shared between members of a community and the world.”

These 11 themes clarify the positive perspectives of community-based tourism, derived from the professionals’ point of view. There were also 10 themes from the negative perspectives, which will be discussed in the following section. The descriptive findings of

the positive themes help sharpen the understanding of attitudes towards community-based tourism. It is considered a necessary prerequisite towards an in-depth understanding of this concept. The next section outlines the negative perspectives of community-based tourism stated by the respondents. In considering and presenting this material, it can be reiterated that the themes represent the professionals' responses from open-ended questions. Accordingly, the responses and themes should be seen as minimally influenced by the researcher's imposed meanings and frameworks and instead reflect spontaneously generated emic perspectives.

Table 3.3: NEGATIVE PERSPECTIVES TOWARDS CBT

Negative Themes	Limitation/ Require Investment	Inequity	Community Social Problem	Obscurity	Impractical/ Ineffective
No. of All Cases	69	62	48	40	40
Examples of key descriptions and words counted	Lack (of) (21) (Lack of) expertise/ professionalism (10) (Lack of) Marketing (8) Fund/ Finance/Capital (8) Limited/Limitation (6) (Lack of) Leadership (4) Amateur (4)	Inequity/Unequal/ Uneven (6) Elites (6) Parochial/self-interest (5)	Cultural (13) Social (6) Life (6) Identity (4)	Unreal/Unrealistic /Lack of realistic/Idealistic (7) Define/Definition/ Undefined (4)	(long) Time (7) Impractical/Ineffective (3) Small scale (3) (not) profitable (3)
Negative Themes	Conflicts	Lack of Quality	Environmental Destruction	Economic Impact	Unsustainable
No. of All Cases	23	20	18	16	8
Examples of key descriptions and words counted	(Absence of) Consensus (5) Conflict (5)	Quality (6) Commercial/ Commercialisation (6)	Environmental/ Environment (6) Resources (4) Natural (4)	Economic (6) Seasonal/Seasonality (4)	Fast/Uncontrolled growth (2) Over/Inauthentic development (2)

(n) = Number of words counted

Limitation/ Require Investment

Within this theme, the limitations of community-based tourism were revealed. Six respondents used the word "limited/limitation;" five of them explained that this included limitation of "the community," "growth," "career opportunities," "global reach," and "development and benefits." Twenty-one respondents stated the words "lack of" and gave explanations. Some respondents did not state the words "lack of" but their answers

also implied this issue. Those answers could be put into a sub-theme that community-based tourism is considered lacking in “ownership and entrepreneurship” (2 respondents), “leadership” (4), “awareness of education/knowledge” (3), “market driven approach/marketing experience” (12), “capital” or “investment” (11), “dynamics” (1), “cooperation” (1), “understanding tourist needs” (3), “skills” “expertise” or “experience” (16). Some respondents used the word “amateur” to express their perspective. They also indicated the need for more public and social services, such as infrastructure, law, legislation to make use of land and environments, which may be a development cost that is rarely considered (6). Other limitations were stated as “embrace-withdraw continuum,” “below the radar of government support,” “Strict social control,” and “Poor connections with travel agencies.” One respondent stated the limitation of community-based tourism in the developing world as :

“I have yet to see much evidence that community based tourism provides a real alternative to other forms of tourism, especially in the less developed world.”

Pearce (1991) noted in a Northern Australian Development Council Annual Conference that there can be a community backlash towards tourism and one of the backlashes is “a loss of support for the authorities which promote tourism.” Kim (2001) as well commented on this issue noting the lack of funds for development, and the lack of acknowledgment of concerned officials and policy makers for growth.

Inequality

In Positive Perspectives towards CBT, the respondents stated “equality” as a positive theme. Conversely, the “inequality” theme was also mentioned. They agreed that in managing community-based tourism, the distribution of “power” may not be equal. Three respondents used the words “taken over” and the other three used “hijacked.” Five stated the word “parochial” or “self-interest” and two used “top down” to express the inequality. The groups mentioned that might take over power were: “elites,” “the powerful,” “outsiders” such as “external companies,” “tour operators,” “vocal/influential minority,” “parish-pump politics,” “locals” or “small group of the community” or “few community

leaders” or “local oligarchy”, “not all stakeholders”, “governments”, and “pinko liberal patronising do-gooders”. Besides the groups, two respondents indicated that community-based tourism could be taken over by strong concepts such as “western normative category,” and “business oriented concept.”

The main agreement in this “inequality” was the lack of “resident involvement”. The explanations were : “no community access to decision-making,” “locals may not be able to agree,” “social exclusion,” “unitary power,” “tendency for consultation rather than participation in the true sense”, and “voices of marginalised unheard.” These led to the results stated by respondents as “uniformity of business agencies,” “exploitative employment,” “hegemony and power cliques,” uneven distribution of wealth, benefits, revenues and power,” “can displace locals from some opportunities,” “dissenting view of community,” “super-imposed values,” “influence of vested interests,” “increased bureaucracy,” and “heterogeneity community.” A major conclusion of the respondents was there were “questions of power and control” in the community-based tourism concept.

Community Social Problem

In this theme, six respondents generally stated “social” problem by using the words: social “unrest,” “impact,” “problem,” and “change.” Although using different words, sixteen respondents agreed on the problem of “loss of culture and identity” of a community. The words “negative deculturalization,” and “commoditisation” were synonyms used. Seven respondents agreed on the problem of “impact and changes on quality of life.” Explanations about these problems were given specifically by other respondents: ‘crime’ (2), ‘traffic’ (1), ‘congestion or crowding’ (2), ‘introduction of undesirable activities or aspects of society’ (2), ‘narrowness of mind’ or “NIMBY-ism” (Not in my Backyard) (2), ‘compromisation of local values and resources’ (2), ‘higher local property values’ (2), ‘commercial rivalry may disrupt social relationship’ (1), ‘introduction of foreign concepts’ (1), and ‘loss of children to out migration’ (1).

Obscurity

Among negative perspectives of community-based tourism indicated by the respondents, is the theme of “obscurity.” Seven respondents indicated the “unrealistic” characteristic of community-based tourism; one indicated “unrealistic expectation.” There were other similar or stronger words expressed by the respondents, such as “fakes,” “false hopes,” “narrow concept,” and “wishy washy.” One stated “Lack of realistic appraisal of what is of tourism value rather than of community.” Another respondent also stated that community-based tourism does not have proven ‘value’. The definitional problem is another main issue in this theme. One respondent wrote “lack of clear definition.” Five respondents specifically mentioned that the definition of “community” was unclear. Three gave an explanation: “Defining 'community' is problematic and by definition excludes 'others';” “It is easy to succumb to yet another stereotype: community as one big "happy family!;” and “Community is difficult to define. In reality, there is no one ‘community’. Any collection of people consists of a variety of communities with different and overlapping interests. What is good for one group may not be beneficial for the other.” One respondent did not specifically mention “community” but wrote that community-based tourism is “oversold jargon like sustainable.”

The sub-theme of ‘obscurity’ focuses on the management dimension. There were 18 cases; for example, “lack of clear focus;” “lack of co-ordination/strategic vision,” “reaching agreement on tourism development objectives is problematic;” “naïve view of policy making: assumes local empowerment;” “often not commercially well thought out,” disorganised;” “lack of planning;” “lack of regional coordination;” “poor communication;” and “unpredictable decision making.”

Impractical/ Ineffective

This theme focuses on the practical problems of community-based tourism. Four respondents generally stated that it is impractical and ineffective. One used the words “Implementation difficulties.” Expressions used by respondents were: “modest goals,” “bogged down,” “do-gooding,” “expectation too high,” “straightforward in theory, difficult in practice,” “demonstration effect,” and “unprogressive.” These could imply

that the respondents see community-based tourism as an impractical strategy and can be related to the obscurity negative theme, as “unrealistic.” More specific answers were given and the most stated was “time consuming,” which was stated by 7 respondents. Rather than time, effort and energy is required, suggested one respondent. One indicated that there were “few success stories” from community-based tourism management. Another respondent described that;

“‘Success’ is often defined very narrowly, using selective criteria. In reality, community based tourism seems to be a recipe for small scale, non-viable tourism activities that serve to further marginalise host communities. Tourism, especially international tourism, can only succeed if it is treated as a commercial enterprise that seeks to achieve economies of scale.”

“Management problem” is another sub-theme seen by respondents. Three mentioned the problems of “too small scale” and “unprofitable.” Two mentioned “tokenism,” whilst “low key”, “complex procedure”, “less applicable in developing countries where democratic system is not established”, “highly volatile industry, with slow or cyclical results”, “communication with stakeholders often difficult as it can draw ever widening circles”, “further marginalisation”, “difficult to initiate”, “unwieldy”, “resistance”, “ignores business priorities”, “danger of imposing external agenda”, and “inadequate involvement of the community” were all mentioned by single respondents.

Conflicts

Respondents addressed “conflicts” or “absence of consensus” among stakeholders and majority of community as a problem. One respondent used the word “factionalism.” Two respondents explained the difficulty of reaching consensus as “complexity in attempting to satisfy needs of a diverse group of citizens,” and “may feel compulsion to participate.” Descriptions given by respondents about “conflicts” were: “trust destroying;” “rivalries between industries;” “competing interests;” “split community;” “conflicts over 'culture' between generations;” “lots of hot air, often dodging the real issues;” “strong tensions between distinct groups;” “opening conflicts where none existed;” “conflicting interests;” and “petty infighting among stakeholders.”

Two respondents stated further that “people who are not involved from the beginning want to share the profit when the project is proving to be successful” and there is “possible platform for the expression of racist views.”

Lack of Quality

Six respondents described the lack of quality as : “bad,” “low,” “not always best,” “lack of control,” and “lack of standard” or “sub standard.” Other words used were “overpriced,” “tacky” “limited range of services,” and “low standards.” Also, six respondents used the words “commercial” and “commercialisation.” They explained this as “over-commercialisation;” “difficult to achieve commercial viability;” “development is driven by locally powerful commercial interests;” and “commercialisation of tourism product.” One respondent also indicated the “focus on cash income” only.

Environmental Destruction

This theme indicates the concern of respondents’ about “environmental destruction” arising from community-based tourism development. Other than the word “destruction,” they also used environmental “intrusion,” “careless,” “complex operation,” “unprofessional tourism,” “impact,” and “problems.” Ten respondents stated the details of environmental destruction as: “ pollution;” “over-used infrastructure;” “haphazard development;” “traffic and congestion;” “exploitation of resources;” “degradation of natural resources if not well-managed;” and “resources distributed unevenly.” This conflict arises because the natural environment is both a factor of production and a source of tourist attraction. Negative environmental impacts are a concern in most of community tourism project including the Island States as indicated by Carlsen (2001).

Economic Impact

Negative economic impact was another theme derived from the perspectives of professionals. Community-based tourism is seen as having “poor economy of scale.” Six respondents stated general negative economic problems. Additional expressions were “enmeshment in global economy,” and “minor economic contribution.” The most frequently stated economic problem was “seasonality” (5 respondents) with a statement

that the community does not understand this. Explanation provided about this problem from the response is such as: “communities become too dependent on this source of wealth generation.” Other economic problems stated were: inflation (2 respondents), one explained “false inflation land and services;” and one addressed “leakages” problem.

Unsustainable

There are not many cases in this theme but all eight respondents indicated general “unsustainable” problems of community-based tourism. Most of the respondents indicated the problem of tourism “growth” or “development.” Their explanation were : “too fast a rate of growth and landscape change;” “tied into a boosterism approach;” “uncontrolled growth;” “over” and “inauthentic” development; “expansion;” and “residents want quick profits.” One respondent stated in slightly more detail that “If there is inadequate monitoring, it would lead to the over exploitation or mass-tourism.”

There are significant comments from the professionals in both positive and negative views as being presented above. The following tables will illustrate the details and connection between both views. Table 3.4 shows the comparison of professionals’ positive and negative views in detail for each individual theme from each respondent. Then, Table 3.5 presents the number and percentage of professionals holding each view toward community-based tourism. In judging this, the researcher set the criteria that if subtracting the sentences between positive and negative perspectives from each professionals’ responses and the difference was more than one case, that respondent was considered as holding the perspective that has the greater number of cases. If the difference was one or there was no difference for both views, that respondent was considered as holding a mixed view toward community-based tourism.

Table 3.4 : Comparison of professionals' positive and negative views of CBT

Positive Views		Total	Negative Views		Total
Theme No.	Respondents No.		Theme No.	Respondents No.	
1 Community economic benefit	2, 5, 6, 9, 10, 11, 12, 13, 14, 16, 17, 18, 20, 21, 24, 27, 28, 30, 31, 32, 33, 34, 35, 37, 40, 43, 46, 48, 51, 53, 54, 55, 59, 61, 63, 64, 66, 67, 69, 71, 72, 73, 77, 80, 83, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 96, 97, 98, 103, 104, 105, 106, 108, 110, 112, 113	66	1 Limitation/ Require Investment	2, 4, 5, 6, 10, 11, 13, 16, 21, 24, 31, 32, 33, 35, 36, 37, 39, 41, 45, 46, 47, 50, 52, 55, 58, 63, 70, 72, 73, 79, 80, 81, 83, 84, 85, 91, 92, 96, 97, 98, 99, 103, 106, 113	44
2 <i>Community Initiative/ Control</i>	1, 3, 5, 7, 8, 11, 14, 15, 20, 23, 25, 26, 28, 31, 32, 33, 34, 40, 41, 43, 45, 46, 47, 50, 52, 53, 57, 58, 59, 61, 63, 65, 67, 73, 74, 75, 77, 79, 80, 81, 82, 83, 90, 91, 96, 99, 100, 101, 103, 104, 105, 108, 110, 111, 112, 113	56	2 Inequality	3, 5, 7, 11, 13, 14, 16, 17, 20, 21, 26, 27, 29, 30, 31, 32, 39, 40, 41, 43, 44, 49, 51, 54, 57, 63, 65, 71, 74, 77, 79, 90, 92, 104, 105, 107, 108, 109, 111, 112, 113	41
3 General sustainability	1, 4, 6, 8, 12, 14, 15, 21, 22, 23, 25, 27, 31, 32, 33, 45, 47, 49, 50, 52, 54, 55, 56, 59, 60, 71, 72, 76, 77, 78, 79, 80, 81, 82, 85, 91, 92, 96, 98, 101, 102, 103, 106, 109	44	5 Impractical/ Ineffective	3, 4, 9, 23, 25, 26, 27, 35, 34, 36, 40, 45, 49, 53, 54, 60, 62, 63, 72, 76, 78, 80, 86, 91, 96, 99, 103, 106, 107, 109, 110, 111, 112	33
5 Community Involvement	1, 2, 6, 11, 14, 15, 22, 23, 25, 26, 29, 35, 37, 40, 46, 47, 49, 52, 53, 57, 60, 61, 63, 64, 76, 78, 79, 80, 85, 92, 96, 97, 98, 101, 102, 105, 106, 107, 108, 111, 113	41	3 Community social problem	9, 10, 13, 16, 17, 23, 24, 28, 31, 33, 48, 51, 55, 56, 57, 66, 69, 71, 73, 79, 80, 86, 87, 89, 90, 93, 108, 112	28
4 Community identities	2, 7, 8, 9, 16, 17, 21, 22, 23, 24, 27, 29, 30, 33, 35, 40, 41, 43, 48, 50, 51, 56, 59, 67, 76, 77, 78, 79, 86, 87, 90, 91, 93, 94, 102, 108, 109	37	4 Obscurity	1, 12, 14, 18, 20, 25, 26, 29, 34, 36, 37, 38, 43, 49, 50, 53, 60, 62, 74, 76, 83, 91, 100, 106, 110	25
6 Community social benefit	3, 8, 9, 10, 11, 13, 16, 17, 24, 32, 33, 37, 39, 41, 45, 48, 50, 51, 53, 55, 56, 69, 77, 78, 86, 89, 91, 92, 93, 102, 108, 111, 112	33	6 Conflicts	3, 11, 21, 23, 25, 28, 34, 35, 38, 41, 43, 44, 47, 54, 58, 61, 63, 80, 90, 107, 111	21
7 Multiple cooperation	3, 4, 17, 21, 22, 30, 34, 39, 44, 45, 49, 51, 54, 56, 57, 61, 62, 64, 70, 72, 75, 80, 83, 99, 102, 103, 105	27	7 Lack of quality	19, 28, 29, 32, 36, 40, 43, 50, 64, 72, 73, 92, 93, 98, 101, 105	16
8 Environmental benefit	4, 7, 9, 29, 30, 35, 40, 50, 53, 55, 56, 64, 65, 73, 75, 86, 88, 89, 91, 94, 95, 97, 100, 102, 103	25	8 Environmental destruction	7, 9, 10, 13, 27, 37, 55, 56, 64, 87, 90, 93, 104, 105, 112	15
9 Equity	4, 15, 25, 28, 29, 49, 54, 57, 58, 60, 65, 70, 74, 75, 76, 78, 95, 99, 105, 107	20	9 Economic Impact	21, 28, 31, 32, 33, 43, 50, 55, 72, 84, 85, 87, 93	13
11 Exposure to the outside	10, 13, 30, 72, 95, 14, 86, 89, 90, 102, 109, 112	12	8 Unsustainable	17, 21, 23, 54, 77, 80, 107	7
10 Optimistic sense	19, 27, 36, 39, 49, 62, 73, 83, 98	9			

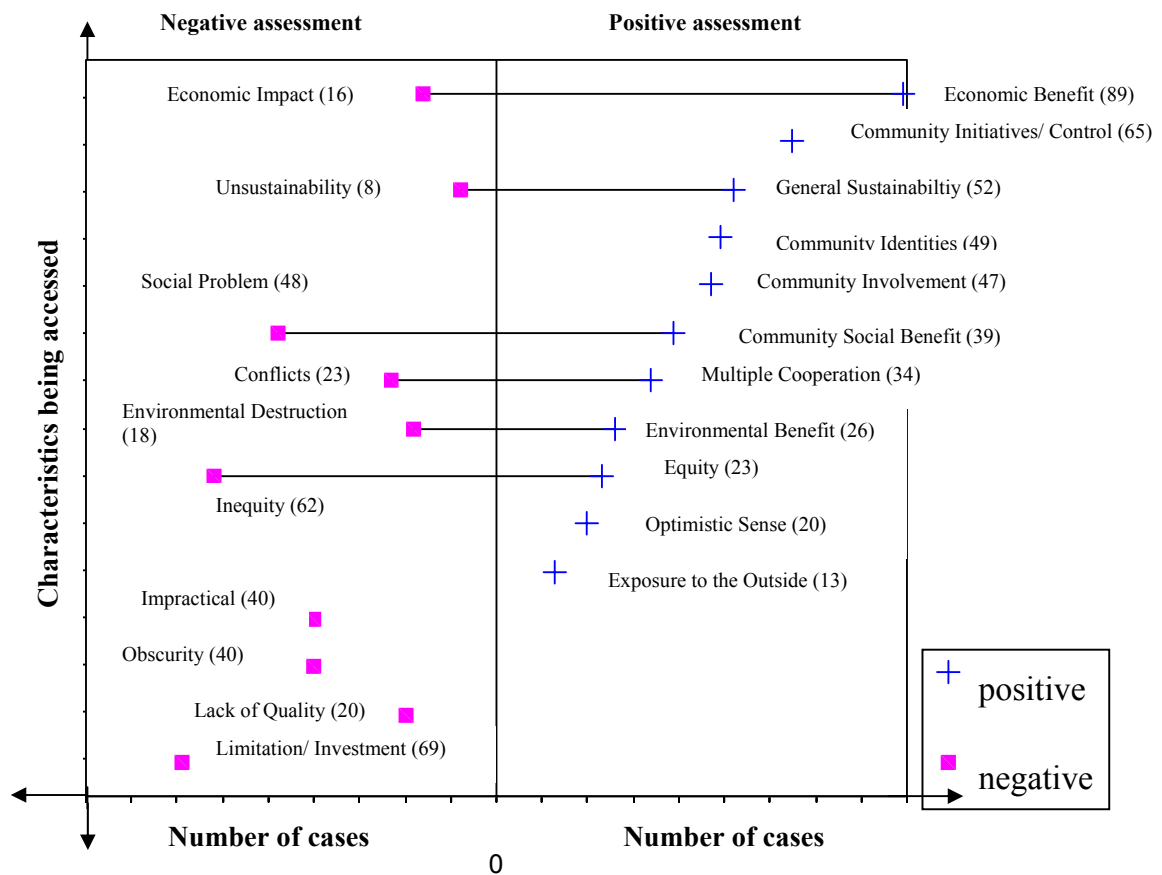
Table 3.5: Professionals' views toward CBT

Positive view	Mixed view	Negative view	Total
33 (29.7%)	74 (66.7%)	4 (3.6%)	111

It is apparent that most respondents hold “mixed” view toward community-based tourism. Only four or 3.6% of respondents have a dominant negative view which is substantially less than those who hold positive views (29.7%).

Additionally, Figure 3.2 summarises the findings of the overall perspectives of community-based tourism. Some of the positive and negative attitudes can be compared as opposite ends of the same issues.

Figure 3.2: A Comparison between Positive and Negative Characteristics of Community-based Tourism



3.4.3 Aim: *To explore levels of agreement with the following terms: “Community”, “Development,” and “Community-based tourism.” Section 3 of the questionnaire explored the definitions of ‘community’ and ‘development.’ Section 2 of the questionnaire explored characteristics of CBT from the three point scale and choices given. Choices from a number of definitions were offered and an open-ended section was provided in case the respondents did not agree with the choices.*

Section 3 of the questionnaire explored definitions of the terms “community” and “development” from the perspectives of professionals.

The question was: Which definition of “community” / “development” best fit with the context of community-based tourism, from the given list? The respondents were asked to choose only one from the given choices. Open ended choices were also provided for the respondents if they did not agree with the alternatives given, and had their own definitions. Table 3.6 and 3.7 show the results of their agreement on the definitions.

Table 3.6 : Definition of “Community”

Definitions	Frequency	%
1) A group of people living together, belonging and adapting to a specific topographical location, a process that produces distinctive community characteristics.	42	37.2
2) The social interactions of individuals: the sum of the clustered interactions of people and organisations occupying a restricted geographic area.	34	30.1
3) A social system, which emphasises the roles and institutions that govern society, social relations and the primacy of group membership.	12	10.6
4) The opposing forces in groups of people: socially differentiated, diverse and often conflicting values and resource priorities pervade social life and may be struggled or bargained over.	6	5.3
5) Interest-based, non-place based : collection of individuals who are linked by bonds of common interest not place, existing within and across spatial communities.	4	3.5
6) A definition of your own (see Table 3.7)	12	10.6
TOTAL	110	97.3

The findings in Table 3.6 indicate that the most popularly supported definition defined community as “homogeneity” within a specific boundary. In Burr’s community definition categories it is called the ecological approach or as Suhandi (2001) noted it is essentially local people residing in a particular area. However, it is only 7.1 % different from the second most chosen choice, which defined “community” as the “social interactions of individuals.” Ten point six percent (10.6%) of respondents agreed on a social system approach, which emphasises the roles and institutions, that govern society, social relations and the primacy of group membership. Only 5.3% of respondents agreed with the fourth choice, the critical approach, which focuses on the opposing forces or conflicts in groups of people, or in other words a socially differentiated community. The least chosen definition was the new concept of interest-based or non-place based, which emphasises individuals’ bonds of common interest not place.

The conclusion from the respondents’ responses is that “place” or “specific boundary,” and “individuals interactions” in society are the two main criteria which effectively define “community,” in the professionals’ concept of “community-based tourism.” Interestingly, 12 (10.6%) respondents gave a definition of their own; the details are as follow:

Table 3.7 : Definition of “Community” provided by the respondents

No.	Definitions
1	A set of stakeholders that refer to a unique set of natural and/or cultural resources that are belonging to a specific area
2	All of the above have appropriate aspects. Most importantly, the term community may have different uses ranging from describing a group of people (animals) who are place specific to a group of people (animals) that share common interests, values, culture. Community can be long or short-term
3	Individuals comprised of similar interests pertaining to financial gain, social interaction, community values and a “Way of Life,” living, working and socializing in a small, partially secluded, but easily accessible township.
4	Shared economic future in a discrete geographic setting with some incentive for social relations
5	The social interactions of individuals, who are often socially differentiated, diverse and often have conflicting values: the sum of the clustered interactions of people and organizations occupying a restricted geographic area
6	Interest-based, but not always place based: collection of individuals who are linked by bonds of common interest, existing both within and across places
7	A group of people living together, belonging and adopting to a specific topographical location, being governed by certain roles, institutions and social relations, but also being a heterorganic group with differing interests and values

No.	Definitions
8	<p>A community is a collection of people that share something significant in common. The significance is to them. What makes a “community” is the way community members think of themselves as a community – not necessarily the way “outsiders” may view a community. It is what makes us “us”, and them “them”.</p> <p>Definitions abound, but the key components of community are:</p> <ul style="list-style-type: none"> • A group of people, not just one or two, • Discernible boundaries, physical or otherwise, • A commonality – a shared identity derived from common experience, interest, proximity etc., • Communication linkages – that may not always be active, but they do exist.
9	A clearly defined (geographically) economic and residential area
10	I define a community as a locality, a local society, collective actions, and mutual identity. All of these features derive from social interaction. Social interaction delineates the territory which people consider to be the boundaries of their community; interaction provides the associations that make up the local society, and community identity arises as people interact with one another over time
11	The underlying processes and interactions (both positive and negative) of people, organizations and groups occupying a restricted geographic area
12	Depends on how the “community” sees itself; can be either the first or the last definitions above, i.e. place-based or interest based

The definitions of “community” suggested from the 12 respondents help explain and confirm the results in Table 3.6. Nine respondents (no. 1, 2, 4, 5, 7, 8, 9, 10, 11) indicated “restricted geographic area” or “specific boundaries” which confirms that in defining “community,” the restricted area should be clarified. One respondent (no. 3) stated that the area could be secluded but still be in an accessible township. The second component of the term “community” most stated in the definitions in Table 3.7 is “a group of people.” Seven respondents (no. 1, 2, 3, 5, 7, 8, 11) stated this component although they used different words, such as “organisation,” “stakeholders,” and “individuals”. One respondent also included “animal.”

The first definition given in the survey, which used an ecological approach to define “community” and included the components of “a group of people” and “specific location,” was the most frequently chosen. This was confirmed from the respondent own definitions that these two components were considered important in “community” definition. This view of the concept of community is supported by the discussion of Richin’s (1997) that it is a “collection of characteristics of people” who live within it or

based on a common bond amongst its people. The idea of “place” is also mentioned and is where expectations are met and functions performed.

Five respondents remarked on the components of “shared identities,” “interests” or in other words “unique values” (no. 1, 2, 3, 8, 10). One respondent (no.4) added “shared economic future.” Three respondents (no. 5, 8, 10) mentioned “social interaction” and one (no. 4) indicated “social relations.” Although these components did not gain as clear a consensus as the component of “people” and “location,” the choice of “interactive approach” was the second most popular definition of community. The respondents indicated that when one community interacts with another, they create social relations and shared identities. This is considered one of the main components in “community definition.”

Only two respondents agreed with the definition of “interested-based” or non-place based (no. 6, 12), which were given as choice number 5 in the survey. Two (no. 5, 7) mentioned “conflicting values” or in Burr’s approach (definition choice 4 in the survey) “critical approach.” It could be explained that although a community might be seen as homogeneous, in reality it might be a “heterogenic group with differing interests and values.” This critical approach was chosen by only 5.3% of respondents and could not be considered as the main component in community definition. Nevertheless, it is a component that should not be neglected in reality, especially in the management of community-based tourism.

There are also other components added from the respondents’ definitions. Two respondents (no. 8, 12) suggested it depends on how community members think of themselves as a community, not the way outsiders view the community. One respondent (no. 2) suggested that a community could be long or short-term.

From the results of this exploration of the community definition, there is agreement on some components of the definition. A definition given by one of the respondents could be used to explain this overall agreement.

Definitions abound, but the key components of community are:

- *a group of people, not just one or two,*
- *discernible boundaries, physical or otherwise,*
- *a commonality – a shared identity derived from common experience, interest, proximity etc.,*
- *communication linkages – that may not always be active, but they do exist.*

This summary is similar to the review provided by Richins (1997) concerning common ground in defining “community.” The four factors he stated are:

1. locality (territorial area or presence of place),
2. social interaction (people interacting in some way with other people),
3. community sentiment and common ties or bonds (feeling of living or belonging together), and
4. a system of social organisation, multi-interests and activities, whose unity comes from interdependency in a common place or space. (p. 19)

This summary will assist the clarification of “community” definition employed in the community-based tourism concept, and will be used in other research chapters.

Table 3.8 shows the results of professionals’ agreement on the definition of “development” within the concept of community-based tourism.

Table 3.8: Definition of “Development”

Definitions	Frequency	%
1) A progressive transformation of economy and society: a process which enables human beings to realise their potential, build self confidence, and lead lives of dignity and fulfillment. It is a movement away from political, economic and social oppression.	80	70.8
2) Distributive justice: a process of change and improvement, which affects all individuals in a region.	8	7.1
3) Economic growth which can usually be measured by Gross National Product, employment structure and food production.	6	5.3
4) Modernisation: the vision of better life- a life materially richer, institutionally more “modern” and technologically more efficient, an array of means to achieve that vision.	5	4.4
5) A definition of your own (see Table 3.9)	11	9.7
TOTAL	110	97.3

The perspectives on development are clear than the definition of “community” because there is a high percentage of agreement on the definition (70.8%) which conceptualises “development” as “socio-economic transformation”.

The other concepts of development given: distributive justice, economic growth and modernisation were chosen by only 7.1%, 5.3%, and 4.4% respectively. There were also 11 definitions provided by professionals as follows:

Table 3. 9: Definition of “Development” provided by the respondents

No.	Definitions
1	The above definitions all have aspects that fit development of some type or another. To me, development can be physical, educational, economic, cultural, social, governmental, private, etc.
2	A progressive transformation of economy and society: a process which enables human beings to realise their potential, build self confidence, and lead lives of dignity and fulfillment.
3	Enhancing social capital, improving places of community in ways that reaffirm a community’s sense of itself
4	Change which responds best to the key values and aspirations of the members of the community and sustains the values most central to their sense of community (ie, which does not violate that which is not negotiable)
5	In practice: job creation and sustainable communities, to halt out-migration
6	Growth and enhancement of an area in one or more ways- economic, social, environmental, technological
7	Where the five capitals are increased through informed choice by the community. The literature recognises these as financial capital, physical capital, environmental (natural and cultural heritage) capital, human capital, and social capital.
8	The World Bank Definition of Development – where it is economic growth (as in your first definition) plus the improvement of well-being for the poorest segments of the community, improved health, education and welfare etc..
9	Development of community based tourism is built on the ideals and principles of the common community with economic and social benefits based on preservation of natural, and cultural resources while improving the communities quality of life.
10	Optimisation of sustainable social welfare. For this the positive effect on well-being of growth in output should be balanced, within the limits posed by the carrying capacity of the environment, against the disutility caused by a change in the non-economic domains of culture and social structure (cf. H. Leo Theuns: Tourism and Development: Economic Dimensions. Tourism Recreation Research 27 (1) 2002.: 69-81)
11	Local economic development and employment opportunities

The eleven definitions of “development” given by the respondents (Table 3.9) have elements relating to the concept of development stated by D.G. Pearce (1989) on which the choices in the survey were based. The “economic growth” aspect appears in definition numbers 7, 8 and 11. The “distributive justice” concept appears in definition numbers 8 and 10. The concept of “progressive transformation of economy and society,” which was

the most chosen definition, was stated in respondents' own definition numbers 2, 4, 7 and 9.

Some definitions from the respondents also explain "development" in detail. They are physical, educational, economic, cultural, social, governmental, private, environmental, technological, financial, and human. In "tourism development" for local communities, Goeldner (1990 cited in Richins, 1997) cited the following key areas: standard of living, infrastructure, types of development, visitor satisfaction, and consistency with cultural, social, environmental and economic aspects. Comparing between the key areas of "development" and "tourism development," the development areas are broader and the tourism development areas are more specific but interrelated.

Details given also indicate that in community development, community values and sense should be sustained. It should halt out-migration, create jobs, improve health education and welfare, which means "quality of life." Based on The World Bank definition, one respondent stated that "development" should mean "the improvement of well-being for the poorest segments of the community." Also, the "sustainable aspect" is indicated in the definition of development. It is clearly emphasised in definition number 10.

This agreement concerning the "development" definition concludes the work on how the two terms are reviewed by professionals. These dominant meanings, as established in this section, will be used or inferred when these terms are employed in subsequent parts of this thesis.

The questions in Section 2 of the questionnaire consists of : a three point scale measuring professionals' agreement on the definition and characteristics of "community-based tourism."

The three scale items were; 1 = does not describe it very well, 2 = partly describes, and 3 = describes it very well. There were 10 key phrases; 3 were characteristics of management and 7 were benefits based on sustainable tourism principles. The statement

provided in this section was: “Please assess how well the following phrases describe ‘community-based tourism.’”

Mean scores were calculated from the useable responses (Table 3.10). Additionally, seven choices were given to seek their agreement on the main actor whom they think should take the most responsible for community-based tourism management (Table 3.11).

Table 3.10 : Professionals’ rating of the Characteristics of Community-based Tourism

Characteristics	Mean	Agreement			N
		1 does not describe it very well	2 partly describes	3 describes very well	
Management approach					
Bottom-up or ‘grass-roots’ control of the activity	2.59	8.8%	22.1%	66.4%	110
Shared management authority and responsibility among all stakeholders	2.53	8.8%	27.4%	60.2%	109
Leadership by a management authority	1.39	61.9%	29.2%	4.4%	108
Sustainable Tourism Dimension					
Local participation in decision making	2.69	7.1%	15.0%	72.6%	107
Local income generation and equitable distribution of wealth	2.48	8.8%	31.0%	54.0%	106
Protection of environmental, cultural, and social integrity	2.37	12.4%	36.3%	48.7%	110
Substantial investment in local human development and education	2.21	18.6%	38.1%	38.9%	108
Assurance of a high-quality visitor experience	1.88	31.9%	42.5%	21.2%	108
Solid financial returns to both investors and the community	1.83	23.0%	64.6%	7.1%	107

Scale 1-3 where 1 = does not describe it very well 2 = partly describes 3 = describes it very well

On the subject of management, the results revealed that professionals mostly agreed that “grass root” management was a characteristic of community-based tourism (mean = 2.59,

66.4 %). Also, “shared management” mean came second (mean = 2.53, 60.2 %) which is very different from the first characteristic. The majority of respondents (61.9%) did not agree that “authority management” described “community-based tourism” very well. Only 4.4 % (mean = 1.39) stated that this phrase describes community-based tourism management well.

In the context of benefits, 72.6% (mean = 2.69) out of 107 respondents agreed that the greatest benefit from community-based tourism was “local participation in decision making.” The second key benefit was “local income generation and equitable distribution of wealth” (mean = 2.48, 54%). Both of these two phrases aim at the benefit for a community particularly. This is relevant to the positive perspectives (Table 3.2), which asked the overall attitude towards community-based tourism, which community benefits were stated in 6 of the 11 themes (community economic benefit, community initiative/control, community identities, community involvement, community social benefit, and community environmental benefit). The findings are relevant to the community-based tourism concept as stated by the World Bank (Duer, 2000):

“The involvement of residents of a community in the decision-making process who keep a far greater share of the income generated by visitors in the community. It generates jobs, reduces poverty and it has a lower impact on the area’s culture environment. It generates a new sense of pride among residents and provides the funds for maintaining or upgrading the community’s cultural assets.”

The third and fourth key phrases agreed by them were “protection of environmental, cultural, and social integrity” (mean = 2.37) and “substantial investment in local human development and education” (mean = 2.21) respectively. However, the mean scores of these two phrases do not differ greatly and agree best with scale 2 (partly describes community-based tourism). The last two key phrases : “assurance of a high quality visitor experience,” and “solid financial returns to both investors and the community” based on scale 2 (partly describes community-based tourism) had means of 1.88 and 1.83 respectively.

Table 3.11: “Actor” who should take most responsibility

Actors	Frequency	%
Local community	67	59.3
Local government	19	16.8
Local enterprises	16	14.2
Non government organisations	2	1.8
National government	2	1.8
Tour operators/tourism business	1	0.9
Tourists	0	0
TOTAL	107	94.7

This table shows that more than 50% (59.3%) of respondents indicated “local community” as the group who should take the most responsibility for community-based development. None of the respondents answered “tourists.” The second most stated group was “local government” (16.8%) which is not very different from the third, “local enterprises” (14.2%). This is in line with the trend in many countries toward decentralisation of government to give more responsibility to local authorities (Vereczi, 2001). Only one respondent indicated “tour operators”. Two respondents each chose non government organisations and national government. From the findings, the conclusion is that “locals” are the group who should take “most” responsible for community-based tourism development based on respondents’ replies.

3.4.4 Aim: *To identify professionals’ expectation for future community-based tourism development. Section 4 of the questionnaire answers the relevant Aim 4 of the study. The open-ended question is used to gain the respondents’ consensus on the first step for community-based tourism.*

In Section 4, the question asked was: “What would be the first step you think should be taken to develop community-based tourism in a community where tourism is just starting?”

One hundred and nine (109) respondents answered this question and 4 left it blank. This question sought to identify professionals’ expectations of the first step towards community-based tourism development. From 109 responses, interestingly, there was

clear consensus for recommendations of the first step of the development. Each respondent suggested more than one strategy. Therefore, each strategy recommended was counted as one case. Although they used different wordings or sentences the main themes could be categorised into 9 strategies as follows:

Table 3.12: First step recommended for community-based tourism development

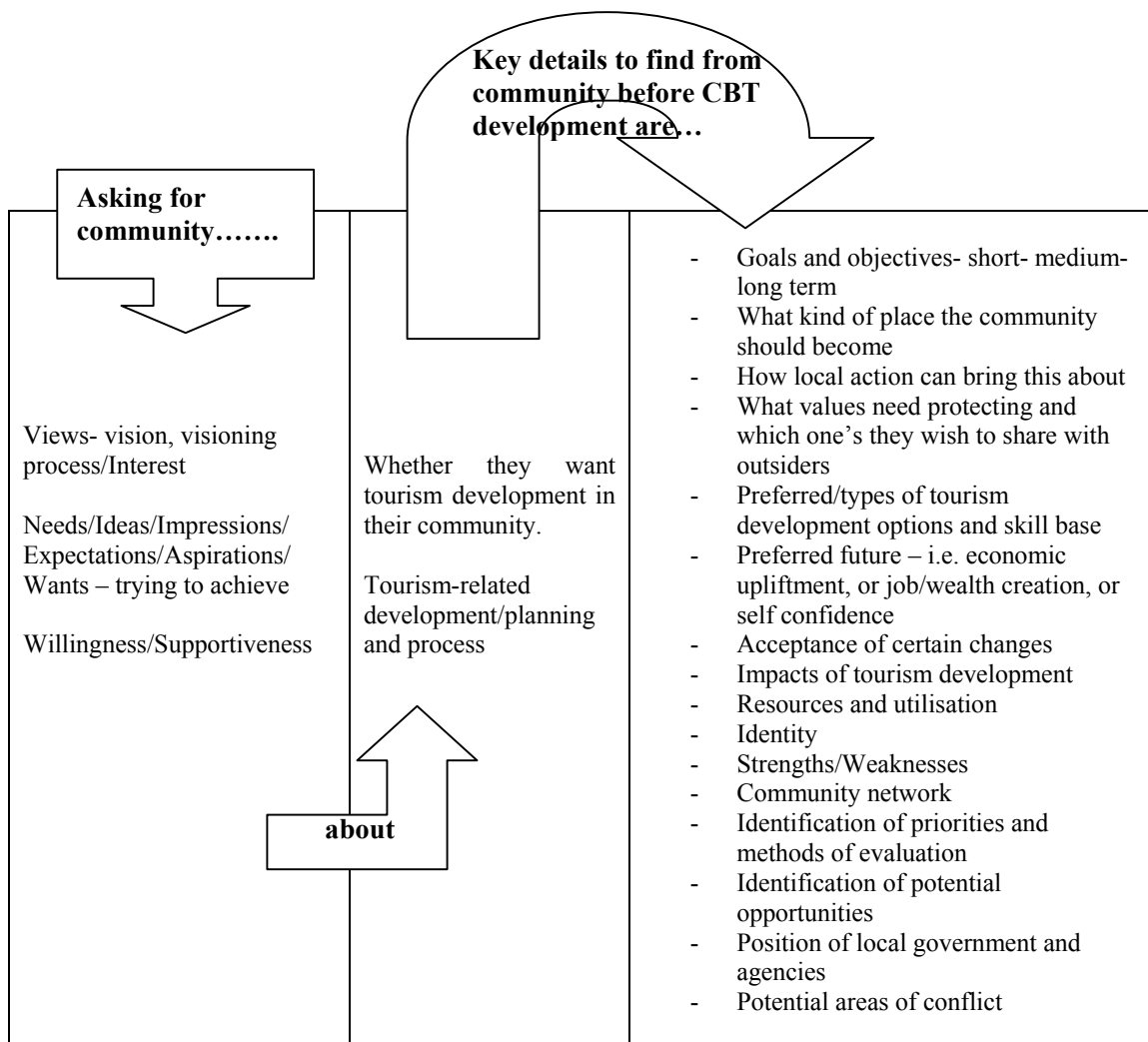
First step(s) recommended	Cases
1. Input of community	52
2. Clear plan	30
3. Find consensus among stakeholders	17
4. Understanding of community capacity	17
5. Find the key stakeholders/leadership	15
6. Community awareness especially negative and positive aspects of tourism	15
7. Education and training	11
8. Provide consultancy and support to a community	10
9. Build the community organisation (could be shared stakeholders)	8
TOTAL	175

The most recommended “first step” was the “consultancy and support of community” (52 cases from 175). It is clear that most professionals agree with this first step. One respondent stated that “If members of the community have not yet taken the first step towards community-based tourism themselves, then the first step an outsider should take should not be focused on tourism development.”

The respondents recommended that to develop community-based tourism, views of the whole community (local groups) should be obtained. The community should be “involved in all decision making both in the actual situation and in the future” and “at each step.” This is also called “social assessment” and “active participation.” To make it clearer, one respondent expressed this strategy that “the first step is collective realism.” WTO (1998a) supported that by involving local community, they will understand tourism, be better able to cope with the development in their area and participate in its benefits, and therefore more likely to support tourism.

In consulting the community, respondents gave details of what to gain from community input. They can be described as follows:

Table 3.13: First Step Recommended: Consultancy and Support of Community



This finding is pertinent to Pearce’s (1991) recommendation of community tourism management in his Australian research. However, this strategy of incorporating community perspectives in tourism planning and development comes secondly after providing education about tourism impacts, which in this study is the seventh recommendation. Although this agreement is confirmed from most of the respondents in this section, one respondent stated the limitation of community consultancy that :

There may be no consensus or political culture/framework which encourages participation in the decision making process (especially in the developing world) and a reluctance to express opinions. Some residents may not be interested in taking part, unless they perceive themselves to be personally affected by any tourism development, so it is difficult to secure adequate representation.

However, there are several projects claim to be successful by involving community inputs such as the African Dream Project workshops which gain community participation at the initial stage (African Dream Organisation, 1997). The project can also be implemented by finding key “shakers” in the community and the final step is a field “officer visits” (or in this study is providing support), which were both stated in the finding of the study by the respondents.

The second recommended “first step” of community-based tourism development is a “**clear plan**” (30 cases). One respondent stated that to start community-based tourism development, there should be “a set of established goals and do not attempt to over achieve them as tourism increases.” Recommendation by the respondents is summarised in the following figure for clearer understanding.

Table 3.14: The Second “First Step” Recommended: Clear Plan

Thorough discussion of goals and objectives to determine	<ul style="list-style-type: none"> - willingness to collectively engage in community-based tourism - community goals/needs - tourism potential/direction - vision and strategy for tourism - current and future needs of the areas environmental, social, and economic impacts - what will result from tourism and what will not - who benefits and who may be negatively impacted - how benefits can be evenly distributed - part of the gains that may be invested in community infrastructure - land use and zoning - the population allowed to live within a certain tourists areas - maintain growth barriers and caps on the kind of business created - expected growth and development in population and wealth of community - monitoring visitation - ownership of the resources
Develop	<ul style="list-style-type: none"> - a comprehensive economic, social and environmental development plan - a legitimate authority with information and plans - enabling legislation for community-based tourism - a joint action plan - an integrated destination management plan - a tourism master plan (covers everything from planning the flow of the tourism businesses, land-use, monitoring of activities & the carrying capacity of tourist spots, enforcement of regulations/law, pricing & reporting system, quality assurance of tourism products [natural/man-made], production of events/festivals, and marketing their destination globally).
Help people to understand	<ul style="list-style-type: none"> - what the basic words mean- community, community-based tourism - how tourism works at the different levels to avoid failure - local comparative advantage
Source funding	<ul style="list-style-type: none"> - governmental - private - both governmental and private

Suhandi (2001) emphasised that planning to address the twin issues of participation and distribution of benefits can help resolve many potential problems at the early stage. This is concluded by Vereczi (2001) that “the key for achieving more sustainable tourism sector is careful planning, systematic implementation of the plans, continuous and effective management.”

The third recommendation was to find “**consensus among stakeholders**” (17 cases). One respondent used the words “participatory approach,” and “**understand community capacity**” (17 cases). “Stakeholders” stated by the respondents are: community (local, residents), enterprises and local government. Some respondents did not clearly state who

the stakeholders were (12 cases from 17). The kind of consensus suggested were an overall vision for the destination; advantages and disadvantages of tourism; limits of acceptable change; preliminary working agreement –goals, priorities, methods of community-based tourism, guiding philosophy and policy. One respondent emphasised that “without the broad acceptance of the stakeholders in the widest sense there will not be optimal development.”

This set of recommendations is the core principle in Freeman’s stakeholder theory, notably process of actively involving all persons affected by proposed development (Jamal and Getz, 1995). Also, one respondent called this consensus a “social contract on tourism”, a view supported by another respondent who said that gaining stakeholders commitment to the process is important. In advising this consensus, the plan will not be “just another study that will sit on the shelf, but rather start with a review of everything that’s been done or is planned to ensure everyone has the same understanding.” To conclude this theme, one respondent clearly indicated it is important to:

Figure out local context and work within it in a realistic manner i.e., acknowledge that to achieve certain goals of community- based tourism, one is almost always forced to compromise on others (especially in “Third World” destinations).

The step of “understanding community capacity” was also recommended. This suggests using what exists already in a community rather than superimposing new skills or capacity from outside. Three out of 17 cases recommended “SWOT analysis” and one explained that it should be a realistic analysis of both the internal and external environment. The assessment of existing main resources (social and physical) was emphasised. One respondent categorised this into “community (human), environmental, and social and culture potential.”

Relating to this topic, Mandke and Jamieson (2001) argued for community capacity building by assessing the current knowledge and skills of community, involving the private sector, and having the assessment implemented before and during the development process. As an example, the capacity building of the “InvestTourism”

program of the Philippine Department of Tourism involved local governments, host communities and private sector (Alcaraz-Macayayong, 2001). The Miso Walai Homestay Programme in Malaysia also implemented community capacity building which was based on awareness and intensive training (O'Donnell, 2001). The understanding of capacity leads to the concept of "carrying capacity" which was first used by ecologists; however, specifying the tourism carrying capacity of a community becomes complex in its application (Blank, 1989).

To find the "**key stakeholders/leadership**" and create "**community awareness**" were the next recommendations from respondents (both had 15 cases). Finding the key stakeholders could be related to the previous theme of finding "consensus among stakeholders" because before gaining consensus, stakeholders and leadership should be clarified. One respondent stated "someone has to initiate the process, this is often in response to a problem whether perceived or actual." The key stakeholders recommended by respondents were: "potential users of resources;" "a group of representative locals;" "local leadership;" "outside initiative;" "members of the community." They explained that in identifying key stakeholders, or key "movers" or "shakers", it will enable the community to "carry the project forward", because they can "set up a mechanism to ensure the ongoing participation and decision making". Key leaders or stakeholders can meet to define "the vision for tourism development" such as product, marketing and organisation. One respondent suggested finding a facilitator to work with those key stakeholders and to network widely. Most respondents focused more on stakeholders within a community, especially community leaders. One of the respondents stated the quality of community leaders should be a "sincere and good leadership which looks after the interests of the community rather than sectional interests."

Raising community awareness was also recommended as preparation for community-based tourism and has been considered as important by many scholars (Alcaraz-Macayayong, 2001; Mandke and Jamieson, 2001; Sweeney & Wanhill, 1996; Vereczi, 2001). Most respondents indicated an awareness of "tourism impacts." One respondent stated "make sure that the community understand the positive and negative impacts

(biophysical, economic, and socio-cultural) of tourism.” There was also awareness of “individual contribution,” “community benefit,” and “type of tourist activity that is proposed.” One of the respondents suggested:

Raise awareness of tourism as a (potential) renewable resource, which requires an integral position in society’s social, cultural and economic fabric, in order to enhance tourism’s positive effects and mitigate negative effects and the identification of a ‘common ground’ (vision) for various disciplines and practitioners, each with their own agendas and view , which would form the foundation to shape a focus and coalition for creating a livable community .

The last three strategies recommended by respondents were: provide community “**education and training**” (11 cases), “**support and consultancy**” (10 cases) and build the “**community organisation**” (8 cases). Education and training program is suggested as a first step for a local community. Most of the respondents agreed on education about consequences of tourism development in both costs and benefits or “nature of the beast TOURISM” as one of the respondents expressed. They also suggested education about business such as marketing, management, planning, financial and how to work together, for community members who are willing to get involved in providing tourist services. The education and training program would result in the communities ability to “analyse and influence development” of tourism. Recently, there are several education and training program have been developed for the community to be able to understand and manage their own tourism in their community especially the developing world (African Dream Organisation, 1997; CUCUEMP, 2002; Osman, 2001; Vereczi, 2001).

Furthermore, providing community support and consultancy is advised. The kind of support indicated come from *top management (such as government office), leading institutions, local associations, entrepreneurs, control council, professionals, NGO, and travel agencies*. The respondents suggested that the consultancies community should receive are about tourism development, product development, marketing efforts, establishing a web site, fiscal and monetary instrument, drawing out a business plan,

options of tourism in their area, and services. For example, in the Philippines, the Department of Trade and Industry (DIT) created “Developing Rural Industries and Village Enterprises” (DRIVE) project which introduce small and young firms to ‘big brothers’ that are already well-established and successful companies (Alcaraz-Macayayong, 2001).

Community organisations, although not highly emphasised were advocated as another first step. It is one of the five strategies recommended in community tourism management in Pearce’s community research (1991). He suggested that “control of tourism facilities through ownership by community groups as well as by substantial community representation on management committees represent other techniques of limiting negative social impacts.” Suhandi (2001) supported that although it is in the community’s best interest for everyone to be involved in decision making processes, it is not always possible for all residents to come simultaneously; therefore, direct participants such as a management committee are selected to represent the larger population. The agreement exists in this finding. Some respondents used the words “partnership,” and “Committees of Tourism Development” in order to organise a management system, devise an action plan, and execute tourist projects that contribute to the social and economic development of a community. It was advised that an organisational structure be formed from all stakeholders. One respondent stated that this should be “a joint council/committee of local peer groups, enterprises and local government to work out the advantages of a common approach to community-based tourism in the area.”

Besides the strategies recommended by the respondents, some also stated the need for stakeholders to be alert to the pitfalls of community-based tourism development. One suggested that communities should try to “keep out multinational/ large scale commercial interests.” They warned that community-based tourism may establish “culture and attitude shift- pessimism and dependency to optimism, innovation, entrepreneurship, and hope” and “conflicts that cannot be resolved.” One of the respondents advised that focusing on “activities that will benefit the least advantaged unit will provide some

benefit to all” and there is a “need to recognise the levels of conflict and winners and losers and encourage a trade –off.”

3.4.5 Aim: *To investigate factors used by professionals in evaluating successful community-based tourism. The findings answer Aim 3 of the study. Results derive from Section 5 of the questionnaire which were mainly open-ended sections. Examples of successful destinations are demonstrated in Table 3.1 and discussed in item 3.4.1.*

This section explored, from the respondents’ experiences, successful community-based tourism destinations in developing countries. If their answer was “yes,” the respondents were required to indicate the reasons they considered it a successful destination. The factors used by professionals in evaluating successful community-based tourism destination are the results from this section. Table 3.15 and Table 3.16 demonstrates the results of their responses:

Table 3.15: Successful CBT Based on Respondents’ Experiences

Have experienced or not	Frequency	%
No	47	41.6
Yes	31	27.4
<i>Total</i>	78	69.0
Missing data	35	31.0
<i>Total</i>	113	100.0

As the table shows, unfortunately, there is considerable missing data. This is because 26 of the respondents gave examples from developed countries instead of from developing countries. Therefore, their responses were considered as missing data, although only 9 respondents left this part blank. Regardless of the unusable responses, the respondents who have not experienced successful community-based tourism development in developing countries (41.6%) were more than the ones who have (27.4%). It could be interpreted that recent community-based tourism destinations in developing countries are still struggling to reach the successful line. Understanding the criteria used to evaluate successful destinations is very significant, especially for further recommendation for community-based tourism development. Reasons used to evaluate those successful destinations suggested by the respondents are summarised into 6 themes (Table 3.16) for clearer understanding as follows:

Table 3.16: Criteria of Successful CBT Destination

Theme	Key Description
1) Local Involvement/Support (24 cases)	<ul style="list-style-type: none"> - Local involvement - Local people trained to administer enterprise - It was conceived, planned, and implemented by the local population with little to no outside interference. - Specific community controls - Community-led and controlled - Broad participation in one way or another. - Practical and capacity-driven consultation that assisted community to: understand their values; understand alternative tourism models and the implications for the community; and choose a mix of tourism and sustainable development activity - Mix of community optimism, tenacity, risk taking, and ability to continually mix with tourists to share and nurture their culture (not overly protect or commercialise it). - Community organised to form a legal non-profit entity that has govt. permission. - Because the population of the country is only 2,300. It was possible to have genuine consultation which included everyone. Development also started quite recently. - Early stage in their development, but looked to have established ownership rights - The principles on which the community would be involved - The community began tourism of their own - The Taos people are a fairly homogeneous group and have managed to strictly control access to their pueblo and maintain tight control over what visitors can and can't do - People involved - The plan successfully mobilised the local community to participate in tourism programmes - Development and management is in hands of a local forum - Gradually moving towards goals, set in strategy which was prepared by themselves - The villagers agreed as a community, to tourism - They understood its value and accepted it positively - They cooperatively work as a family to deliver the cultural experience tourists are there for - The participation of the community is observed in the development; execution and operation of the ecotourism project (guide tourist local, food service, etc). - Involved lengthy preliminary consultation with local community (over a five year period) - High degree of cooperation and self direction
2) Local Benefits (18 cases)	<ul style="list-style-type: none"> - Retention of tourist income - Provide local benefits - Improving the lives of local residents economically, educationally, and socially - New money kept immediately within the local economy - This has brought opportunities and prosperity into many areas of the country - Creating a better living for most residents and injecting much needed capital - Uplift the community from poverty and allied economic and social ills has been the driving force - Unemployment and alcoholism was prevalent - Local craftsmen who were previously unknown have begun producing wares for the tourist trade - This has made the community particularly proud of their town

Theme	Key Description
	<ul style="list-style-type: none"> - Youth will not migrate to the cities but remain to sustain the developments - Example of villagers benefiting from the tourism dollar - Distribution of profits - Provided community wide benefits such schools and books - Positive local economic and environmental impact - Movement of educated people into the community - Most employment is local - All benefits go to them directly. No exploitations
<p>3) Good management (13 cases)</p>	<ul style="list-style-type: none"> - A good process - Community planning and local investment - Good publicity - Access to medium term funding for capacity building and full implementation - Access to marketing distribution channels that connected with target markets - Good small scale - Having a well-developed business plan to make the project work - They manage to balance the interests of local communities, private sectors, 3rd sector and natural preservation - Slow, careful development - Moderate amounts of low key research and development - High educated tourists at low volumes - There is a good basis for resource and visitor management - At a pace slow enough that local community has time to adjust
<p>4) Partnership/Support (12 cases)</p>	<ul style="list-style-type: none"> - Partnership with non-profit - The mixed race called “Coloured” have settled there and helped regain its place in the cultural history of the country - Although much outside aid has been given on the financial side it is the human resource development that is most noticable. - Access to professional tourism business people with sustainability principles and strong tourism business acumen - Political and economic support at the national level for a particularly marketed set of tourists and tourist enterprises - Several disparate groups were able to come together to capitalise on ecotourism that was going on anyway. - Existence and utilization of pre-tourism traditional agencies for mobilizing support and planning activities and attractions - Interest and media attention - Willingness & cooperation of the community to work together for an ecotourism enterprise - A collective action towards development is attainable - Local people with extensive contacts with the development world - It brings partnerships from the region of Dolenjska and Bela Krajina together
<p>5) Uniqueness of the place (8 cases)</p>	<ul style="list-style-type: none"> - Based around the natural beauty of the area and attractions - Tourists are keen to see and experience Africa. - It was helpful that tourist demand was readily at hand - The local museum and Information Bureau offers outstanding information of its history to all who visit - Mass popular appeal of main cultural event generates widespread national interest and media attention. - High international profile brought in researchers, tourists and money

Theme	Key Description
	<ul style="list-style-type: none"> - A great natural attractiveness for the realization of the ecotourism (tropical forest, rivers and wild fauna) - It possesses a great historical value since in the past it was an old country property that the Salvadoran army intervened in 1980
6) Environmental conservation (7 cases)	<ul style="list-style-type: none"> - Environmental organizations - Environmental education - The environmentally aware projects such as town clean ups, the establishing of food gardens etc - They went from no ecotourism infrastructure, to identifying sustainable businesses including a restaurant, hotel, and guide service. - CBT has helped improve local attitudes about national park. - They began a mixed strategy of a small amount of educational ecotourism, innovative sustainable farming and selective logging, and a very large tree planting policy. They educate their community and visitors on new farming techniques that they invent and test - Set within the context of Community Based Coastal Resource Management

Of the six factors identified by the respondents for successful community-based tourism destinations, “**local involvement and support**” was the most frequently stated criteria. To develop and manage community-based tourism, broad local involvement is considered important, with less or no outside interference. This is relevant to the positive perspective, which the respondents gave in Section 1 of the questionnaire. Community-led and controlled was also important in developing tourism in every step. There are examples of communities forming legal non-profit entities, which is one aspect for successfully controlling tourism in their communities. Communities should support or willing to fully commit to tourism. In practicing this, they should have opportunities to participate in tourism projects such as planning, giving input, or managing their own tourism.

Local gaining of “**benefits**” was the second important factor for success. Distribution of profits was important, and benefit should reach the least opportunity section of community. Benefits are economic and social. Examples of benefits were new money injected into a community; improving local lives; bring opportunities to the area; uplift a community from poverty; and job creation.

Good management of tourism was one of the successful factors. Some examples given were good process, good planning and management, good publicity, and good marketing. Most respondents suggested slow and careful development so that the local community will had time to adjust. Continuing from good management, “**partnership and support**” for tourism in the community is considered important. Successful community-based tourism destinations may gain assistance from professional support such as business people, political and economic support, and media. This is to gain, for instance, financial and human resource improvement. Additionally, partnership from both within and outside a community was one of the important success factors.

Uniqueness of the place is also significant for success. Community-based tourism destinations should have their unique attractions. Examples given included Africa where tourists are keen to experience the exotic and natural beauty of Africa (See Table 3.1 “successful CBT destinations”). Besides this, cultural events, man-made attractions, historical value places or even outstanding information distribution could create the uniqueness for community tourism.

The last factor stated was **environmental conservation**. Respondents agreed that community-based tourism development should also develop environmental awareness for a community. Some destinations have environmental organisations or provide education for both community and visitors. This is believed to promote sustainable development, which for community-based tourism is its main strategy.

3.5 Discussion

The discussion will be based on the four main research questions answering overall attitude towards community-based tourism; agreement with related terminologies; factors used to evaluate successful community-based tourism; and expectations for future community-based tourism development.

Aim 1 : Overall attitude towards CBT

As the results revealed, most of the respondents hold mixed view towards CBT (66.7 %). This is relevant to the paradox stated by Murphy (1985) that although tourism can benefit a community it carries within it the seeds of its own destruction. Comparing the positive and negative responses, some issues have a duality for instance, economic benefits versus economic impacts, sustainability versus unsustainability, and social benefit versus social problem. Noticeably, “inequity” and “social problem” have more cases stated on the negative side than the positive “equity” and “social benefits.” Therefore, to put CBT into practice, understanding its advantages and disadvantages or in another word, impacts, is important to prevent failure. As noted by Pearce (1991) tourism management is made easier when we have good information and a good understanding of what we have to manage and the most fundamental community tourism management is to manage the impacts tourism has on the local community.

Undoubtedly, the positive aspects of CBT emphasise “community” issues. As Hatton (2002) has stated, a characteristic of CBT is that it is “socially sustainable,” which means the tourism activities are developed and operated, for the most part, by local community members, and certainly with their consent and support. This is confirmed from the findings of the overall attitude in which the majority of respondents agreed with “community involvement,” “community initiative and control” and “community benefits” as positive characteristics. On the other hand, there is agreement concerning the negative aspects of CBT, where “inequity” and “social problems” are the clear negative issues from the responses. Thus, it is important to recognise that community-based planning does not automatically lead to either sustainable tourism development or even a reduction in the amount of conflict surrounding tourism development (Hall, 2003).

Aim 2: Agreement for the definitions of “community” and “development” within the community-based tourism development concept.

One definition provided in the survey, that which used an ecological approach to define “community” and included the components of “a group of people” and “specific

location,” was the most frequently chosen. It results in the “**community**” definition as a combination of the Ecological and Interactional approach from Burr’s categories, which could be extended as :

“A group of people living together, belonging and adapting to a specific topographical location, a process which is mainly the social interactions of individuals that produces distinctive community characteristics or share identities and interests.”

It could be concluded from the respondents’ responses that “place” or “specific boundary,” and “individuals interactions” in society are the two main criteria to define “community.” This view is supported by the discussion of Richin’s (1997) that it is a “collection of characteristics of people” who live within it or based on a common bond amongst its people.

The definition of “**development**” is more distinctive than “community.” The majority of respondents (70.8%) agreed with the definition of development as a “progressive transformation of economy and society” which is:

“A process which enables human beings to realise their potential, build self confidence, and lead lives of dignity and fulfilment. It is a movement away from political, economic and social oppression.”

The finding agrees with Jafari’s explanation of community development towards tourism that:

it is a process of economic and social progress based on local initiatives. Tourism development can result in community problems, but its planning and development can potentially contribute by fostering awareness of issues and opportunities, empowering citizens to make decisions, training residents for leadership positions, providing more and better community facilities and services, and facilitating stronger local institutions and feelings of interdependence. (2000, p. 96)

In clarifying the CBT concept, this study explored the overall concept from the professionals' perspectives. It still needs to be explored from the perspective of the main stakeholders involved in the following chapters.

On the subject of management, the results revealed that professionals mostly agreed that "grass root" management was a characteristic of CBT (mean = 2.59, 66.4 %). Also, "shared management" was important (mean = 2.53, 60.2 %) Vereczi (2001) portrayed shared management as "the coordination of planning and management" at different levels, and stated further that it is essential for tourism planning. He explained that it is ideally a bottom-up and top-down approach at the same time and it requires institutional, administrative and financial infrastructure to be developed and operated at all levels.

In the context of benefits based on sustainable principles, eighty-two (mean = 2.69, 72.6 %) out of 107 respondents agreed that the greatest benefit from CBT was "local participation in decision making." This was also considered the most important "nature of community based tourism" component presented in the conference by Mandke and Jamieson (2001). Pearce (1991) observed that a basic argument of community tourism management is that if a community get a good personal share of the benefits of tourism as opposed to its costs, they will support the industry. Conversely, if they experience more personal costs, they will oppose future community tourism.

From the findings, "locals" are the group who should take "most" responsible for CBT development. This was also emphasised by Vereczi (2001) in the conference on CBT in Indonesia where the importance of planning, management, and regulation procedures at the "local level" was viewed as being increasingly recognised worldwide.

Aim 3 : Factors used in evaluating successful CBT

To manage CBT for successful development, clear goals should be set. General criteria gained from the respondents' experiences were:

- CBT should practically involve the broad community

- Benefits gained from CBT should be distributed equally to community
- Good/ careful management is significant
- Should have strong partnership and support from within and outside a community
- Uniqueness of the place should be considered to sustain the destination
- Environmental conservation should not be neglected

“Local involvement and support” was the most stated criteria. To develop and manage CBT, broad local involvement was considered important, with less or no outside interference.

Aim 4: Expectations for future CBT development

In conclusion, for a destination plan to develop or redevelop CBT in the future, the first steps suggested from the findings in order of frequency of reporting by the professionals were :

- Consult and gain support from the community
- Find the key stakeholders/leadership
- Create clear plan or project
- Advise and find consensus among key stakeholders
- Understand or research community capacity
- Encourage community awareness (negative and positive aspects of tourism)
- Provide education and training
- Set up community-based organisation(s)

Gaining support from the community is the most stated first step (52 cases). This kind of results is well supported in the literature (De Kadt, 1992; Harper, 1997; Vereczi, 2001; WTO, 1998a).

In conclusion, the practice of CBT as suggested by the findings concerning the professionals’ perspectives is not totally unrealistic for the developing countries. However, carefully planning to suit each community destination is a challenging process that requires several factors and key influence personnel.

The “community centred” emphasis of the community-based tourism concept is fundamental to these findings. The most stated characteristics were “local participation in decision making” and “local income generation and equitable distribution of wealth.” Furthermore, bottom-up management was the most frequently agreed upon concept from respondents about community-based tourism, although this was only about 6% more than from the shared management concept. The most frequently stated ‘first step’ recommended by respondents was to gain the support of and consult the community. Additionally, most respondents indicated “local involvement and support” as the main criteria to consider a destination as successful.

In summary this first study has explored the overall concept of community-based tourism from the professionals’ perspectives. The perspective of the main stakeholders involved in the process, as stated in “stakeholders theory” pioneered by Freeman (1984) awaits further analysis. This first study provides a background and basis for studies, 2 and 3, which will explore more in-depth perspectives from the main stakeholders experiences and expectations. In turn, this overview will provide suggestions for the better practice of future community-based tourism management derived from linking every stakeholder’s perspective.

Chapter 4 (Study 2)

Community-based tourism: the perspectives of three stakeholder groups

4.1 Introduction: The purpose of the chapter

4.2 Aims of the study: Clarification of the aims of the study which derive from three of the main objectives of the thesis.

4.3 Methodology: Questionnaire design, data collection and sample, and analytical techniques are the contents of this section.

4.4 The study results: Based on the aims of the study, the results and analysis of the questionnaire are revealed. The main findings presented include the overall attitude of the three main stakeholders towards community-based tourism; similarities and differences in the perspectives among the three groups; factors influencing the perspectives; and expectations for future community-based tourism development.

4.5 Discussion: The results are linked to existing literature.

4.1 Introduction

This Chapter is specifically concerned with the perspectives of three key stakeholder groups. The questionnaire for this study was based on the findings of the first study; the perspectives of professionals towards community-based tourism. The overall aim of this chapter is to gain a more in-depth understanding of the perspectives on community-based tourism held by decision makers, operators, and visitors. Community groups, a further stakeholder group, will be discussed in Chapter 5. The study reported in this chapter explored the attitudes towards community-based tourism held by each stakeholder group. A comparison among the groups addressed existing similarities and differences. Factors influencing their perspectives are explored as well as stakeholder expectations for community-based tourism development.

The results pertaining to the community-based tourism concept as well as the stakeholders' expectations could be important for implementing future community-based tourism development. Also, the present study will contribute to assessing the consensus among all stakeholders for the last study, "consensus for successful community-based tourism development".

4.2 Aims of the study

The general aims of the study derive from the main objectives 3 and 5 of the thesis, which are:

To investigate patterns in the perspectives on community-based tourism development held by key stakeholders; and

To identify the future possibilities for successful community-based tourism development.

The four aims of the study which are developed from these objectives are:

1. To understand the overall attitudes of the three main stakeholders towards community-based tourism
2. To explore expectations for future community-based tourism development among the three main stakeholders
3. To identify the factors which influence the stakeholder perspectives
4. To compare and contrast perspectives on community-based tourism development among the three groups

4.3 Methodology

A seven-page questionnaire was the instrument for this study. The questionnaire was divided into form A and form B. The difference between them was the order of the four scenarios in Section 1 of the questionnaire. This was to decrease the order effect. The techniques consisted of the assessment of scenarios, open-ended and close-ended questions, rating scales, value statements and rankings of importance of a set of first steps of CBT. Scenario planning is one of the most widespread futures methodologies in use. It is one of the Future Studies methodologies that aim to broaden and deepen perceptual filters so as to find new and relevant meaning in 'weak signals from the future' (Stewart, 2003). Stewart (2003) also stated that this method is the most widely known and applied approach to developing forward views in the strategic planning processes of government organisations, corporate bodies and community-based groups. Scenarios have been utilised only to a limited degree in tourism such as in predictions of future situations, in tourism planning, and as tool in exploratory research (Pearce, Moscardo & Ross, 1991).

There are some tourism studies that have applied this method to assess environmental and development conflicts. Pearce et al (1991) developed five future tourism development scenarios and response options to find the basis of the community's response to future tourism development. Richins (1997) provided a set of community tourism scenarios to gauge the types of communities with tourism development and to then understand the influence of local government in decision making. This present study employed scenario ranking to investigate CBT perspectives. Response scales in these kinds of studies also vary.

A mixture of open-ended and close-ended questions was applied to minimise the disadvantages and benefit from the advantages of both types. The advantages of open-ended question are freedom to respond and; the opportunity to probe little known areas; and they are useful for testing hypotheses about ideas or awareness. The advantages of closed questions are that they require little time; are low in cost; they are easy to process; they make group comparisons easy; and they are useful for testing specific hypotheses (Oppenheim, 1992). The rating scales or Likert-type scales are often used when an attitude or a personal impression sought is "subjective" rather than objective.

The present study will employ the rating method and also ranking appraisal. The technique of ranking is arranging in order, with regard to some common aspect. Ranking does not assess the differences between ranks because the rank interval is unknown and unlikely to be equal but it does tell us the sequence (Oppenheim, 1992). Oppenheim noted that ranking can be used projectively in a revealing way to tell us something about the respondent rather than about the objects being ranked. The ranking of value statements in this study follows this purpose; that is to find factors that influence stakeholders' perspectives.

In order to address the aims of the study, the questionnaire contained four sections:

Section 1 investigated the overall attitude and expectations of the three main stakeholders to "community-based tourism." This section was directed towards the first and the second aims of the study. Four different scenarios were provided. They included five related pictures for each scenario. Respondents were asked to read

through the scenarios and then rank them in order of their preference from the most preferred and best example of community-based tourism to the least preferred example. Each scenario and its illustration were on a single page.

In each scenario, there were eleven sentences in bullet point format describing the eleven factors but at varying levels. The factors were in the same order for respondents to evaluate. The eleven characteristics were adapted from Weaver's (2000) ideal types of mass tourism versus alternative tourism. The characteristics in the four scenarios were: the role of tourism, the control of tourism, the origins of tourists, the density of development, the character of attractions, seasonality, regulation emphasis, architecture and ownership, attraction emphasis, volume and mode, and regulation by amount (see the detail in Table 4.1). These characteristics were described in each scenario are varied based on the level of tourism development or destination possibilities suggested by D. Weaver (2000) (see figure 4.1).

Table 4.1: Idealised types, mass tourism and alternative tourism

Characteristic	Mass tourism	Alternative tourism
Markets		
Volume and Mode	High; package tours	Low; individual arrangement
Seasonality	Distinct high and low seasons	No distinct seasonality
Origins	A few dominant markets	No dominant markets
Attractions		
Emphasis	Highly commercialised	Moderately commercialised
Character	Generic, 'contrived'	Area specific, 'authentic'
Orientation	Tourists only or mainly	Tourists and locals
Accommodation		
Size	Large-scale	Small-scale
Density	High density	Low density
Architecture	'International' style	Vernacular style
Ownership	Non-local, large corporations	Local, small business
Economic status		
Role of tourism	Dominates local economy	Complements existing activity
Linkages	Mainly external	Mainly internal
Regulation		
Control	Non-local private sector	Local community
Amount	Minimal; to facilitate private sector	Extensive; to minimise local negative impacts
Emphasis	Economic growth, profits; sector-specific	Community stability and well-being; integrated, holistic

Source: Adapted from Weaver (2000)

Here are the examples of descriptions of characteristics in different scenarios. For the characteristic of 'role of tourism' and the 'control of tourism,' in

- Deliberate Alternative Tourism type scenario describes

"Tourism complements the existing community business and activities of this community and Tourism is controlled by residents for the entire tourism process"

- Sustainable Mass Tourism type scenario describes

"Tourism is the main income of this community and tourism is controlled by a private sector with community inputs in some management decisions"

- Circumstantial Alternative Tourism type scenario describes

"Tourism is an important business of this community and tourism is controlled by a few operators"

- Unsustainable Mass Tourism type of scenario describes
 “Tourism is the main business of this community and tourism is controlled by experienced private sector groups”

The next section is the details of the four scenarios being applied.

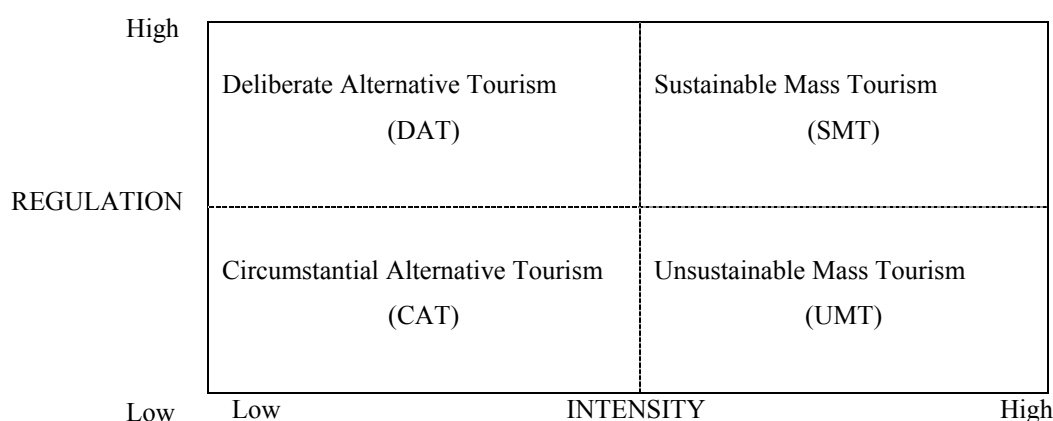


Figure 4.1. Destination possibilities /Source: Weaver (2000)

Weaver’s broad context model consists of four inclusive idealised tourism types, based on mainly the relationship between the level of tourism intensity or scale, and the amount of regulation associated with the tourism sector. Although it is recognised that these two variables are continuous in reality, the use of discrete categories is entirely appropriate for purposes of generalisation and discussion (Weaver, 2000). The four levels of tourism were: circumstantial alternative tourism (CAT or non-regulated small-scale tourism); deliberate alternative tourism (DAT or high regulated small-scale tourism); sustainable mass tourism (SMT or having acceptable carrying capacity and high intensity); and unsustainable mass tourism (UMT or exceeding carrying capacity and high intensity).

Weaver explained in detail that CAT destinations (as an idealised type) have the necessary alternative tourism characteristics but lack the appropriate regulatory environment that ensures a higher probability of continued adherence to the desired traits. This is similar to Butler’s “exploration” or “involvement” stages (Weaver, 2000). If those regulations are present, then a DAT destination can be identified. The other two mass tourism possibilities have the high intensities. Unsustainable Mass Tourism (UMT) is the outcome of continued development but in the absence of

restrictive regulation, exceeds existing environmental and socio-cultural carrying capacities or limits of acceptable change. Sustainable Mass Tourism (SMT) destinations are large-scale tourism that are maintained within those carrying capacities or limits. It is different from UMT if considering the characteristics in Table 4.1 because of a higher level of local control, and the encouragement of vernacular architecture. The mass tourism cases were included in the scenarios for respondents to rank because mass tourism can be conceived as a potentially desirable and sustainable option, while alternative tourism can be potentially unsustainable (Weaver, 2000).

Weaver also proposed seven possible bilateral scenarios involving the transition of the four possible destinations but he suggested that in a small-scale location (as in community-based destinations in this study), a single category may be sufficient while for a large country or a region, a multi-category approach may be appropriate. Therefore, the four scenarios of the questionnaire did not reveal the transition but focussed on the particular characteristics of each tourism level type. In order to avoid the judgemental bias, the four scenarios in this study were relabelled as: **Opportunistic Alternative Tourism (OAT), Planned Alternative Tourism (PAT), Controlled Mass Tourism (CMT), and Unrestricted Mass Tourism (UMT).**

Following the ranking task there was an open-ended question asking for the reason why respondents chose the first rank scenario. The next open-ended question asked them to provide from their own perspective and experience their criteria for considering a destination as exemplifying successful community-based tourism. The success principles for community-based tourism were derived from this question.

In this section, the closed question using the technique of “willingness to pay,” asked the respondents to choose the range of value in money (seven choices) they were willing to pay daily in the community-based tourism destination. This method originated from the work of economists for evaluating natural resources in the absence of price signals. It is known also as “contingent valuation” (CV). It reveals what people are willing to pay for non-market goods and services provided by the natural environment (Rodriguez, 2003). CV estimates of willingness to pay are important criteria in planning. Several of United Nations Environment Program

(UNEP) in different countries also implement this method for the environmental economics measurement (Pearce, Whittington, Georgiou, and Moran, 1998). In the last part of this section, the five-point rating scales were used to measure their degree of agreement on characteristics of community-based tourism. There were 15 negative and positive key phrases provided that were identified in Study 1 (refer Table 3.2 and 3.3), as well as some statements of community social representations of tourism from the research of Pearce, Moscardo and Ross (1991).

Section 2 explored the three main stakeholders' expectation towards community-based tourism characteristics. This section addressed the second aim of the study. The two main questions sought information on the management characteristics (two choices) and the main group who should take most responsible for community-based tourism development (seven choices). Close-ended questions were employed for this section.

Section 3 aimed to find the three main stakeholders' expectations for future community-based tourism development. This addressed aim two of the study. The technique of ranking the order of importance was implemented in this section. There were nine statements provided for the respondents to rank from the most important (1) to the least important (9). Specifically, they were asked to consider the first step they thought should be taken to develop community-based tourism. It was noted that this first step should be relevant to a community, which is just starting community-based tourism. The nine statements given originated from the professionals' perspectives in the first study.

The third aim of the study was to identify factors that influenced the three main stakeholders' perspectives. To further this aim, the respondents' values were explored using a ranking technique. Respondents ranked seven values that presented benefits of CBT to a community. The values assessed were based on Rescher (1977). The values were assessed indirectly by using benefits which can be seen as underlying or revealing values. It was based on the idea of classification of value by the nature of the benefit at issue. Rescher stated that value classification could be approached from many sides. He suggested six main principles for classifying values but in this study "values" sorted by "benefits at issue" is the most appropriate. In this concept, a value

is invariably bound up with a “benefit.” The notion of benefit is correlative with that of human wants, needs, desiderata, and interests (Rescher, 1977).

The values based on benefits to be studied could have included material and physical, economic, moral, social, political, aesthetic, religious, intellectual, professional, and sentimental. However, the survey in this study used seven out of ten values which were considered suitable for the content of community-based tourism. The seven categories of values were: material and physical (e.g. comfort, physical security); economic (economic security); moral (fairness, honesty); social (charitableness, courtesy); political (freedom, justice); aesthetic (beauty); and professional (professional recognition and success). This kind of work is in close agreement with the ranking of values outlined by Rokeach (1977b). For Rokeach, the nature of value systems is that

After a value is learned it becomes integrated somehow into an organised system of values wherein each value is ordered in priority with respect to other values. Such a relative conception of values enables us to define change as a reordering of priorities and to see the total value system as relatively stable overtime. It is stable enough to reflect the fact of sameness and continuity of a unique personality socialised within a given culture and society. (p. 229)

In the questionnaire, the seven values were implied in the seven benefit statements about CBT to a community. The statements were designed based on examples given in Rescher’s categories of values.

Section 4 consisted of the demographic questions asking the respondents to identify their own position as being a “decision-maker,” “operator,” or “visitor.” Other information gained from respondents were their age, gender, country, current position and length in their position. The demographic information was collected to assist aim three of the study, which was to identify the factors influencing respondents’ perspectives.

The findings from every section in the questionnaire from each group will be compared and contrasted to meet the last aim of the study.

4.3.1 Data Collection and Sample

The data for this Study 2 were collected at the same period as that for Study 3, that is from July 2003 to October 2003. However, the data from the three stakeholders in this sample were collected from suitable organisations (for the group of decision makers and operators) and destinations (for the visitor group) within the countries studied (Thailand, Indonesia and Malaysia). These data collection procedures and source were necessary to collect sufficient responses for the data analysis.

To gain a suitable sample of decision makers and operators, the international conferences related to the topic of with community tourism in 2003 were reviewed. One was selected from using the criteria of an appropriate time frame, location and expense for the researcher to access delegates. The APECO or Asia Pacific Eco Tourism Conference (22-26 October 2003) in Langkawi, Malaysia was the specific meeting attended.

The group of operators and decision makers distributed at destinations of the countries and at the APECO conference were given at least one day of answering to the questionnaire. For the visitor group, they were given at least three hours due to the time limitation; fortunately they normally stayed at the destinations at least half day. This can provide enough time for them to evaluate the questions in the questionnaire carefully.

The justification for choosing Thailand, Indonesia and Malaysia as destinations for data collection was because they are the countries included in the United Nations Developmental Programme of medium level developing countries. They are also well known as tourist destinations and their tourism is growing rapidly especially for community tourism and ecotourism (Dowling, 2000). Thailand was successful in promoting and performing its culture in the “Amazing Thailand” campaign in 1998 and 1999. Now the country is being marketed as three distinct destination regions: mountains in the north, culture in the centre, and beaches in the south (Smith, 1996 cited in Dowling, 2000). It is postulated that Indonesia brought eco-awareness to Southeast Asian region with the 1991 PATA conference hosted in Bali. Malaysia is also progressively marketing ecotourism and included it in the seventh Malaysian

Plan (Dowling, 2000). Additionally, they are relatively closely located in the same continent and the researcher could thus study the settings using networks and at a relatively manageable cost.

Also, these three countries are placed in the medium level of developing countries categorised by UNDP (2001). Therefore, they can be representatives to cover the scope of the developing countries in this category including countries in Africa and South-Central American continent. The examples of these countries were described by the professionals about the possible successful CBT destinations in Chapter 3.

The definitions and criteria for selecting the three kinds of participants were as follows:

The decision maker group in this study was based on the criteria set out by WTO (1998a). Decision makers refers to those whose roles in tourism development include policy planning and research; providing basic infrastructure; developing some tourist attractions; setting and administering land use and environmental protection regulations; setting standards for encouraging education and training for tourism; maintaining public safety and health; and some marketing functions. Therefore, the decision makers in this study includes local government, national government, NGOs, and academic professionals.

Operator (or private sector personnel) in this study were also defined according to the criteria explained by WTO (1998a). Their roles include responsibility for developing accommodation, tour and travel operations and other commercial tourism enterprises including related on-site infrastructure. At times operators may also have self-regulatory functions in maintaining industry quality standards through private sector tourism associations. Goeldner et al. (2000) categorised this group into three sectors, transportation, accommodation and attraction sectors.

The definitions of visitors in this study was adapted from Country Victoria Tourism Council (CVTC, 1997) and Encyclopedia of tourism (Jafari, 2000) as “people who decide to travel away from home for purposes other than employment or schooling” in the destinations related to community tourism. It was important to include domestic

visitors not just international visitors in this category. WTO definitions are usually confined to international visitors so alternative definitional sources were employed.

Details of the survey distribution to each group were as follows:

Decision maker: A total of 103 questionnaires were distributed, 20 to The Tourism Authority of Thailand; 10 to Koh Pratong's District Administrative Committee, Pang-Nga province, Thailand; 15 to PPLH Seloliman (Environmental Education Centre, the non-government organisation who manage the village of Seloliman, Trawas Indonesia); 8 to Desa Wirun Village Administrative Office, Solo, Indonesia; and 50 to APECO conference participants.

The returned response received from this group was 41 questionnaires:

11 from The Tourism Authority of Thailand;

1 from Koh Pratong's District Administrative Committee;

7 from PPLH, Seloliman;

5 from Desa Wirun Village Administrative Office; and

17 from APECO conference participants.

The overall response rate was 39.80%

Operator: The questionnaires were mainly distributed to tour operators that focus their tours on community and eco-tourism. There were also some hotel and resort operators.

One hundred were distributed to tourism business operators in Petchaburi province, Thailand; 60 to the operators in Pang-Nga province, Thailand; 50 to APECO conference participants. Therefore, a total of 210 questionnaire were distributed.

The returned response received from this group were 89 questionnaires:

77 from the operators in Petchaburi province;

7 from the operators in Pang-Nga province; and

5 from the APECO conference participants.

The overall response rate was 42.38%

Visitor: The researcher expected to collect the data from the visitor group within each community studied (Study 3), unfortunately, the number of visitors was not sufficient because it was not during the high season and the destinations being studied

have not yet being recognised widely. Thus, the researcher collected additional data with research assistants from other tourist destinations, which were relevant to community or eco-tourism destinations. A total of 120 questionnaires were distributed. Ten questionnaires were distributed to visitors of Koh Yao Noi (Yao Noi Island), Pang-Nga province, Thailand; 55 to Ban Pong Eco-Tourism Village, Chiang Mai, Thailand; 55 Bromo-Tengger-Semeru National Park, East Java, Indonesia were distributed altogether.

A total of 95 questionnaires were returned from this group:

8 from Koh Yao Noi (Yao Noi Island), Pang-Nga and Pang-Nga Province;

46 from Ban Pong Eco-Tourism Village;

41 from Bromo-Tenggo National Park;

The overall response rate for the visitor group was 79.17%

The following Table 4.2 shows the information concerning the respondents' profile for each individual group.

Table 4.2 Respondent Profile

Profile	Decision Maker	Operator	Visitor
Sex			
Male	22 (61.1%)	37 (43.5%)	40 (47.6%)
Female	14 (38.9%)	48 (56.5%)	44 (52.4%)
Age			
Mean	37.0	34.06	26.2
SD	7.76	8.72	10.08
Minimum	24.0	22.0	15.0
Maximum	62.0	68.0	57.0
Types of careers described by respondents	<ul style="list-style-type: none"> -Government organisation officer/ state enterprise -Tourism promotion officer -Private organisation -Village officer -Community organiser -Group managing director -Environmental officer/ consultant -Deputy secretary general -Marketing -Freelance architect -Project officer -Trainer -Professor -Farmer -Non-government organisation -Part time job 	<ul style="list-style-type: none"> -Director -Assistant secretary -Souvenir shop -Tour company -Tourist guide -Marketing manager -Business -Accountant -Hotel general manager/ manager -Hotel staff -Hotel Front desk -Food and beverage staff -Private company officer/ employee -Engineer -Employee in multinational company -Service employee -Seller -Public/ Guest relation -Teacher 	<ul style="list-style-type: none"> -Employee -Private employee -Executive secretary -Student -Businessman -Merchant -Distributor -Lecturer/ Teacher -Accounting -Librarian -NGO administrator -Government officer
Time in career (year)			
Mean	6.9	5.87	9.85
SD	4.98	4.79	9.65
Minimum	1.0	1.0	1.0
Maximum	22.0	25.0	30.0

4.4 Study results

The results of this study will be presented in this section according to the aims of the study. The nature of data in the findings was both qualitative and quantitative. The coding of the themes and frequently mentioned points was the main qualitative analysis. A one way analysis of variance (ANOVA) and post hoc Scheffe analysis were the main statistical technique used in this study.

4.4.1 Aim 1: To understand the overall attitude of the three main stakeholders towards community-based tourism. Results here were gained from Section 1 of the questionnaire asking the respondents to rank the four different scenarios of community-based tourism management as well as from the open-ended question which was provided for respondents to justify their rankings. Five-point scales were used to measure the degree of agreement on both positive and negative statements about community-based tourism.

Section 1 of the questionnaire concerned with scenarios reading. The four scenarios based on the criteria of Weaver (2000) were provided for the respondents to rank them in their preference order. The open-ended question was then asked to clarify why the first ranked scenario was judged as the best community-based tourism destination. The following Table 4.3 showed the means from each group ranking and the means from every group. ANOVA analysis was used to find statistically significant difference between the means of the various groups at the 5% significance level.

Table 4.3: Mean Ranking of the four scenarios (Section 1 of the questionnaire)

	Decision Maker (N= 41)	Operator (N=89)	Visitor (N=95)	Three groups	F value	p value
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)		
Scenario 1: non-regulated small scale (OAT)	2.63 (0.91)	2.51 (1.10)	2.49 (1.20)	2.52 (1.11)	0.23	0.797
Scenario 2: exceeding carrying capacity and high intensity (UMT)	3.43 ^a (0.77)	2.84 ^b (0.96)	2.75 ^b (0.97)	2.90 (0.95)	7.43	0.001*
Scenario 3: high-regulated small scale (PAT)	1.33 ^a (0.70)	2.48 ^b (1.17)	2.28 ^b (1.10)	2.19 (1.14)	16.02	0.000*
Scenario 4: have carrying capacity and high intensity (CMT)	2.58 (0.95)	2.11 (1.14)	2.45 (1.20)	2.34 (1.14)	3.00	0.052

OAT = Opportunistic Alternative Tourism/ UMT = Unrestricted Mass Tourism/

PAT= Planned Alternative tourism/ CMT = Controlled Mass Tourism

A rank of 1 = the best community-based tourism of the four scenarios

* = There is a statistically significant difference between the means of the various groups at the 0.05 level.

Means with each individual different superscripted letter are significantly different at the 0.05 level.

When comparing the mean scores in Table 4.3, a lower mean implies the better or preferred rank. The decision maker group mostly preferred Scenario 3 (Planned Alternative Tourism) as shown in the mean of 1.33 whereas the operator group mostly preferred Scenario 4 (Controlled Mass Tourism). For the operators, the lowest mean (2.11) was not far different from their second (2.48) and third (2.51) rank. The visitor group also chose Scenario 3 as the first rank (2.28) but the preference was not as clearly differentiated as it was for the decision maker group because their second rank scenario, Controlled Mass Tourism, received 2.45 mean score.

Considering every group's ranking, Scenario 3 was ranked as the best community-based destination. In other words the Planned Alternative Tourism form of management was, overall, the most preferred form for community-based tourism. However, the Controlled Mass Tourism or Scenario 4 was chosen as the second best form of community tourism.

ANOVA analysis was used to find the statistically significant difference among the three groups. If the p value is less than 0.05, there is a statistically significant difference between the means of the groups at the 5% significance level. The mean scores of Scenario 2 (Unrestricted Mass Tourism) and Scenario 3 (Planned Alternative Tourism) were significant at 0.001 and 0.000 respectively. The post hoc Scheffe test was used as a tool to find the detail in the differences for each group. The means showed the differences in both Scenario 2 and 3. The Schffe test indicated that the decision makers are different from the operators and the visitors in both scenarios.

The open-ended question following the scenario ranking asked the respondents to state their reasons for choosing the first rank scenario as the best community-based tourism. The themes were coded based on Weaver's (2000) tourism characteristics. Characteristics that do not fit into the original criteria were coded as new themes.

Table 4.4: Reasons for “Best CBT” from the three stakeholders

Characteristic	Decision Maker N= 41	Operator N=89	Visitor N=95
Markets Volume and Mode	<ul style="list-style-type: none"> Quality not quantity (1) Attract many tourists (1) 		
Seasonality/ origins	<ul style="list-style-type: none"> No high or low season (2) 	<ul style="list-style-type: none"> No high or low season (6) Tourists are variety and consistent number (8) 	<ul style="list-style-type: none"> Tourist number is consistent , high volume but under control (7)
Attractions Emphasis	<ul style="list-style-type: none"> Advertisement is not necessary (1) 	<ul style="list-style-type: none"> Good promotion (8) Low level of advertisement (4) Attractions are beach, seafood, etc (1) 	<ul style="list-style-type: none"> High level of advertisement (3)
Character	<ul style="list-style-type: none"> Not being manipulated (authentic) (5) Culture and tradition is maintained (5) 	<ul style="list-style-type: none"> Culture and tradition is maintained/ inherit to new generation (11) Tourism product is community life style and resources (13) 	<ul style="list-style-type: none"> Community culture must be valued (9) Attractions are local culture (13)
Orientation	<ul style="list-style-type: none"> Selected/ Limited tourists and interact with locals (5) 	<ul style="list-style-type: none"> Adjust to tourist demand (6) Tourist experience original things (13) 	<ul style="list-style-type: none"> Adjust to tourist demand (7) Tourism is in local area (1)
Accommodation Architecture/ Ownership	<ul style="list-style-type: none"> Should not be locals' houses but can be in same area (1) Tourist stay in local houses (1) 	<ul style="list-style-type: none"> Local houses, local style and same area (7) Have variety of accommodation choice and facilities (2) 	<ul style="list-style-type: none"> Cultural style (1)
Economic status Role of tourism	<ul style="list-style-type: none"> Tourism complements existing / long term tourism (2) Tourism is the main income (1) 	<ul style="list-style-type: none"> Community is self-sufficient (12) Tourism is the main income (12) 	<ul style="list-style-type: none"> Community do not depend on tourism (4) Local be trained as guide (2) Tourism is the main income (4)
Regulation Control	<ul style="list-style-type: none"> Manage/Involve/Control by community (22) Domestic social transparent (1) Partnership/ win-win situation (3) 	<ul style="list-style-type: none"> Administrate/ Control/ Manage/Cooperate by community (14) Partnership/ benefit to all (20) Manage/ Control by experts/ government (11) Community love their community (1) 	<ul style="list-style-type: none"> Manage /Involve / Control/ Input by local (19) Partnership and all gain benefit (14) Better if manage by private sector (9)
Amount	<ul style="list-style-type: none"> Local ecosystem is maintained (4) 	<ul style="list-style-type: none"> Conservation of resources (9) 	<ul style="list-style-type: none"> Environmental benefit (6)
Emphasis	<ul style="list-style-type: none"> Community benefit (income, job, life quality) (18) 	<ul style="list-style-type: none"> Community benefit (income, job, life quality) (29) 	<ul style="list-style-type: none"> Community benefit (income, job, economy, facilities) (38)
Management Strategies	<ul style="list-style-type: none"> Slowly manage (1) Good management system (limit number of tourists, capacity, zoning) (6) Get government and private advise and support (2) Right ingredient (1) 	<ul style="list-style-type: none"> Good management system (limit number of tourists, practical principles, slowly developed, clear plan, zoning, restricted rules) (18) Government support (4) 	<ul style="list-style-type: none"> Government facilitate private and locals (6) Good planning, management and limit tourist number (3)
Other description		<ul style="list-style-type: none"> CBT is not the best kind of tourism development (1) 	

(N) = case (s) stated by the respondents

The best characteristics of community-based tourism destination stated by each group of stakeholders display some similarities and some differences. Within the group, there are some contrasting of characteristics. In the markets theme, only the decision maker group stated the criteria of volume and mode. One respondent suggested to have limit number of tourists while another respondent preferred to have many tourists. All the three groups' answers consider seasonality and the origin of tourist criteria. They all suggested that best CBT should not have a high or low season. The operator and visitor groups stated in more detail that tourists sourced from many places and demand should be consistent. The visitor group preferred high volume of tourist but should be under control while the operator group preferred a lesser volume of tourist.

In relation to the attractions of best CBT, the decision maker did not see promotion as important as much as the other two groups. Three cases from visitors supported high level of advertisement both locally and internationally. Eight cases from operators agreed with the good and high level of promotion whereas four thought lower level is better. All the three stakeholders clearly emphasised the authentic character of attractions. Culture, tradition and local life style should be the main CBT attractions and should be maintained. Only the decision maker group stressed about having limited number of tourist and having interaction between tourist and local in the topic of orientation of attractions (tourist only or tourist and locals). The other two groups recommended an emphasis on tourists' demand. The decision maker suggested both to have local houses and non-local houses as the best accommodation style for CBT. Operator group agreed with having local houses as accommodation but also suggested to have more choices and facilities. The visitor group stated in general to have accommodation in cultural style.

Each group of stakeholders had similar conflict in responses within their own group about role of tourism in economic status. Some respondents viewed that best CBT should have tourism as complement existing and supplement income and community should be self-sufficient. Another perspective was that best CBT should have tourism as community main income. However, this was strong consensus for this view within the operator group. It was prominent in the regulation theme that the "control" of CBT should be best to the community or at least involve the community. This suggestion

was commonly stated for every group. Partnership of every stakeholder in the tourism control also stated especially in the operator and visitor groups. There were some respondents in the operator and visitor groups who preferred to have tourism controlled and managed by tourism professionals. The three groups all agreed that for the issue of regulation (advancing the private sector and minimising impacts) that the environmental ecosystem should be conserved. All the three groups highly stated about community benefits with illustration such as income, job, life quality, place improvement in the emphasis of regulation theme. There was also a theme of general management strategies from the respondents' answers. Every group suggested "good management and planning" was the criteria they considered to be best for CBT. The role of government and private support was also acknowledged. The decision maker and operator groups clarified good management systems such as limiting the number of tourists, concerning community capacity, and emphasising zoning approaches. There was one operator who commented, "CBT is not the best kind of tourism development." This comment was coded as other description of CBT.

The next overall attitude measurement from the three groups was their positive and negative attitude towards community-based tourism. Fifteen statements were given for them to state their degree of agreement from the five-point Likert type scales (1= Strongly agree, 2 = Agree, 3 = Undecided, 4 = Disagree, 5 = Strongly Disagree). The statements were created based on the negative and positive themes given by the professionals in the Study 1. There were eight positive and seven negative statements.

Table 4.5: Agreement on statements concerning CBT (Section 1 of the questionnaire)

	Decision Maker (41)	Operator (89)	Visitor (95)	F value	p value
	Mean (SD)	Mean (SD)	Mean (SD)		
CBT will bring more money to the community (+)	1.72 (0.73)	1.56 (0.66)	1.56 (0.70)	0.90	0.408
If under community control, CBT will be okay (+)	1.71 ^a (0.57)	1.77 ^a (0.70)	2.20 ^b (0.95)	8.42	0.000*
CBT generate sustainability (+)	2.05 (1.00)	2.14 (1.00)	1.93 (0.92)	1.08	0.341
CBT provides chances for community involvement (+)	1.68 (0.70)	1.69 (0.54)	1.63 (0.76)	0.19	0.825
CBT encourages multiple cooperation (+)	1.80 (0.64)	1.70 (0.65)	1.68 (0.72)	0.52	0.596
CBT is a good concept (+)	1.66 (0.85)	1.78 (0.73)	1.68 (0.63)	0.59	0.554
CBT is the exchange of cultures (+)	2.13 (0.89)	1.99 (0.88)	1.99 (0.88)	0.39	0.678
CBT provides high quality service/product (+)	2.49 (1.02)	2.70 (1.02)	2.48 (0.95)	1.20	0.303
CBT destroys community identities (-)	3.66 (1.07)	3.41 (1.10)	3.56 (1.10)	0.78	0.460
CBT makes community life difficult (-)	3.68 (1.19)	3.43 (0.84)	3.76 (1.01)	2.69	0.070
CBT is environmental destroyer (-)	3.70 (1.07)	3.24 (1.10)	3.63 (0.97)	4.06	0.019*
CBT is just for the rich (-)	4.23 (0.80)	3.83 (1.00)	3.98 (0.97)	2.60	0.076
CBT has practical problems (-)	2.50 (1.09)	2.76 (0.98)	2.92 (1.04)	2.41	0.092
CBT is unrealistic (-)	3.64 (1.06)	3.46 (1.00)	3.45 (0.99)	0.56	0.575
CBT has its limitation (-)	2.27 ^a (1.07)	2.39 ^a (0.94)	2.76 ^b (1.00)	4.66	0.010*

1= Strongly agree, 2 = Agree, 3 = Undecided, 4 = Disagree, 5 = Strongly Disagree

* = There is a statistically significant difference between the means of the various groups at the 0.05 level.

Means with each individual different superscripted letter are significantly different at the 0.05 level.

(+) = positive statement / (-) = negative statement

In Table 4.5, the positive statements generally gained lower mean scores than the negative statements. Focussing on each group, the decision maker group strongly agree that “CBT is a good concept” (1.66), “CBT provides chances for community involvement” (1.68), and “If under community control, CBT will be okay” (1.71) respectively. It is noteworthy that the operator group and the visitor group strongly

agree with the same first three positive statements: “CBT will bring more money to the community” (1.56, 1.56), “CBT provides chance for community involvement” (1.69, 1.63), and “CBT encourages multiple cooperation” (1.70, 1.68). All groups give the mean near two (or agree only with) “CBT generate sustainability” and “CBT is the exchange of cultures.” The positive statement that received the highest mean score or between the range of two to three (agree to undecided) in every group was “CBT provides high quality service and product.”

In the negative statements, the relevant answers from all the three groups are distinctive. Every group scores between the two to three range for “CBT has limitation” and “CBT has practical problems.” This means they either mildly agree or are undecided about these two negative aspects of CBT. On the other hand, all three groups strongly disagree with “CBT is just for the rich.”

Three statements were significantly different when ANOVA testing was applied to the data. The statements were one positive, “if under community control, CBT will be okay” ($p = 0.000$) and two negative, “CBT is environmental destroyer” ($p = 0.019$) and “CBT has limitations” ($p = 0.010$). The post hoc Scheffe test revealed that the statements, “if under community control, CBT will be okay” and “CBT has its limitations” differed between decision makers and operators versus visitors. The sentence “CBT is environmental destroyer” was not reliably different according to the Scheffe test. It can be noted that the Scheffe test occasionally produces non significant post-hoc comparisons when multiple groups to be compared because of the stringent nature of the test. It considers the full range of possible comparisons and adjusts for the number of comparisons being made. In this analysis the reported ANOVA result for CBT is an environment destroyer thus can be considered to be a marginal result and not worth further consideration in terms of group differences.

4.4.2 Aim 2: To explore expectations for future community-based tourism development of the three main stakeholders. The questions from Section 1, 2 and 3 of the questionnaire answer this aim. The open-ended question in Section 1 asked respondent to state from their perspective the successful CBT criteria and the alternative choices were given for them to value CBT in money they were willing to pay. The questions in Section 2 used the technique of alternative choices. Section 3 asked the respondents to rank from nine strategies the most to the least important first step which should be taken to develop CBT in a community.

An open-ended question was provided to explore respondents criteria for successful CBT. All the answers coded using six main themes. There are sub themes within the main themes. The respondent's answer that was relevant to each sub themes was counted as one case and the total cases are reported in Table 4.6.

Table 4.6: Themes describing successful community-based tourism for the three stakeholder groups

Themes	Decision Maker N=41	Operator N=89	Visitor N=95
1) Community benefits			
1.1 Maintain their original way of life/culture	8 ¹	33	12
1.2 Additional income/tourism is not the main business	4	2	1
1.3 Distribution of income/ job/ better life quality/place improvement	13	20	19
1.4 Provide education program/ awareness/ skills	2	12	1
1.5 Tourism is main income		2	1
1.6 Conservation of environment and resources	6	10	7
2) Tourism product (attractions)			
2.1 Present traditional authentic arts/ culture/ historical aspects/ daily routine of community	4		7
2.2 Provide basic infrastructure	1		
2.3 Expense and service should not be too expensive		2	6
3) Management			
3.1 Should be based on sustainable development	3	6	7
3.2 Should have standard regulations	4		
3.3 Should have strong community leader with vision	1	2	
3.4 Support by government/ professionals/ operators	2	13	15
3.5 Get community involvement in areas such as management, control, input, support of tourism planning process	19	19	16
3.6 Originates from community readiness and capacity	5		
3.7 Integrated cooperation (government, operators, and community)	7	8	8
3.8 Control and take care by tourism experts		2	
4) Tourist			
4.1 Target the right group of tourist	1	6	
4.2 Tourists are under restricted rules		1	9
4.3 Impress tourists and emphasise their benefits (cleanliness, safety, good service, transportation, etc.)		19	12
4.4 Friendly community and exchange of culture, not taking advantage of the tourist		13	21
4.5 Not very crowded			1
5) Marketing			
5.1 Not emphasise too much marketing	1		
5.2 More advertisement and promotion (nationally and internationally)	1	10	7
6) Obstacles to success			
6.1 Lack of community strength and people are selfish/ Interfered by other organisation	1		
6.2 Lack of clear objectives	1		

¹Multiple responses are possible in thesis thematic coding

The six main themes were: community benefits, tourism product and attractions, tourism management, tourist, marketing, and obstacles of success. In the community benefits theme, all three stakeholders reported the benefits of income distribution, job creation, better life quality and place improvement. They also offered the view that if a community can maintain its original way of life and culture, it will be successful. This was mostly stated by the operator group (33 cases). Providing education, awareness, and skills was another benefit stated particularly by the operator group. The tourist related income to the community was considered as successful both as additional and main income. This is one of the contrasts within the themes that will be explored more in the Table 4.7.

Tourism product or attractions themes were not stated as frequently as the first theme. Mostly the visitor group emphasised this theme. To be considered as successful CBT, a destination should present authentic ways of life and culture. Additionally, providing basic infrastructure and not at high cost were mentioned. For management theme, the most frequently suggested sub theme was to get community involvement. Support from other sectors to the community was also considered as important especially for the operator and visitor groups. Integrated cooperation was stated equally by every group. The decision maker and operator groups suggested the importance of having a strong community leader. Only the decision makers suggested standard regulations and only the operator group preferred to have CBT control by tourism experts.

The operator and the visitor groups were the groups who mostly stated the theme labelled the tourist. The most frequently stated sub themes were to impress the tourist, and the community should be prepared to welcome tourists with friendliness and exchanging of culture. In the marketing theme, respondents gave the opinion that the successful CBT should have medium to high level of advertisement and promotion. Only one decision maker provided the opposite opinion. A decision maker provided the last theme; obstacles to CBT success. The obstacles were the lack of community strength caused by selfishness and organisation interference and the lack of clear objectives.

As the results in Table 4.6, there are some sub-themes that are contrasted. Table 4.7 therefore summarises the opposed perspectives about criteria for successful CBT from the respondents. The four themes that have opposite poles are: community benefit, management, tourist, and marketing.

Table 4.7: Criteria contrasts in viewing successful CBT

Tourism should provide additional income not as the main business	←	Community benefit	→	Tourism is community main income
Community control	←	Management	→	Expert control
Tourist are under restricted community rules (pro-community)	←	Tourist	→	Impress tourist and emphasise their benefit (pro-tourist)
Low promotion and marketing	←	Marketing	→	High promotion and marketing

The technique of “willingness to pay” was used to measure stakeholders’ expectation in money value (Australian Dollars). The question asks was how much respondents were willing to pay per day within a CBT destination. The results are provided in Table 4.8.

Table 4.8: Willingness to pay for a CBT destination (Section 1 of the questionnaire)

	Decision Maker (N=41)		Operator (N=89)		Visitor (N=95)		Three groups (N=225)	
		% (n)		% (n)		% (n)		% (n)
Most frequent answer	\$20-50	48.7 (19)	\$20-50	51.7 (45)	\$20-50	41.1 (37)	\$20-\$50	46.8 (101)
Second most frequent answer	Less than \$20	30.8 (12)	\$50-100	20.7 (18)	Less than \$20	34.4 (31)	Less than \$20	25.0 (54)
Third most frequent answer	\$50-100	12.8 (5)	Less than \$20	12.6 (11)	\$50-100	14.4 (13)	\$50-100	16.7 (36)
Fourth most frequent answer	\$100-200	5.1 (2)	\$100-200	9.2 (8)	\$100-200	3.3 (3)	\$100-\$200	6.0 (13)
Fifth most frequent answer	\$200-300	2.6 (1)	\$200-300	3.4 (3)	\$200-300	3.3 (3)	\$200-300	3.2 (7)
Sixth most frequent answer	-	-	\$300-500	2.3 (2)	\$300-500	2.2 (2)	\$300-500	1.9 (4)
Seventh most frequent answer	-	-	-	-	More than \$500	1.1 (1)	More than \$500	1 (0.5)

The seven choices were provided for the respondents. The range was from less than \$20 to more than \$500. The data revealed that the three groups were willing to pay between \$20 to 50 in CBT for one day because this range was the most frequent answer from every group. However, the second and third most frequent answers were different among the groups. Both decision maker and visitor groups gave “less than \$20” as the second preference and “\$50-100” as the third but the operator group selected “\$50-100” as a second preference and “less than \$20” as a third preference.

Section 2 of the questionnaire consisted of two questions asking the respondents to choose the best approach to manage CBT and the most responsible actor in CBT management. The answers from the three groups are illustrated in Table 4.9 and 4.10.

Table 4.9: Management characteristics which describe CBT (Section 2 of the questionnaire)

	Decision Maker (N=41)	Operator (N=89)	Visitor (N=95)	Three groups (N=225)
	% (n)	% (n)	% (n)	% (n)
Bottom-up or grass-roots control of the activity	32.4 (12)	25.3 (20)	12.8 (11)	21.3 (43)
Shared management authority and responsibility among all stakeholders	67.6 (25)	74.7 (59)	87.2 (75)	78.7 (159)

It is clear from the high percentage of responses that every group identified “shared management authority” as the best form of CBT management. The bottom-up or grass-roots or community control option received a much lower percentage. This implies that although community-based tourism emphasises the importance of community the form of shared management or responsibility among all stakeholders was still considered the most desirable by every stakeholder group.

Table 4.10: Actor who should take the most responsible for CBT (Section 2 of the questionnaire)

	Decision Maker (N=41)	Operator (N=89)	Visitor (N=95)	Three groups (N=225)
	% (n)	% (n)	% (n)	% (n)
Local communities	80 (28)	45.5 (40)	54.0 (47)	54.8 (115)
Local enterprises	2.9 (1)	3.4 (3)	1.1 (1)	2.4 (5)
Local government	8.6 (3)	29.5 (26)	20.7 (18)	22.4 (47)
Tour operators/ tourism business	-	4.5 (4)	4.6 (4)	3.8 (8)
Non government organisations	2.9 (1)	5.7 (5)	2.3 (2)	3.8 (8)
National government	5.7 (2)	11.4 (10)	10.3 (9)	10.0 (21)
Tourists	-	-	6.9 (6)	2.9 (6)

When asking about which actor should take the most responsibility for CBT management, as expected, the “local communities” choice is given the highest preference by every group but it is the clearest for the decision maker group. “Local government” was identified as the second most important actor. It is chosen more frequently by the operator and visitor groups. The third most important actor in CBT from all the three group was “national government.” It is noticeable that none of the responses from decision maker and operator indicated “tourists” as the most important actor who should be responsible for CBT but 6.9% (6 visitors) from visitor group chose this item.

Data pertaining to the first step which should be taken to develop CBT are presented in Table 4.11. There were nine strategies provided for respondents to rank. The nine strategies were the first steps recommended by the professionals in Study 1 of the thesis.

Table 4.11: Ranking of the first step taken to develop CBT (Section 3 of the questionnaire)

First Step for CBT	Decision Maker	Operator	Visitor	F value	p value
	Mean (SD)	Mean (SD)	Mean (SD)		
Make community aware of costs and benefits of tourism	4.05 (2.54)	4.75 (2.43)	4.31 (2.41)	1.32	0.269
Understand what resources the community can offer	4.05 (2.50)	4.56 (2.74)	4.20 (2.61)	0.67	0.511
Get community input and support in tourism development	4.20 (2.17)	5.08 (2.36)	4.43 (2.23)	2.75	0.066
Form organisational structure	4.45 (2.45)	4.44 (2.40)	5.09 (2.56)	1.80	0.168
Get all people involve to work together	4.80 (2.64)	4.43 (2.30)	4.77 (2.54)	0.54	0.585
Identify key leader to do the work	5.10 ^a (2.38)	3.87 ^b (2.36)	5.54 ^a (2.33)	11.50	0.000*
Develop education and training program for community	6.30 ^{ab} (2.49)	7.27 ^a (2.05)	5.77 ^b (2.63)	8.78	0.000*
Develop a tourism plan with clear goals and objectives	5.43 ^a (2.27)	4.10 ^b (2.17)	4.49 ^{ab} (2.56)	4.31	0.015*
Get the leading institutions and expert assistance to local people	6.63 (2.56)	6.45 (2.42)	6.29 (2.57)	0.25	0.776

A rank of 1 = the most important of the list.

*= There is a statistically significant difference between the means of the various groups at the 0.05 level.

Means with each individual different superscripted letter are significantly different at the 0.05 level.

From all the nine first steps both the decision maker group (4.05) and the visitor group (4.20) ranked “understand what resources the community can offer” as the first priority first step for developing CBT in a community. The decision maker group also ranked equally “make community aware of costs and benefits of tourism” (4.05) as the first priority first step. The operator group ranked “identify key leader to do work” (3.87) as the most important first step. The second and third most important strategies ranked in each group were different. The decision maker group ranked “get community input and support in tourism development” (4.20) as second and “form organisational structure” (4.45) as third. The operator group determined as second most important “develop a tourism plan with clear goals and objectives” (4.10) while the third item was to “get all people involved to work together” (4.43). The visitor group ranked second “to make community aware of costs and benefits of tourism” (4.31) and third “to get community input and support in tourism development” (4.43). Interestingly, the least preferred first step for the decision maker (6.63) and visitor group (6.29) was the same, which was “to get the leading institutions and expert

assistance to local people.” The least preferred first step from the operator group was to “develop education and training program for community” (7.27). In terms of overall agreement, the three most important first steps were to “understand what resources the community can offer”; to “make community aware of costs and benefits of tourism,” and to “develop a tourism plan with clear goals and objectives.”

ANOVA analysis verifies the statistically significant difference among means of the three groups for three strategies: “identify key leader to do the work,” “develop education and training program for community,” and “develop a tourism plan with clear goals and objectives.” The post hoc Scheffe test indicated that the operator group was different from the other two groups in ranking the key leader as more important. Operators were also different from the decision maker group and gave higher rank to the strategy of developing a tourism plan; and further they were different from the visitor group in emphasising developing education and the training programs less.

4.4.3 Aim 3: To identify the factors which influence the stakeholder perspectives. The key Factor of the interest in this study is “value.” Section 3 of the questionnaire asked respondents to rank for importance a list of benefits to the community of CBT. Each benefit reveals or represents a major value.

This part of the study investigated factors that possibly affect the perspectives towards CBT for each stakeholder group. “Values” can be considered as independent variables which affect all areas of human endeavour in which social science may be interested (Rokeach, 1977). Each benefit in the given choices represented a value (7 from the original 10 values). The results of the rankings are presented in Table 4.12.

Table 4.12: Ranking of the benefit to community from CBT (Section 3 of the questionnaire)

Benefits of CBT (values)	Decision Maker	Operator	Visitor	F value	p value
	Mean (SD)	Mean (SD)	Mean (SD)		
Protection of environmental resources (Aesthetic value)	2.33 ^a (1.53)	3.31 ^b (1.84)	2.63 ^a (1.71)	5.57	0.004*
Improve the life of the poorest section of a community (Moral value)	2.75 (1.64)	2.56 (1.37)	2.84 (1.83)	0.68	0.507
Equality of opportunities (Social value)	3.90 (1.66)	4.47 (1.67)	4.35 (1.58)	1.69	0.187
Freedom to be involved in tourism management (Political value)	4.15 ^a (1.70)	5.39 ^b (1.40)	4.69 ^a (1.70)	9.32	0.000*
Community recognition (professional value)	4.53 (2.05)	4.61 (1.78)	4.70 (1.75)	0.14	0.867
More money in a community (Economic value)	4.53 ^a (1.87)	2.57 ^b (1.86)	4.03 ^a (2.15)	18.17	0.000*
New infrastructure/ facilities (Material and physical value)	5.83 ^a (1.36)	5.10 ^{ab} (1.79)	4.64 ^b (2.07)	5.77	0.004*

A rank of 1 = the most important of the list.

* = There is a statistically significant difference between the means of the various groups at the 0.05 level.

Means with each individual different superscripted letter are significantly different at the 0.05 level.

The benefit that gains the lowest mean was considered as the most important benefit for each group. The decision maker and the visitor group ranked “protection of environmental resources” (2.33, 2.63) as the most important benefit that CBT should provide to the community whereas the operator group ranked “uplifting life of the poorest section” (2.56) as the first. Both the decision maker and the visitor groups viewed “uplifting life of the poorest section” (2.75, 2.84) as the second important benefit while the operator group considered second “more money in a community” (2.57). The decision makers gave “equality of opportunities” (3.90) as the third important benefit but the operators ranked “protection of environmental resources” (3.31) as the third value while the visitors considered the that third factor should be “more money in a community” (4.03).

The least important benefit ranked by the decision maker group was “new infrastructure and facilities” (5.83); for the operator group it was “freedom to be involved in tourism management” (5.39); and for the visitor group it was “community recognition” (4.70).

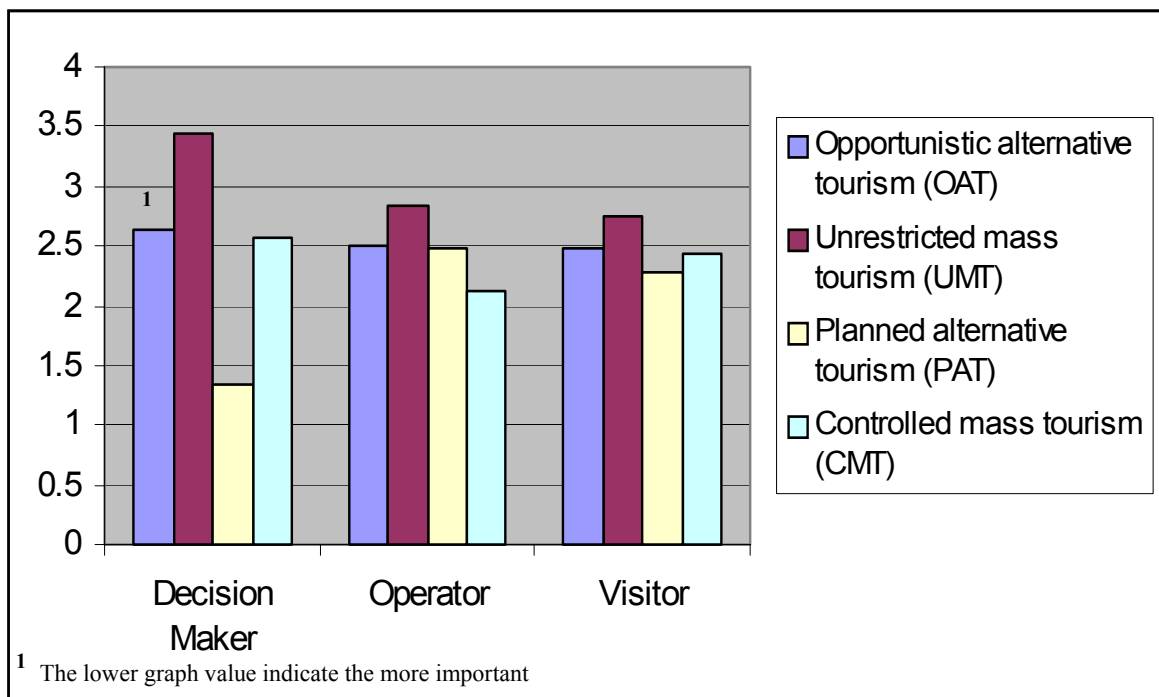
The results indicated that material and physical, political, and intellectual value were not as important as the aesthetic, moral, social and economic values emphasised in the CBT benefits to the community.

From the ANOVA analysis, four benefits were significantly different; “more money in a community” and “freedom to be involved in tourism management.” and “new infrastructure/ facilities” and “protection of environmental resources.” The post hoc Scheffe test revealed the differences were between the benefit of “new infrastructure and facilities” between the decision makers and visitors (5.83 versus 4.64). The other three significant differences were that the operator group was different from decision makers and the visitors in the benefits of “freedom to be involved in tourism management”(5.39 versus 4.15, 4.69), “more money in a community”(2.57 versus 4.53, 4.03), and “protection of environmental resources”(3.31 versus 2.33, 2.63). These results suggested that the operators saw “more money in a community”(economic value) as more important than the other two groups whereas both the decision makers and visitors saw “protection of environmental resources”(aesthetic value) and “freedom to be involved in tourism management”(political value) as having a higher priority than did the operator group.

4.4.4 Aim 4: To compare and contrast perspectives on community-based tourism development among the three groups. This section concentrates on visually presenting information to portray the patterns of the existing findings.

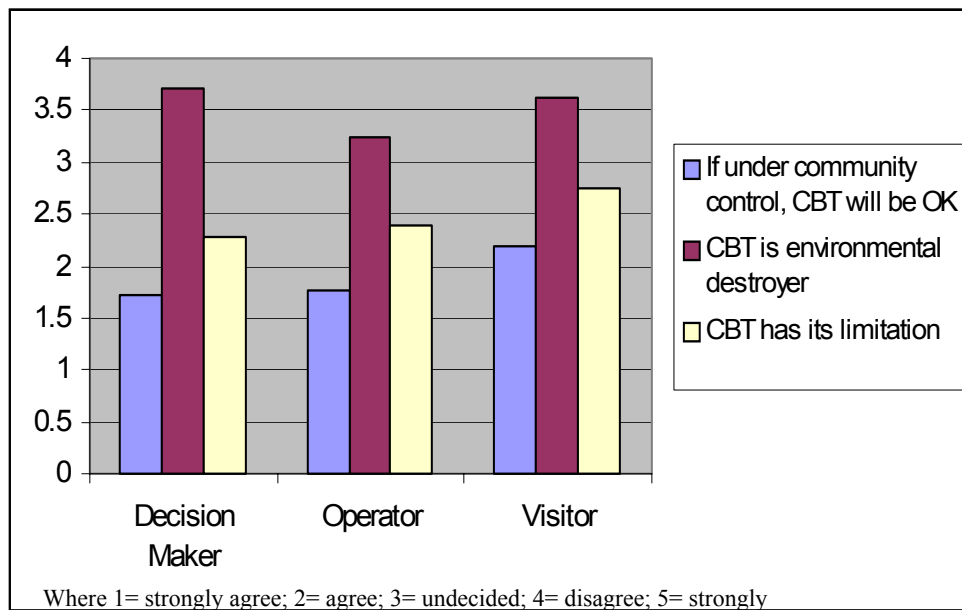
The comparisons of the stakeholder groups was cast into a number of graphic presentations to help understand the similarities and differences of perspectives among the three groups. The means derive from four sections: scenarios, statements about CBT, the first step of CBT, and the benefits of CBT.

Figure 4.2 : Ranking of the best Scenario of CBT



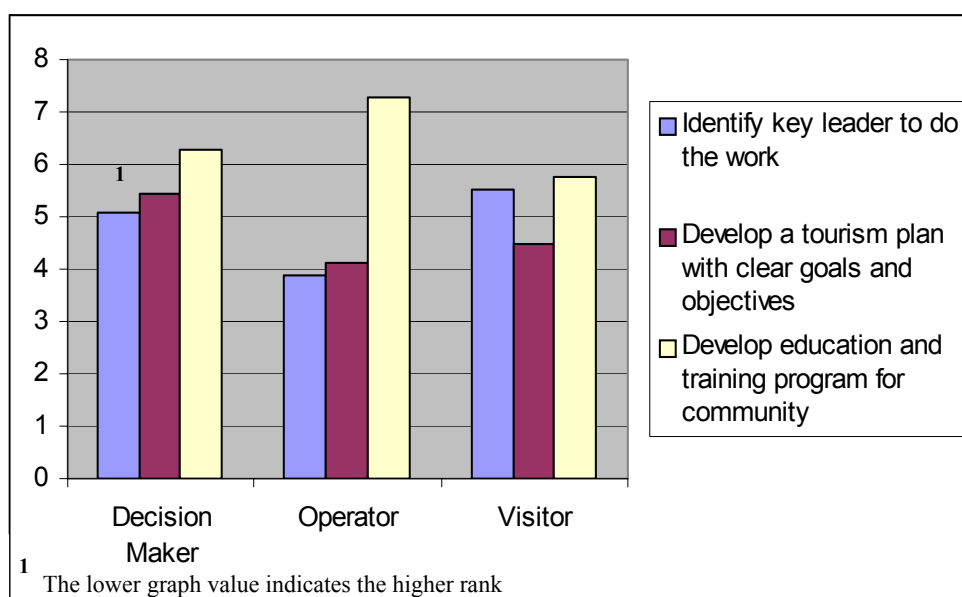
It is noticeable that there are similarities between operator and visitor groups. The decision maker group is different from the two groups especially in the two scenarios, unrestricted mass tourism (UMT) and planned alternative tourism (PAT). The decision makers give higher rank (1.33) to planned alternative tourism scenario than other two groups and lower rank (3.43) to unrestricted mass tourism scenario.

Figure 4.3: Agreement on the statements about CBT



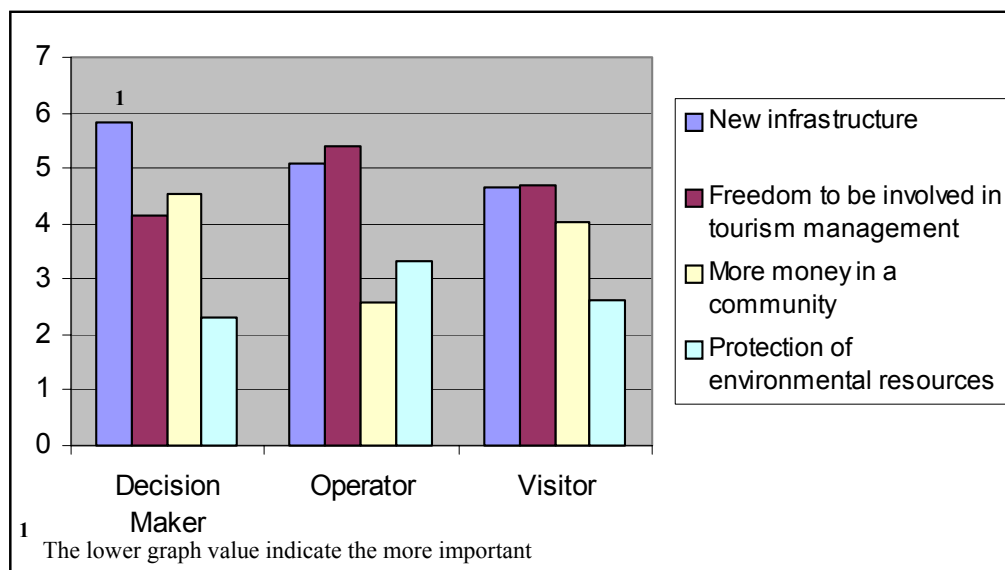
The three statements about CBT show overall significant differences but only two statements show reliable significant differences among the groups when tested by post hoc Scheffe analysis. The visitor perspective is significantly different from the decision makers and the operators for two statements: “if under control, CBT will be OK” and “CBT has its limitation.” The visitor group gave a higher mean (between the range of agree to undecided in both statements)

Figure 4.4: Ranking of the first steps in developing CBT



There are three first step strategies that reveal significant differences among groups. The operator group ranked as more important “identifying key leader to do the work” (3.87) than did the other two groups. The strategies of developing a tourism plan with clear goals and objectives gained more importance from the operator group (4.10) than from the decision maker group (5.43). The visitor group (5.77) saw the issues of developing education and training program for the community, as more important than did the operator group (7.27).

Figure 4.5: Ranking of the benefits (values) of CBT



Examining the four statements concerning community benefits indicated significant differences among the groups. The visitor group ranked as more important the benefit of “new infrastructure” (or material and physical value) than did the decision maker group. For the remaining three benefits, the operator group was different from the other two groups. The operator group emphasised the importance of money benefits (economic value) but the decision maker and the visitor groups ranked the political and aesthetic values as more important.

4.5 Discussion

Aim 1: understand overall attitude from the three stakeholders

It is clear that all the three groups agree more with the positive characteristics of CBT than the negative ones. The highest mean for positive characteristics received from the

operator group was 2.70 (rating from 1 as strongly agree to 5 strongly disagree) in the statement of “CBT provides high quality service/ product.” The statement was rated between agree to undecided from every group. This result emphasises the problem of product and quality control in CBT destinations analogous to many other small-scale tourism enterprises (Sallah, 2000). Godde (1998) explained that community-based tourism activity often depends on the social and cultural maintenance of the community and this may create the impacts of commoditization of cultures, inflation, and reallocation of resources. Also, in practice, visitors still experience culture shock, and can exhibit negative attitudes towards local standards of accommodation, and hygiene (REST, 2003).

In the negative statements, most of the statements are assessed as having a mean score of 3.0 or more. The only two statements have means that were between 2 (agree) to 3 (undecided) across the groups. This implies they tend to agree with these two negative aspects of CBT; specifically that CBT has practical problems and CBT has limitations. From the eight-year experience of Responsible Ecological Social Tours Project (REST, 2003), there is also a notion that CBT has practical problems:

It is particularly difficult to standardise CBT activities to the satisfaction of the Tourism Industry. In reality, CBT is taking place in remote, unique, local places. Villagers are involved in and relying upon seasonal agricultural work. CBT visits their lives, and, in reality, villagers are not always able to stay at home, in their traditional outfits, waiting for 20 minutes of ‘ethnic dancing.’ Tour operators often expect their itineraries to run like clockwork in communities where time is being measured in Lunar months. (p.8)

CBT it appears can cause problems and court disaster if carelessly applied (Suansri, 2003).

Following Tosun (2000) the issue of the restricted community participation in CBT may help explaining the findings. He suggested that although community participation in the tourism development process is highly desirable and is not totally ignored, there seems to be formidable operational, structural and cultural limitations to such a tourism development approach in many developing countries. It was also found that

although these limitations vary over time according to types, scale and levels of tourism development, the market served, and cultural attributes of communities, forms and scale of tourism development are beyond the control of local communities (Tosun, 2000). Therefore, one challenge for community-based tourism is its integration into a broader community economy (Godde,1998). Considering the significant differences among the groups, the decision maker and operator are different from the visitor group. The first two groups agree more with the statements “if under control, CBT will be ok” and “CBT has its limitations” than do the visitor groups.

In ranking the scenarios the significant differences rest largely with the different views of the decision makers (particularly for Unrestricted Mass Tourism, exceeding carrying capacity and high intensity and for Planned Alternative Tourism, high regulated small scale tourism). The decision maker group preferred the Planned Alternative Tourism but the operator preferred Controlled Mass Tourism.

The contrasts observed relate closely to the mass and alternative tourism paradigms. It is not uncommon to characterise conventional mass tourism as a beast; a monstrosity, which has few redeeming qualities for the destination, their people and natural resource base (Singh, 1997; Tosun, 2001). Mass tourism has been criticised for its non-local orientation, leakage of money from the community, attractions transformed to meet the visitor demand, and an emphasis on commercialisation of natural and cultural resources (CBIK, 2001; Fennell, 1999; International development research centre, 2003). This has been articulated throughout the 1980s, and an argument for more socially and ecologically benign form; entitled alternative tourism, was developed.

Krippendorf (1982, cited in Fennell, 1999) stated that the philosophy of alternative tourism was that to ensure that tourism policies should no longer concentrate on economic and technical necessities alone, but emphasise the demand for an unspoiled environment and a much greater consideration of the needs of local people. Nevertheless, some researchers have pointed out that alternative tourism cannot replace conventional tourism simply because of mass tourism’s multiple impacts (Cohen, 1987, cited in Fennell, 1999). Butler (1990 cited in Fennell 1999) gave two

reasons for mass tourism not being dismissed too readily. The first is economic and the second is socio-psychological because many people seem to enjoy being a mass tourist. These may be the reasons why some mass tourism characteristics are still embedded in part in the characteristics of CBT. Some forms of synthesis between these different types of tourism have been noted. Tourism companies in Phuket and Bali promote such ecotourism principles as conservation, ethical management, and environmental education by tapping into the markets, marketing channels, and business networks of conventional mass tourism (Kontogeorgopoulos, 2003).

These observations are relevant to the answers from the open-ended question asking for the reasons characterising the best CBT. The decision maker group tended to describe alternative tourism characteristics more than the other two groups who utilised more mass tourism characteristics (based on Weaver, 2000). For instance, the decision makers suggested selected and limited number of tourists whereas the other two groups emphasised tourist demand as more important. However, CBT should have a fair balance between adapting the tourists to the community and the community to the tourists (REST, 2003). Additionally, the decision makers emphasised more community involvement while some operators and visitors suggested experts should control tourism. As stated in the CBT handbook, the principle of “outsiders assist, insiders do” is accepted in developing CBT (Suansri, 2003). Some of the operators and visitors also agree that there should be a high level of promotion. It is mentioned by REST (2003) that marketing is an essential tool for CBT advocacy and sustainability. Overall the stakeholders’ different roles or position in CBT appear to influence their perspectives towards CBT in terms of overall attitudes. Other influences on their perspectives will be discussed further in relation to values and the third aim of the study.

Aim 2: Expectations for future CBT development

A sound identification of desirable future forms of tourism development is required for CBT. It is useful to think of future images and expectations as a range of differentially probable possibilities rather than as a single point on continuum (Bell and Mau, 1971). The open-ended question asked the three respondent groups to state criteria for successful CBT. From all the responses, six main themes arose: community benefits, tourism product, management, the tourist, marketing and

obstacles to success. The details pertaining to each group's key criteria are presented in Table 4.13.

Table 4.13: Top five criteria for successful CBT from each group

Successful criteria	Decision Maker	Operator	Visitor
Most frequently stated case	Get community involvement (management)	Maintain original way of life and culture (community benefits)	Friendly community and exchange of culture (tourist)
Second most frequently stated case	Distribution of benefits to community (community benefits)	Distribution of benefits to community (community benefits)	Distribution of benefits to community (community benefits)
Third most frequently stated case	Maintain original way of life and culture (community benefits)	Get community involvement (management)	Get community involvement (management)
Fourth most frequently stated case	Integrated cooperation (management)	-Support by government and experts (management) -Friendly community and exchange of culture (tourist)	Support by government and experts (management)
Fifth most frequently stated case	Conservation of environment and resources (community benefit)	Provide educational program/awareness and skills (community benefits)	-Maintain original way of life and culture (community benefits) -Impress tourist and emphasise their benefits (tourist)

As stated in the main criteria for successful CBT from the three stakeholders, some criteria can be linked to select principles for sustainable tourism. The ten principles are: using resources sustainably; reducing over-consumption and waste; maintaining diversity; integrating tourism into planning; supporting local economies; involving local communities; consulting stakeholders and the public; training staff; marketing tourism responsibly; and undertaking research (Fennell, 1999). Each successful criterion from each group may have been allocated a different priority but it is clear that they all agree with “distribution of benefits to a community” as the main criteria. They also stress the benefit of maintaining the local way of life and culture. This could be linked to the summary of Godde (1998) from community-based mountain

tourism that the equity distribution of tourism opportunities and benefits are based on the principles of local control, partnerships, sustainable development, and conservation. The primary successful criteria for management identified by Godde (1998) are an integrated cooperation format such as support by government and private experts in providing educational and awareness programs. Ashley and Garland (1994) advocated that governments should build on the existing good will and ideas of various actors, particularly by providing coordination, support, and positive policy frameworks for flexible development.

From the study of Taquile Island in Peru, Mitchell and Reid (2001) noted that equitable participation could be obtained by collectively planning and providing tourism services without drastically changing traditional ways. In CBT destinations, the sense of success is focused on resource conservation and fostering a friendly community who participate in cultural exchange. The importance of a friendly community is mostly addressed by the visitor group. In order to set the present results in a context, CBT success factors are compared with 15 factors in successful community-based mountain tourism (CBMT) identified by the mountain forum conference participants (Godde, 1998). The comparison is provided in the following Table 4.14.

Table 4.14: Comparison of successful factors between CBMT and CBT

Community-based Mountain Tourism	Community-based Tourism
Holistic management strategies	
Local ownership and control of resources	Get community involvement in every process
Supportive national and regional policies	Support by government
Balance between highland and lowland resource flow and decision-making	
Local knowledge and traditional systems of social and environmental management	Originate from community readiness and capacity
External knowledge and technology	Support from professionals/ operators
Infrastructure development appropriate to fragile environments	Provide basic infrastructure
Reinvestment of tourism revenues into conservation	Conservation of environment and resources
Equitable distribution of tourism benefits and opportunities	Distribution of income and benefits
Full integration of women	
Organisational capacity building	Should have strong community leader with vision
Skill-based training	Provide education program/ awareness/ skills
Awareness-raising of all stakeholders	Integrated cooperation
Partnerships	Integrated cooperation
Continuing research and information exchange	

Further issues also warrant consideration. All the three groups are willing to pay per day (excluding travel costs) \$20-50 (AUD) within a CBT destination. Agreement by the three groups also revealed that their expectations of the management characteristics of CBT. They all prefer to have “shared management, authority and responsibility among all stakeholders” rather than “bottom-up or grass-roots control of the activity.” Hall (2003) commented on this shared management topic noting it promoted a one-dimensional views of community decision making. He argued that community tourism advocates sometimes hold romantic and naive views that everyone has equal access to power and representation. This view is closely related to a pluralist notion of power which contends that power is diffused and balanced in modern societies so that there no group dominates decision-making and planning (Hall, 2003). Murphy (1985) also supported a relatively democratic planning and policy process in which people have equal access to economic and political resources.

In the community tourism literature there is other a view that this is not the case as will be discussed presently. The research on community integration by Mitchell and Reid (2001) found that community catalysts may be critical to not only create awareness about tourism opportunities, but also to plan, develop, and manage tourism in an integrated manner.

Although the three groups of respondents all prefer the shared management option, they still agree that local communities should take most responsibility for CBT. The decision maker group gave a very high percentage (80%) for this style. Although the operator (45.5%) and the visitor (54.0%) groups chose community as the first priority actor they also distributed some preferences to local government and national government. Hall (2003) argued that in some circumstances, the level of wider public involvement in tourism planning can be described as a form of “tokenism” in which decisions have already been prescribed by local government. Communities rarely have an opportunity to say “no” in the longer term. Scheyvens (2003) discussed this issue observing that while better scenarios see host communities benefiting economically from servicing tourists, it is rare to find examples of communities exerting real control over the tourism process. Scheyvens also observed that there seems to be an assumption that host communities do not need to have any control over tourism development. The counter view is that it is essential to consider multiple ways in which host communities need to be empowered if they are to have a genuine and influential role in managing tourism in their area in the future (Scheyvens, 2003). Mitchell and Reid (2001) suggested community capacity building with a focus on education, or leading the community to self-awareness so that the community can undertake any further projects with independence and skill.

The appropriate first steps to develop CBT are another way to assess and account for future CBT development. Table 4.15 shows the ranked priorities of the first nine steps from each group.

Table 4.15: Ranking priority of first steps of CBT in each group

The rank of first steps of CBT development	Decision Maker's ranking	Operator's ranking	Visitor's ranking
1 st (a)	Understand what resources the community can offer	Identify key leader to do the work	Understand what resources the community can offer
(b)	Make community aware of costs and benefits of tourism		
2 nd	Get community input and support in tourism development	Develop a tourism plan with clear goals and objectives	Make community aware of costs and benefits of tourism
3 rd	Form organisational structure	Get all people involve to work together	Get community input and support in tourism development
4 th	Get all people involve to work together	Form organisational structure	Develop a tourism plan with clear goals and objectives
5 th	Identify key leader to do the work	Understand what resources the community can offer	Get all people involve to work together
6 th	Develop a tourism plan with clear goals and objectives	Make community aware of costs and benefits of tourism	Form organisational structure
7 th	Develop education and training program for community	Get community input and support in tourism development	Identify key leader to do the work
8 th	Get the leading institutions and expert assistance to local people	Get the leading institutions and expert assistance to local people	Develop education and training program for community
9 th		Develop education and training program for community	Get the leading institutions and expert assistance to local people

Looking at the top five ranks, every group gives a relatively high rank to two steps: understand what resources the community can offer and get all people involved to work together. There are also two strategies that were ranked as of substantially lesser importance by every group. Thus, it is possible to categorise the nine first steps into three classes based on the emphasis of importance from the responses. Although there is no exact priority of steps in developing CBT, this may help overall in deciding what should be emphasised in the process.

First priority	-Understand what resources the community can offer -Get all people involve to work together
Second priority	-Make community aware of costs and benefits of tourism -Develop a tourism plan with clear goals and objectives -Form organisational structure -Get community input and support in tourism development -Identify key leader to do the work
Third priority	-Develop education and training program for community -Get the leading institutions and expert assistance to local people

An understanding of community resources is essential because in interacting with the outside world, it will not be easy for community to develop without sufficient and strong social, cultural, and economic resources (Suansri, 2003). The first step of getting all people involved is also consistent with the suggestions of McIntyre (1993, cited in Mitchel & Reid, 2001) that local planners should encourage community participation from the early stages of tourism planning to provide residents with realistic expectations. He suggested that a process of consensus building be applied to reach understanding and agreement on the most appropriate form and extent of tourism to be developed. The degree of community involvement and control is just as important as the quantity of cash benefits for developing skills, institutions and resource management (Ashley and Garland, 1994).

The findings of the study can be compared with those of Suansri (2003) who recommended 10 steps for developing CBT as follows:

1. Choose a destination
2. Complete a feasibility study in cooperation with the community
3. Set vision and objectives with the community
4. Develop a plan to prepare the community to manage tourism
5. Set direction for organisational management
6. Design tour programs
7. Train interpretive guides
8. Develop a marketing plan
9. Launch a pilot tour program
10. Monitor and evaluate the process (p. 23)

There are parallels between the present research and that of Suansri but they are not exact and may reflect the more empirical efforts of the present study as opposed to the inductively derived principles proposed by Suansri working in more specific setting of communities in Thailand.

Aim 3: Factors which influence the stakeholders’ perspectives

“Values” is the focus of interest in this part of the study. The ranking of values in terms of CBT benefits results in the understanding of the priority of values for each group and helps explain each group’s perspectives and expectations towards CBT.

Table 4.16: Ranking of the priority of values for each group

The rank of value	Decision Maker’s ranking	Operator’s ranking	Visitor’s ranking
1 st	Aesthetic value	Moral value	Aesthetic value
2 nd	Moral value	Economic value	Moral value
3 rd	Social value	Aesthetic value	Economic value
4 th	Political value	Social value	Social value
5 th	Economic value Professional value	Professional value	Material and physical value
6 th	Material and physical value	Material and physical value	Political value
7 th		Political value	Professional value

The seven categories of value exploring in this study were: material and physical (e.g. comfort, physical security); economic (economic security); moral (fairness, honesty); social (charitableness, courtesy); political (freedom, justice); aesthetic (beauty); and professional (professional recognition and success). The major values that related to the three stakeholders’ perspectives towards CBT were aesthetic (represented through protection of environmental resources), moral (represented through improving the life of the poorest section of a community) and economic (represented through more money to a community). The social value (represented through equality of opportunities) was emphasised more by the decision makers’ group.

The findings can be explained that CBT is intended as a tool for community development and direct benefits as well as environmental conservation (Ashley and Garland, 1994; Suansri, 2003). This is relevant to the main aim of sustainable development as being stated by Fennell (1999) that tourism is an engine for economic growth and sustainable development. The results can also be linked to the

expectations of the three stakeholder groups on CBT. They responded for the successful criteria of CBT that it should distribute benefits to community; get community involvement; and maintain original way of community life and culture.

The results show differences among the groups. The decision maker and the visitor group were different from the operator group in political, economic, and aesthetic value. However for the material and physical values, the decision makers are different from the visitors.

The details of these values differences are further described in Chapter 6 of the thesis.

Aim 4: Compare and contrast perspectives among groups

Table 4.17 summarises the perspectives from each stakeholder on the three main issues; their overall attitude, their expectation, and their perspectives towards CBT. The information summarised here derives from each part of the questionnaire.

Table 4.17: Conclusion of the perspectives of the three stakeholders

Decision Maker	
Overall attitude	<ul style="list-style-type: none"> -CBT should be high regulated small scale (Planned Alternative Tourism form) -Best CBT should manage and control by community and focus on the community benefit. -Agree most that “CBT is a good concept” and disagree most that “CBT is just for the rich”
Expectations	<ul style="list-style-type: none"> -Successful CBT should have community involvement, distribution of community benefits and maintain community life style. -Expense per day within a CBT destination is between \$20-50 (AUD) -Management characteristic: shared management -Community is the group who should take most responsible for CBT -The most important first step to develop CBT is to create community awareness and understand community resources.
Influence	<ul style="list-style-type: none"> -Aesthetic and moral values

Operator	
Overall attitude	<p>-CBT should have carrying capacity although high intensity (Controlled Mass Tourism form)</p> <p>-Best CBT should emphasise community benefits. Management should be partnership-typed management with effective community cooperation and clear practical plan such as restricted rules and zoning. CBT could be both as main and additional income of a community offering community life style and resources as tourism products with conservation of original culture so that tourists will experience authentic life style.</p> <p>- Agree most that “CBT will bring more money to the community” and disagree most that “CBT is just for the rich”</p>
Expectations	<p>-Successful CBT should maintain community life style, have distribution of community benefits, and get community involvement in CBT management.</p> <p>-Expense per day within a CBT destination is between \$20-50 (AUD)</p> <p>-Management characteristic: shared management</p> <p>-Community is the group who should take most responsible for CBT</p> <p>-The most important first step to develop CBT is to identify key leader to do the work.</p>
Influence	Moral and economic values
Visitor	
Overall attitude	<p>-CBT should be high regulated small scale (Planned Alternative Tourism form)</p> <p>-Best CBT should emphasise community benefits. Management should better input and controlled by community but also with partnership management. Tourist attractions should be local culture.</p> <p>- Agree most that “CBT will bring more money to the community” and disagree most that “CBT is just for the rich”</p>
Expectations	<p>-Successful CBT should have friendly community and exchanging of culture, distribution of community benefits and community involvement in CBT management.</p> <p>-Expense per day within a CBT destination is between \$20-50 (AUD)</p> <p>-Management characteristic: shared management</p> <p>-Community is the group who should take most responsible for CBT</p> <p>-The most important first step to develop CBT is to understand community resources.</p>
Influence	Aesthetic and moral values

The agreements are not always close but offer substantial links among the points of view. Some optimism for the implementation of CBT can be generated from these findings. Nevertheless as REST (2003) reports :

It is unrealistic to imagine that communities will always be able to successfully and independently implement all stages of CBT: juggling marketing, hospitality, conservation and evaluation. Nevertheless, if all stakeholders are serious in their hopes to realise a successful, sustainable model of CBT, we must first share this goal of strong, empowered community. (p.10)

To successfully develop and manage community-based tourism, consensus is essentially needed among the stakeholders groups although internal conflicts cannot be avoided and may need to be managed. Ashley and Garland (1994) have argued that CBT development needs the support of a wide range of Ministries and officials at local, regional, and national levels. It also needs the advice of extension agents if it is to succeed. Mitchell and Reid (2001) discussed from a review of the work of other scholars that the process of planning community tourism destinations tends to be overly simplistic or in many cases non-existent. Frequently, destinations are created through the imagination of an entrepreneur, private firm, or national government without the real community input. Tourism planners therefore have to find an accommodation between various stakeholders and interests in tourism development in an attempt to arrive at outcomes acceptable to stakeholders within the wider community (Hall, 2000 cited in Hall 2003). This study endeavoured to find that point of accommodation between the three stakeholder groups (decision maker, operator and visitor) and the following chapter will explore the consensus within various communities.

Chapter 5 (Study 3)

Community-based tourism: the perspectives of communities

5.1 Introduction: The purpose of the chapter

5.2 Aims of the study: Clarification of the aims of the study which derive from the two objectives of the thesis

5.3 Methodology: Design and details of the questionnaire, data collection and the sample, and analysis techniques are discussed in this section.

5.4 The study results: The results and analysis are reported following the four aims of the study. The findings focus on the overall attitude of the communities towards CBT; their expectations for future CBT development; influential factors shaping the perspectives; and comparison of the four communities' perspectives.

5.5 Discussion: Findings are placed in the context of the literature, compared and discussed

5.1 Introduction

The content of Chapter 5 seeks to answer the thesis objectives focusing on the communities' perspectives. The four aims in this study are concerned with the communities' overall attitude and future expectation towards community-based tourism, the factors which influence their perspectives and the similarities and differences among the communities. The comparison will also contrast communities with low and medium levels of tourism development. The four communities are Desa Wirun, Indonesia with low tourism development; Seloliman, Indonesia with medium level of tourism development; Koh Pratong Thailand with low tourism development; and Mae Kampong, Thailand with medium tourism level. The criteria for choosing these communities are discussed in the following data collection and sample section.

This study is linked to and continues the themes in study 2 (in Chapter 4), the perspectives of three stakeholders. The research methodology was based on the same research questionnaire as in study 2 but questions were edited and added to serve the aims of exploring the communities' understanding. The results of this study reveal the insiders' perspectives while the Chapter 4 results explained the outsiders' perspectives. The next chapter will link all groups' perspectives to view holistically the picture of CBT.

5.2 Aims of the study

The aims of the study derive from the main objectives 3 and 5 of the thesis, which are:

To investigate the patterns in the perspectives on community-based tourism development of key stakeholders; and

To identify future possibilities for successful community-based tourism development.

Deriving from the previous objectives, the four aims of the study are:

1. To understand the overall attitude of the communities towards community-based tourism
2. To explore expectations for future community-based tourism development of the communities
3. To identify the factors influencing community-based tourism development within each community
4. To compare and contrast the perspectives of community-based tourism development between communities of low tourism development and medium tourism development

5.3 Methodology

The instrument of this study was based on the same questionnaire as in study 2 with adjustment to some parts to suit the respondents. The questionnaires were categorised into form A and form B according to the different order of the scenarios in section 1. Based on the previous study and the aims of the study, the questionnaire contained four sections.

Section 1 measured communities' overall attitude and expectations, which answer aim 1 and 2 of the study. The same four scenarios from the study 2 were presented with pictures for respondents to rank in order of their preference. Two open-ended questions were provided to identify a) the reason for choosing their first scenario and b) the criteria for successful community-based tourism from their own perspective. The question about willingness to pay per day in a CBT destination in study 2 was not included in this study because they are the community group. The five-point rating

scales measuring degrees of agreement on CBT characteristics were asked in this study.

Section 2 was based on the closed questions as in the previous study. The questions investigated CBT management characteristics and sought answers defining the group most responsible for CBT development as perceived by the respondents. These questions served aim 2 of the study.

Section 3 focused on aim 2 and 3 of the study. The ranking questions were the same as in study 2; ranking of the first steps in order to develop CBT destination and ranking of benefits (values). In this section, the “asking questions for future” technique was implemented. This was intended to clarify the communities’ expectation for future CBT and at the same time established what might need improvement in developing CBT. This methodology was inspired by “Questions and Answers about rural tourism development” generated from a national teleconference on rural tourism development at the University of Minnesota’s Tourism Centre (Koth, Kreag, & Robinson, 2002). This teleconference provided an opportunity for people across the country to ask questions about issues and problems they faced in their communities. The organisers found that the same questions that came up repeatedly continued to be the key tourism development issues.

Section 4 consisted of demographic questions. The information sought included age, gender, country, the position or career role in their community and their length of stay in the community. This information was needed to meet aim 3 of the study investigating factors influencing their perspectives.

Aim 4 of the study, the final aim, compared and contrasted communities’ perspectives especially noting differences and similarities between communities with low and medium tourism level (see definitions in next section). Measuring communities with these two different levels of tourism development was believed to be more effective in exploring future community tourism rather than measuring just high tourism development communities. This choice was also shaped by issues raised in Chapter 1 reviewing the literature on community-based tourism studies where few comparative assessments were identified and cumulative problems in integrating research case was

a large issue. The following section describes information about each community sample and details of the data collection.

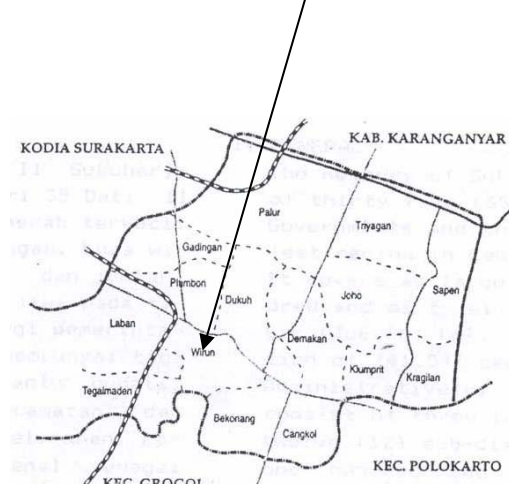
5.3.1 Data Collection and Sample

The data of this study was simultaneously collected with that from study 2 from August to October 2004. The four communities selected were in Thailand and in Indonesia. The reason for selecting Thailand and Indonesia as destinations of the study was because they are the developing countries where tourism is growing rapidly and actively (Dowling, 2000). Therefore, the overall results of this study can reveal the overall picture of CBT in the developing world. In Thailand, His Majesty the King has been a strong advocate of the belief that positive achievements will not be realised if the operation lacks public participation. The King's idea suggests the involvement of the community at the start of any project and this applies to tourism (Zimmermann, 2000). The decentralization of Thai society is opening up opportunities for members of the public to use their voice and play a role in the direction of social development. Also, there is an increasing number of people becoming aware of the importance of conserving natural resources and protecting the environment in the country which is relevant to community tourism practice (Suansri, 2003). Indonesia is a country of great natural and cultural diversity, where traditional community structures and bonds are extremely strong and varied (Suhandi, 2001; Vereczi, 2001). Its heritage is the country's tourism attraction. The government is increasingly attending to tourism development knowing that it is one of the most productive foreign exchange earnings (Suhandi, 2001). Indonesia is promoting ecotourism as a major income earner with the government's current policy being to expand tourism from the nation's traditional, developed sites into remote and sometimes sensitive areas (Dowling, 2000).

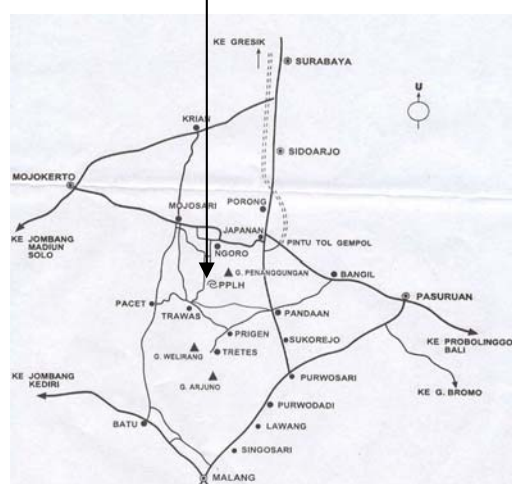
The four communities were selected using the criteria of 1) uniqueness of attractions which have potential for tourism 2) length of their tourism management (low tourism level = just starting or less than 2 years and medium level = 5 - 8 years) and 3) located in developing countries. These criteria ensure representation from two countries and cultures by two levels of development. They provide a focus on South-East Asia which has received relatively little research attention in the mainstream publications on community-based tourism. The communities selected are: Desa Wirun, Solo in

Central Java and Seloliman, Trawas in East Java of Indonesia and Koh Pratong, Phang Nga province and Mae Kampong, Chiang Mai province of Thailand. The details of each community and the areas are as follow:

INDONESIA



Desa Wirun

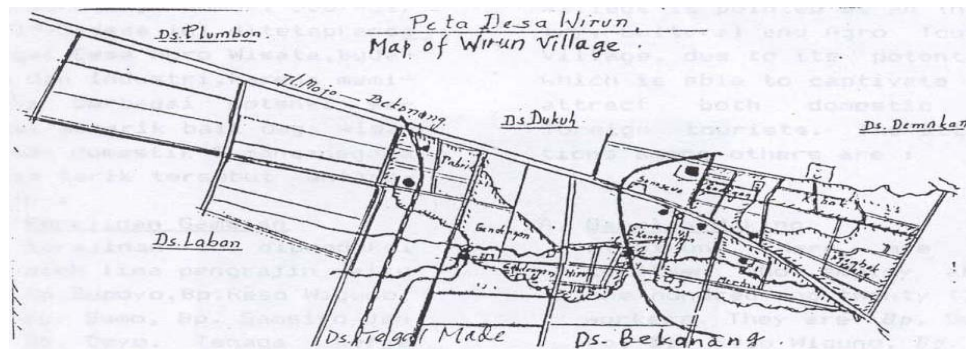


Seloliman

Centra Java

Central Java province is centrally located on Java island with Semarang as its provincial capital situated on the northern coast. The land can be flat, hilly or mountainous, and is generally fertile. Towering over Central Java is the smoking volcano of Mount Merapi along with a dozen other smaller mountains, making this province one of the prettiest and greenest provinces of all. It is also heavily populated by a people with age-old traditions as well as rich culture (Liono, 2003). The people of Central Java number 30.7 millions (Info-indo.com, 2003). Central Java is one of the most densely population provinces, it is about 896 persons per square kilometre (Info-indo.com, 2003). The people work as farmers, traders, civil servants, and employees of private enterprises. The Javanese people are famous for their friendliness, courtesy and hospitality, which are typical Javanese habits. There is Surakarta, better known as Solo, which is the cradle of Javanese culture, with two royal houses in one single city: the Kraton of Solo and the Mangkunegaran, a principality. Home of these two royal houses with centuries of power and influence over the city, Solo today remains distinctly Central-Javanese with an elegance of its own (Liono, 2003). Solo is a medium size city with a lively character. It is also called the city that never sleeps. From the evening throughout the whole night one can always find something to eat or buy, as vendors of all kinds as well as small food stalls remain active and open 24 hours. It is one of the major centres of batik clothes and other Javanese fabrics. Batik textiles are a very integral part of Javanese culture. The Javanese Batiks are the finest in the world. The reason is that they developed early in Java, possibly in the 17th or 18th century. Also, 'Wayang Kulit' or the Shadow puppets are the most influential Javanese art form, the one that traditionally has provided the Javanese with a framework through which to see the World and themselves (Info-indo.com, 2003).

Desa Wirun Village



The regency of Sukoharjo is one of the thirty five second-tier Government levels and the second smallest region in the central Java. Administratively, the region consists of 3 districts, 12 sub-districts and 167 villages. As a hinterland of the Surakarta Municipality this region has huge tourism potential. This region has approximately 20,000 handicraftsmen as well as various tourism places both natural, cultural and special interest. One of its attractions is Desa Wirun Village or Wirun Agro Tourism Special Interest area (The Tourism Office of Sukoharjo Regency, 2003).



Desa Wirun Village is located at Wirun Mojolabén Sub-district, about 8 km. from Sukoharjo to the northeast or about 5 km. from Solo to the east. On the way to the villages one will pass Mojo Bridge spread out above Bengawan Solo River. The village lies on the street connecting Sukoharjo and Solo to the south-east. It covers as

much as 3 hectare, consists of three sub-villages, namely: Pabrik, Godegan and Wirun (The Tourism Office of Sukoharjo Regency, 2003). The number of people is 6,283 (Wirun Administrative Office, 2003). The main careers in the village are farmer, manufacturer, labourer, government officer and public transportation and communication workers. The village has 1,621 craftsmen (The Tourism Office of Sukoharjo Regency, 2003). The village's administrative facilities consist of one public hall, one village office, and administrative rice field for government staff. As for economic and business facilities, the village has one public market, about 14 shops and restaurants, one village cooperative, 3 loan offices and one village rice barn (Wirun Administrative Office, 2003). The village is identified as an Industry, Cultural and Agro Tourism Village, due to its potential, which is able to captivate and attract both domestic and foreign tourists. The attractions reported from the Tourism Office of Sukoharjo Regency (2003) are:

1. Gamelan Making

The gamelan is made of brass bronze, copper and iron. The sound of the gamelan creates rippling melodies which are seen as making listeners relax. It takes approximately 4 months to make a set of gamelan. The price is around Rp 60,000,000 (\$ US20,000) depending on quality. The product has been exported around the world to USA, Japan, Australia, Malaysia, Singapore and European as well as Asian countries. At Wirun, there are five craftsmen who employ about one hundred and twenty workers. They are Supoyo, Reso Wiguno, Sumo, Samsiyo, and Doyo. The music set can be delivered into two tones, namely slendro and pelog, each of which comprise 22 units with different sounds. It is played by 22 musicians accompanied by a few men and women singers. It can be used to accompany traditional dancers, leather puppet shows or karawitan.



2. Batik Jumputan

The process to make it is simple as is the equipment. However, it is unique and relatively cheap. One piece of it costs Rp. 5,000 (\$US 1.6). Most of the products are marketed to other regions/ countries. About 60% goes to Bali and 30% is exported to Japan, Mexico, Netherlands, and Singapore and the rest is for tourists who visit the factory.



3. Bonsai Trees

Growing a bonsai requires patience, care and creativity. It is truly an art. The price varies depending on interest, one's sense of art and bargaining power, and thus there is no standard price. The trees are normally sold in the big cities.



4. Rooftile Industry

Some villagers earn their living by producing roof tiles since the raw material is easily obtained. They can produce about three thousand pieces per day. They are marketed to Sukoharjo, Solo and vicinity.



5. Wayang characters making

Wayang is the traditional Javanese shadow play. Traditionally the characters are made of leather carving but to reduce the cost they can be made of thick paper as well. The production process is relatively complicated and takes a long time.



6. Antique furniture

This activity produces various kinds of furniture both for the household and the office with beautiful and classic nuances. The price is from Rp. 400,000 to 1,000,000 (\$US 150-350) per unit. The export is to Europe, Australia and USA.



Other attractions include such as Gempol Pleret Specific Drink, Jatilan Traditional Art (describes various character of mankind living in the universe), and Keroncong Music. These make up the Wirun tourism village, which has the ability to attract both foreign and domestic visitors.

This community represents a community with tourism potential (careers in the village) well promoted by the government of its regency. However, the community has not officially managed tourism. There is no accommodation service provided within the community; therefore, the community normally receives only passing visitors. This community is defined as being at a low level of tourism development.

East Java

East Java consists of about 48,000 square kilometres including Madura Island (East Java Government Tourism Service, 1999). With a population of almost 35 million, it is the most populated area in Indonesia. To The East lies the island of Bali, to the West the Province of Central Java and the Special Region of Yogyakarta, to the North is the Java Sea and to the South is the Indian Ocean. Two thirds of the area is mountainous or hilly. There are approximately 48 mountains with the highest peak of Mount Semeru being the peak in Java. East Java, like the other parts of the Indonesia archipelago, has a tropical climate with two key seasons: rainy-season (October-April) and dry-season (May – September). Surabaya is the capital of East Java. It is located on the northeast part of Java island. The people mainly live on agriculture with rice as the most important product beside other plantation products such as corn, sugarcane, coffee, tobacco, cocoa, cloves, and spices. People also have wider job opportunities with tourism developing rapidly in this region and playing an important role in increasing the people's income. Volcanic craters, deserted beaches, wildlife reserves, well-preserved temple complexes and a friendly colourful people, make East Java a prime “soft adventure” destination.

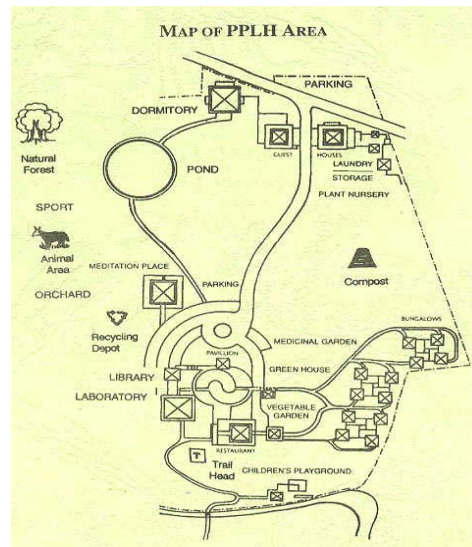
Seloliman

The village of Seloliman, East Java is located on the slopes of Penanggungan Volcano, 400 meter above the sea level, in the cool hill ranges of Trawas subdistrict, Mojokerto, about 1.5 hours or 50 km from Surabaya. The area is one of Java's few remaining protected rain forests (Pandaya, 1990). It is a sacred site for 83 Hindu and Buddhist temples and statues (Garuda, 1997). Pusat Pendidikan Lingkungan Hidup (PPLH), the first non-formal Environmental Education Centre NGO's in Indonesia is located in the village leading the village in environmental concern and tourism development for the community (Anonymous, 1997; PPLH, n.d.a; Wesman, n.d.). Local residents and officials have given their strong support to the establishment of the PPLH (Panyada, n.d.). The centre was completed in 1990 (Anonymous, 2000). It is approximately 3.7 hectares (Anonymous, 2000; Frederik, 1990) and everything in this area is designed as a media of environmental education. There are traditional Javanese buildings, fields and gardens of ecological farming, re-forestation, animal husbandry, compost, water treatment and waste recycling areas. (PPLH, n.d.a;

Simeulue, 1995). PPLH is close to the villages, so that it can motivate the villagers to a better , healthier style of ecological living (DPH, 1997).

PPLH was initially set up as study centre for the many members of the Green Indonesia foundation, a movement seated in Jakarta and set up by Dr. Suryo Wirjoatmodjo and his friend Dipl Ing Hans Ulrich Fuhrke, an architect from Germany (Frederik, 1990) funded from the WWF-USA. PPLH started off as a small group of people meeting and discussing environmental issues and traditional agricultural methods. It has now become a non-governmental organisation with five centres across Indonesia employing approximately 100 staff members. Although supported by the government, the centre receives no financial support assistance from it. The centre receives donations or funding from external sources, usually for mechanical equipment, but largely survive on income generated from their guest facilities and educational programs (Alternative Technology Association, 2000). Their regular programs are community development program; Sunday seminar; school link program; workshops and seminars (PPLH, n.d.a). The centre's programs range from introduction to the tropical rainforests, biological monitoring, and herbariums, to plants for survival, insect and bird watching, and nature photography. The 21 employees of PPLH also educate visitors about good hygiene, water, soil and air pollution, flooding, the green house effect, the micro climate and health (Wesman, n.d.).

It also received strong funding support from Denmark and Great Britain and cooperation from the community and several universities in Surabaya (Pandaya, n.d.). Its purpose is to raise awareness and to encourage a balanced lifestyle for each member of society and to support growth, responsibility and care for the Indonesian environment (DPH, 1998). Suryo's emphasis is on preserving the environment while delivering lasting benefits to the community (DPH, 1997; Garuda, 1997; Simeulue, 1995). They hope to introduce Indonesians to a working and productive alternative model to the monocultures that have been the medium for Indonesia's intensive agriculture (Anonymous, 1997). This will support the concept of sustainable development, which will benefit present as well as future generations (PPLH, n.d.a).



The current director is Mr. Bandung Edi Santoso (DPH, 1997). The centre has become self-supporting. Fruit and vegetables produced on its plots are used for consumption by course participants, staff and visitors (DPH, 1997). The facilities of the centre are:

- Micro-hydro power station (Blom, n.d.), a water pipe that can supply 15 kWh of electricity for PPLH and Jangjing sub-village for free. The men of Jangjing helped to build this power station (Blom, n.d.). The increase in the energy supply will lead to new development opportunities for the surrounding villages, some of which include a rice milling machine, grinders for rice, wheat, coffee and chillies, a wood processing machine and a welder. The micro-hydro system is a good example of how decentralised development in rural areas can encourage the local people to create their own local economic cycles independent from the central government and co-operate to improve living conditions and income in their own community (Alternative Technology Association, 2000).

- The well-equipped library on Indonesian environment and related subjects (PPLH, n.d.b).
- Accommodation : 1) Dormitory for up to 60 people, 2) Guest house for 10 or 6 people, 3) Bungalows for 4 people (Alternative Technology Association, 2000; PPLH,n.d.a). There are 12 bungalows in total, priced at Rp 60,000 (\$US 20) a night. The bungalows have attractive open bathrooms. Two guest houses at rates of Rp. 75,000 and 85,000 for a single and double-storey respectively. The dormitory's rate is \$US 1.50 per day pre bed (Anonymous, 1996).
- Restaurant, serving ecologically and friendly food, free from chemical additives substance (PPLH, n.d.a). The leader of PPLH administrative office, Mr. Arif is an advocator of traditional and healthy food preparation and cooking, as well as of the importance of using home-grown resources. He revealed that there is no “pollution” in the food. At the centre, the food is preservative and chemical-free, and no food colouring is used (Anonymous, 1996).



Typically one month's lodging and food costs around Rp 150,000 (\$US 50) (Alternative Technology Association, 2000). Many of the lodgings are surrounded by ponds which function as a cooling mechanism. The centre receives approximately 12,000 visitors annually. It attracts both domestic and foreign visitors. Sunday is the busiest day. High schools and universities are regular visitors to the centre, (Garuda, 1997) mostly from Surabaya (1.5 hours north) but international schools as far as Bandung and Jakarta also visit. In a relaxed atmosphere, villagers, students, teachers, journalists, non-government organisations, professionals and private individuals attend its programmes or stay as guests. Guests can opt to participate in the centre's activities, or simply sit and meditate on the surroundings. Structured activities for those more eager to learn include walks and an introduction to environmentally friendly farming technologies. The centre emphasises the interaction of organic systems with traditional Javanese beliefs. The medicinal herb and species gardens grow both traditional and introduced species. Permaculture is part of the centre's “religion”, as are the principles of renewable energy (Anonymous, 1997). Recent

political problems have resulted in a lower numbers of visitors. The number of foreign visitors has also fallen. Before the political upheaval, PPLH associated with seven international travel agencies but now there is only one (Alternative Technology Association, 2000).

The community of Seloliman is one of the attractions of the area. The sub-villages are Sempur, Bitting, Balekambang and Jangjing. Since the installation of the micro-hydro system the local people recognise that the forest has an important regulatory function for the water resources. Water is needed not only for irrigation of their rice paddies but for their electricity supply (Alternative Technology Association, 2000). The local catchment is almost guaranteed protection. PPLH provide the community development programs. These involve motivating the villagers through education of environmental concerns, to increase employment and raise their standard of living (Alternative Technology Association, 2000). Agricultural training is given in dairy farming, free range chicken rearing and other alternative farming techniques that enable villagers to develop a market of quality local food. One group of 10 women are making recycled paper using simple technology and passive solar principles. Presently they are trying to improve drying methods so that the natural colour fixes without fading. If they can improve the quality there is an opportunity to export the product to Europe. A group of men is aspiring to value add to the existing kapuk (cotton like fibre) industry. The village of Sempor currently sells 800,000 tonnes of rough kapuk annually. This is worth Rp 500,000 per tonne (\$US170) (Alternative Technology Association, 2000). In experiencing the village's living, small groups can visit local typical East Javanese villages and appreciate life, work and arts of the native people (PPLH, n.d.a).

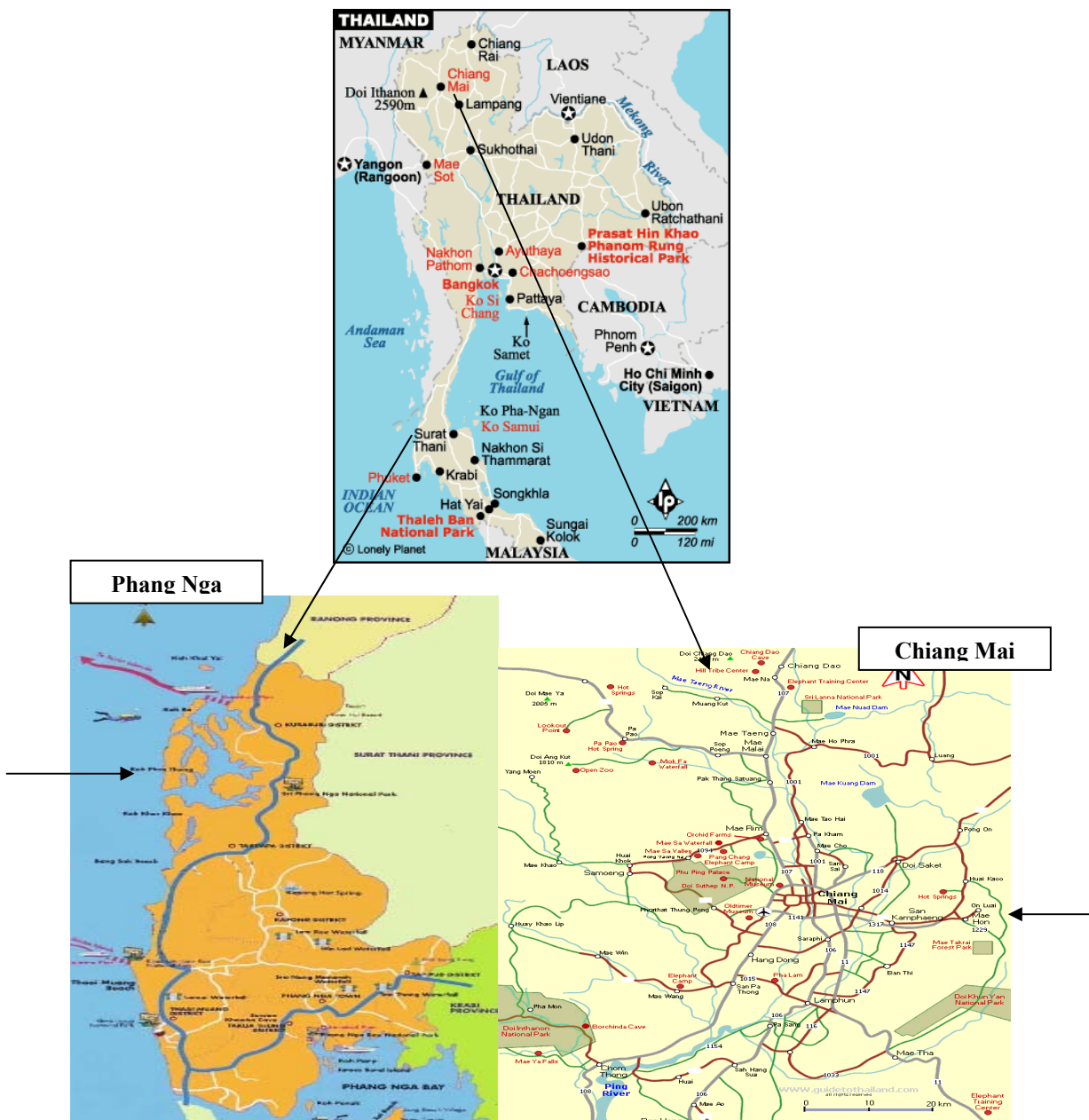




Other attractions of the area are:

- Beautiful wildlife species (PPLH, n.d.b).
- Dam that was built by the Dutch in 1929 for irrigation purposes, and paddy fields (Blom, n.d.).
- Tropical rainforest leading to rivers, springs and hills to East Java's oldest temples: King Airlangga's sacred meditation site Jalatunda. It is believed that a bath in its holy spring water will rejuvenate your body (PPLH, n.d.b). It is from the 12th century (DPH, 1997).
- Other activities are: cross country treks through mixed forests to Jalatundo Temple and to the archaeological site of Kahuripan, an ancient Javanese Kingdom spread at the base Mount Penanggungan. Tours to surrounding areas such as Trowunlan Museum and archaeological Majapahit Kingdom (50 km); Delundung Water Falls, Tretes Water Fall and Reco Lanang- the biggest statue of Buddha in Java and Welirang Volcano (30 km); and Cangar Hot Springs and Javanese cave (40 km) (PPLH, n.d.a).

This community represents a community which tourism is developed and managed by professionals. It has been operated for at least eight years (information from the staff) but it does involve the community. The uniqueness of the area's attraction is its natural surrounding and local knowledge about the environment and the community. The organisation in the community is providing services for visitors and it is well managed. This community is considered as being at a medium level of tourism development.

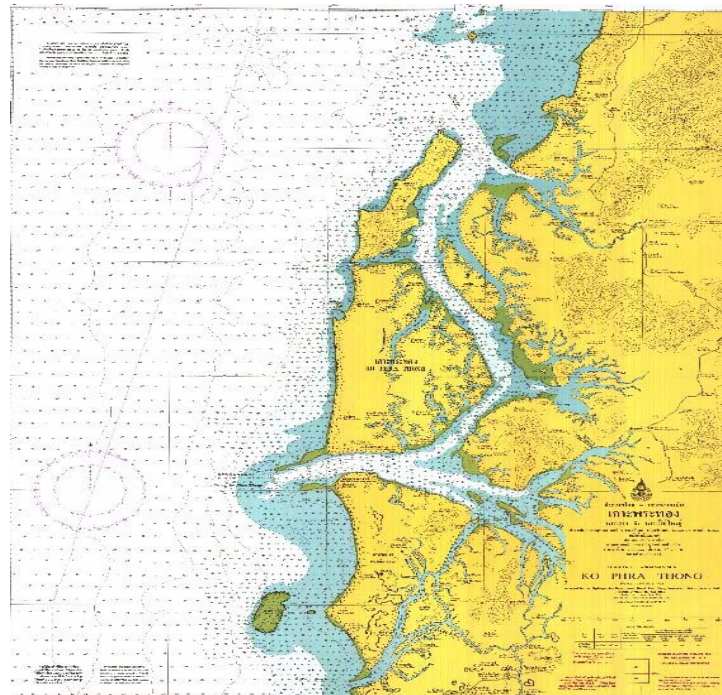


Phang Nga Province

Phang Nga is a land of tin mines and beautiful scenery nestled among mountains, which rise up around the town as if they were the town walls. The population of the province as of December 2001 was 235,514 (United Nations, 2003). The majority of the area is mountainous with very little basin area. Phang Nga covers the area of 4,170.9 square kilometres, 57% of which is mangrove and evergreen forest. The province has a coastline of 240 km. long and 105 islets. Phang Nga is 788 kms. from the south of Bangkok (Thaiways, 2003), bordering on Ranong and Surat Thani

provinces to the north, Phuket and Andaman Sea to the south, Krabi and Surat Thani provinces to the east, and the Andaman Sea to the West (TAT, 2003; Thaiways, 2003; United Nations, 2003). It is administratively divided into eight Amphoes (or districts). Phang Nga has totally 118 islands. Phang Nga is a primarily agricultural province in the south of Thailand. The chief cash crop is rubber, and rubber plantations cover a considerable area. Aside from that, large areas are also given to food crops such as rice, vegetables and fruits (United Nations, 2003). Along its coast it offers parks of different kinds, the most famous is Phang Nga Bay National Park. The bay is extremely sheltered, ideal for expeditions of sea canoes to explore the many fascinating caverns with their own eco-systems. Many of the larger islands have bungalow accommodation. Phang Nga's Andaman coast offers parks of a different kind. The island groups of Surin and Similan are renowned for their beautiful unspoilt beaches and spectacular underwater scenery, attracting divers from around the world.

Koh Pra Thong (Golden Buddha Island), Phang Nga



Koh Pratong is the fifth or sixth largest island of Thailand. It is located in the southern part of the west coast of Thailand. The area covers 108.49 square km. or 67,806.25 rai (Koh Pratong Administrative Office, 2003). The Island is located off the west coast at a Kuraburi village, approximately 200 km. north of Phuket and most southern entry point into Burma. It is 20 km away from Kuraburi administrative district office.

The north connects with Andaman Sea and Ranong province. The south connects with Koh Ko-Koa sub-district, Ta-Kua Pa district. The east connects with Mae Nang Khoa sub-district, Kura-buri district. The west connects with Andaman Sea. Its geography consists of 14 small Islands in the Andaman Sea. Two Islands (Surin and Similan) are national parks. Two Islands are inhabited, Koh Pratong and Koh Ra which consists of 4 villages (Moo). The names of the four villages are Tung Dap (Moo 1), Ta Pea Yoy (Moo 2), Koh Ra (Moo 3), and Pak Jok (Moo 4) (Koh Pratong Administrative Office, 2003).



Population is 1,100, 516 males and 584 females. The main careers in the community are agriculture (mainly cashew nut and coconut) and fishery. The sub-district has three primary schools, one temple, and one health station. People here normally travel to the main district by boat. Not every village has electricity; they still use manual power electricity. Natural water resources are 12 creeks and 8 swamps. There is also an irrigation system in the villages (Koh Pratong Administrative Office, 2003).

The island is quiet and peaceful, visitors who are in the area can participate in activities such as snorkelling and hiking. The island provides varied wildlife and ecosystems – from coral reefs to mangrove swamps. Researchers have been coming to the island since 1996 because of the abundance of wildlife on Koh PraThong. The most successful project is the “Sea Turtle Project” which aims to protect the

endangered nesting sea turtle. The work here is from December- March every year (Chelyssa, 2001). This project also involves local community, volunteers and visitors. The main organisation that arranges the projects was Naucrates, a non-governmental organisation. Their other projects are: Mangroves Project (June- August 2003), Environmental Education Program (2002-2003), and Tourism Impact Assessment (invited Lisa Jones as the main researcher). The local community has not managed tourism here but there have been operators for about 20 years. There are two main resorts, Golden Buddha Beach (owned by a villager), Krathom Moken Resort, and Kuraburi Green View Resort (owned by a businessmen). However, there is a potential for this island to be a tourist attraction because of its richness of resources and the passway to the famous Koh Surin National Park.

The natural resources of the area are mainly marine resources such as dugong, sea turtle, lobster, mangroves, and coral reefs. As for the mainland, the resources are the abundant forest, and wildlife such as deer, wild pig, and bird. The resources of the area are suitable for developing as tourist attractions and as a fishery area. The uniqueness of this island is that most of the area is Savannah field and has abundant forest especially in the central of the island. There are also exotic flora and fauna. The landscape is Safari-like or similar to Africa. The eastern part of Koh Pratong consists of mangrove swamp which is a complete fully functioning ecological system (Koh Pratong Administrative Office, 2003).



The development strategies of the sub-district administrative office (2003) which related to tourism are:

1. Focus on “people” as the centre of the development
2. Koh Pratong will develop the community to become an eco-tourism destination and they are now trying to improve natural resources for this purpose. This could develop the community and provide better economic status.
3. Environmental management is considered essential and strengthens the local capacity. Community involvement is encouraged and creates an awareness of conserving and improving natural and environmental resources for sustainable benefits.

The sub-district will also develop the community to be a sustainable fishery community; strong career groups; an eco-tourism destination and improve the network system.

This community represents a community where tourism is supported by the local government although it has not been officially developed but it is now included in the development plan. The main attraction of this destination is marine natural resources. Although there is accommodation provided for visitors it is mostly owned by the private sector. This community is considered as being at a low level of tourism development.

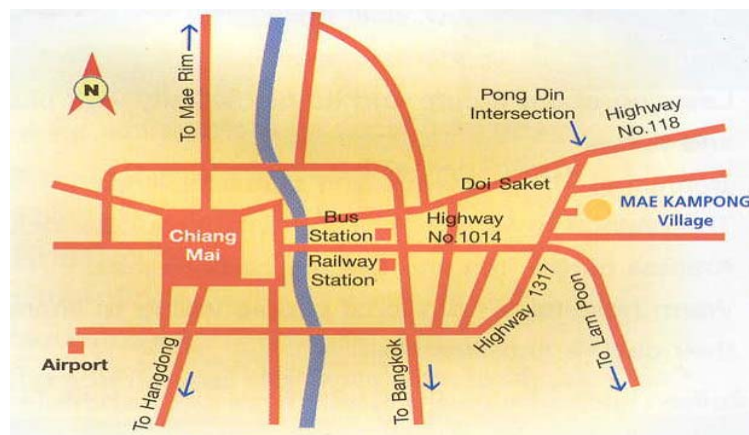
SITUATION OF KOH PRATONG IN 2005

It should be noted that after the researcher had collected data in Koh Pratong in year 2003, Koh Pratong was hit by the Tsunami wave in the end of year 2004. The effect from the Tsunami leaves this area untouched and tourism project could not be able to be implemented at this time because it is listed in the one of the severely affected villages from the Tsunami as reported in Community Organizations Development Institute, Southern Fisher folk Federation and NGOs (2005).

Chiang Mai Province

Chiang Mai, 700 km. north of Bangkok, is the north's largest city in Thailand with wonderful mountain and waterfall scenery. The population of Chiang Mai is 1.6 million (United Nations, 2003). It is the provincial capital of a largely mountainous province, which is 20,107 square kilometres in area (United Nations, 2003). It is adjacent to Myanmar in the north, Tak province in the south, Lamphun province in the east and Mae Hong Son province in the west. It is located in a fertile valley 300 metres above sea level. The province is over 700 years old, founded in 1296. The highest peak of Thailand is at Doi Intanon National Park. It is the centre for tourism, either in the city or visiting hill tribes. There are many hill tribe people in the mountainous districts such as Omkoi, Mae Chaem, Chiang Dao and Mae Ai districts. Chiang Mai has distinctive festivals and cultural identities, historic temples dating from 1300s, and arresting scenic beauty. The people who are largely farmers and artisans, have their own architectural traditions, their own indigenous handicrafts, their own dances and their own distinctive cuisine. Hill tribes also lend a great deal of character to the beautiful mountainous landscape. The most well known activities in the province are elephant camps and trekking. Its outstanding product is handicrafts and temperate fruits such as apples, peaches and strawberries (TAT, 2002).

Mae Kam Pong Village (King Ampor Mae-On), Chiang Mai



Mae Kampong is the mountainous village which is located in Huay-Keaw sub-district, northeast of the administrative office of Mae-On district's branch. It is 18 km from Mae-On district's branch and 50 km to the east of Chiang Mai Province near San Kam-Pang district. Mae Kampong is the third village (Moo 3) of the eight villages in Huay Keaw sub-district. The north is connected with Ban Mae Lai village (Moo 2) of Huay Keaw sub-district, Chiang Mai province. The south is connected with Ban Mae

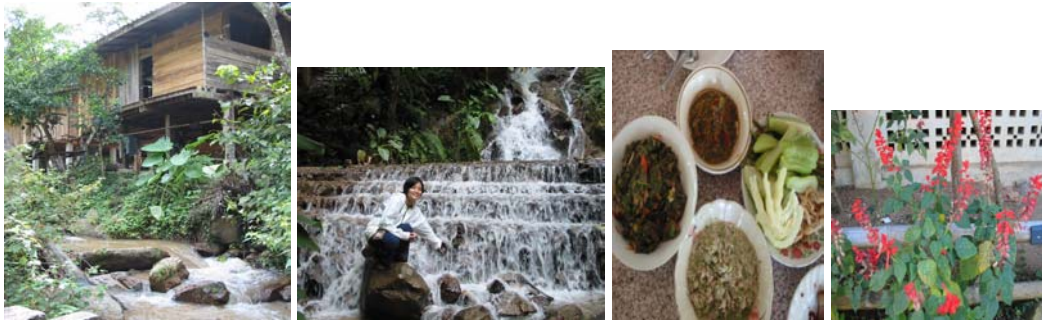
Ruam (Moo 1) of On-Nuay district, Chiang Mai province. The east is connected with Muang Pan district, Lampang province. The west is connected to Ban Tan Tong (Moo 8), Huay Keaw district, Chiang Mai province. The mountain where the village is situated named “Doi Mon-lan,” is 1,300 metres above sea level with an average temperature of 10-18 Celsius throughout the year. The highest temperature is 25 Celsius and the lowest is 4 Celsius. The village is around 100 years old village (Chaing Mai Cooperative Office, 2001).

The houses of the locals are located along the mountain shoulder. The local people migrated here from Doi Sa-ket District. The population of Mae Kampong is 416 (217 males and 199 females). There are 6 sub-villages (Pok) in Mae Kampong: Pang Noak, Pang Klang, Pang Kon, Pang Ton, Pang Nai 1 and Pang Nai 2. The name of the village is from the local yellow coloured flower, which will only grow in the mountain area. Most of the people here own a “Miang” plantation, which can be transformed into herbal tea, and it is the main livelihood of the residents here. Now, they are starting to grow Arabica coffee to sell. Other employment includes bamboo weaving in different forms including bamboo furniture and herb plantation. There are several creeks which pass the village and create a pleasant atmosphere. There is a small waterpower electricity station. The village formed the electricity royal project cooperative to distribute the electricity to its members. The cooperative also provides money lending and is involved in selling products. However, the income was still not sufficient; therefore they formed a home stay tourism because the villages have the advantages of beautiful natural surroundings and friendly villagers. The home stay tourism then become the core product of the project of “one sub-district, one product” of Mae Kampong village. This community eco-tourism village project was initiated in December 10, 2000 (Chaing Mai Cooperative Office, 2001).





Although the destination is not well developed in tourism, the village is now managing home stays to welcome tourists. Tourism was started from the idea of the head of the village, Phrommin Puangmala, and the village's monk in the year 2000. The main reason for the eco-tourism home stay was to provide knowledge and understanding of the village's culture, tradition, food and ways of life to tourists who search for attractions in the remote community and new experiences. Tourists live with the local families and live daily life as local people and also enjoy the abundant surroundings of nature and ecology. The attractions of the area include flora and fauna especially orchids. There are both domestic and international tourists. There are 130 households in the village but at this moment only 10 houses have registered in the tourism home stay program (Chiang Mai Cooperative Office, 2001). In order to visit the village, tourists have to apply in advance and wait for acceptance before travelling to the village. The tourists have to follow the village's rules such as maintain the existing natural resources, follow the local guide, and respect local traditions. There is one main travel agent, who supports the activity and advises on marketing issues. The visitors can both reserve the home stay through the agent or directly with the village office. The village offers the home stay package of 2 days and 1 night including meals for 550 baht (\$AUD 22), if including a pathfinder the cost is 1,000 baht (\$AUD 40). If visitors would like to experience the traditional dance, the cost is 1,000 baht (\$AUD 40) and traditional "Baisri" is 600 baht (\$AUD 24). A guide is provided for 200 baht (AUD\$ 8) per 5 visitors (Mae Kampong Electricity Cooperative Royal Initiated Project Ltd.,n.d.).



The destination is offering:

- Bush walking through the cool and misty mountains. The natural topography is still maintained perfectly and Doi Mon Larn Mountain in the village is the source of many rivers. In the morning, sea fog can be seen.
- Camping at the many viewpoints.
- Sightseeing to wonderful waterfall
- Learning about nature and its biodiversity with plants and herbs.
- Traditional Thai massage and sauna facilities
- The chance to try some of the local products including Arabica coffee, tea and healthy herbal juices (Mae Kampong Electricity Cooperative Royal Initiated Project Ltd., n.d.).

On the way to Mae Kampong village, there are interesting tourism sites such as the Beautiful Stones Garden, the Amazing Stones, The Teen Tok Royal Project Centre, the San Kampaeng Hot Spring and the Pha Num Lord Cliff.

Recently, the village has also done its SWOT Analysis (Chiang Mai Cooperative Office, 2001) (See Appendix K).





At present, there is no public transportation serving the village, travellers need to rent transportation from the minibus station in San Kampaeng and Doi Sa Ket or contact the transportation of the village to be collected in the city which costs around 500 Baht.

Mae Kampong village represents a community where tourism is managed and owned by people of the community. Tourism has now been managed for about 4 years especially in the homestay form so the attractions here are the community's life style and natural surroundings. In the community, basic services are provided to visitors. This community is considered to be at the medium level of tourism development.

The researcher spent 10 days in each community to distribute questionnaires except in Desa Wirun where only 5 days were possible. The details of questionnaire distribution and returned were:

- Desa Wirun, Indonesia = 48 (64 %) questionnaires from 75
- Seloliman, Indonesia = 85 (59.44 %) questionnaires from 143
- Koh Pratong, Thailand = 85 (66.93 %) questionnaires from 127
- Mae Kampong, Thailand = 86 (71.66 %) questionnaires from 120

The difference of questionnaires distribution to each community was because time and accessibility constraints of different locations. Also, the distribution was based on the recommendation and dependency of the key informants in each area, therefore, it resulted in the differences number of questionnaire distribution. (The key informants of Desa Wirun community were the administrative officers of the village; Seloliman were NGOs of the environmental centre; Koh Pratong were the administrative officers of the village; and Mae Kampong were heads of the village. This recommendation of

the key informants can therefore ensure the representativeness of the samples in each community as the same objectives of questionnaire distribution were explained to those key informants before the questionnaire distribution by the researcher.

The following Table 5.1 shows information about the respondent profile for each site.

Table 5.1: Respondent Profile

Profile	Desa Wirun	Seloliman	Koh Pratong	Mae Kampong
Sex				
Male	28 (73.7%)	38 (48.7%)	40 (55.6%)	34 (49.3%)
Female	10 (26.3%)	40 (51.3%)	32 (44.4%)	35 (50.7%)
Age				
Mean	38.42	30.24	30.49	39.51
SD	13.58	7.98	11.42	13.98
Minimum	19.0	12.0	14.0	10.0
Maximum	75.0	60.0	66.0	77.0
Types of careers/ or positions in the community described by respondents	-Private employee -Government officer -Labour -Barber -Chauffeur -Teacher (High school/ University) -Puppet maker -Private business -Mechanic -Traditional artist -Clothe sewer	-House wife -Entrepreneur -Farmer -Head of house wife group -Seller/ Trader -Student -Private business -Staff of organisation -Private company staff -Operator -Head of sub- village -Forest farmer -Teacher	-Head of the village -Government -Tourist guide of the village -Community leader/commitee -House wife - Volunteer of conserving coastal environmental resources -Villager -Fishermen -Women leader of the community -Employee -Teacher	-Villager -Village committee -School administrator -Teacher -Home stay owner -Village leader -Village officer in the cooperative organisation -Gardener -Owner of “Miang” plantation
Time in community (year)				
Mean	22.36	26.97	24.16	28.16
SD	16.98	11.73	12.92	17.37
Minimum	1.0	2.0	1.0	3.0
Maximum	58.0	60.0	60.0	70.0

5.4 Study results

This section will present the results of the study aim by aim. The results pertain to the four representative communities: Desa Wirun (Indonesia-low tourism development), Seloliman (Indonesia-medium tourism development), Koh Pratong (Thailand-low

tourism development), and Mae Kampong (Thailand-medium tourism development). The open-ended questions were coded by theme and the quantitative analyses were analysed with frequencies, means, ANOVA, and post hoc Scheffe tests.

5.4.1 Aim 1: To understand the overall attitude of the communities towards community-based tourism. The findings of this section derive from Section 1 of the questionnaire which included ranking the four scenarios and rating the five point agreement scales on negative and positive characteristics of community-based tourism.

The four scenarios provided to the respondents were the same as in the previous Study 2. They were based on Weaver's (2000) scenario categories. The scenario with the lowest mean of each community group was considered to be the best community-based tourism. This information assists in understanding general attitudes to community-based tourism. The community views will be compared with other stakeholder groups in the last study: the consensus of community-based tourism and future possibilities.

Table 5.2: Ranking of the four scenarios

	Desa Wirun Indonesia (low)	Seloliman Indonesia (medium)	Koh Pratong Thailand (low)	Mae Kampong Thailand (medium)	F value	p value
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)		
Scenario 1: non-regulated small scale (OAT)	2.62 (1.06)	2.69 (1.03)	2.51 (1.07)	2.59 (1.02)	0.39	0.763
Scenario 2: exceeding carrying capacity and high intensity (UMT)	2.80 ^{ab} (1.11)	3.34 ^a (0.90)	2.67 ^b (1.11)	2.73 ^b (0.96)	6.52	0.000*
Scenario 3: high-regulated small scale (PAT)	2.47 ^a (1.23)	2.04 ^{ab} (0.99)	2.08 ^{ab} (1.14)	1.78 ^b (1.08)	3.48	0.016*
Scenario 4: have carrying capacity and high intensity (CMT)	1.97 ^a (0.97)	1.90 ^a (0.90)	2.66 ^b (1.11)	2.91 ^b (1.08)	15.45	0.000*

OAT = Opportunistic Alternative Tourism/ UMT = Unrestricted Mass Tourism/

PAT= Planned Alternative tourism/ CMT = Controlled Mass Tourism

A rank of 1 = the most important of the four scenarios.

* = There is a statistically significant difference between the means of the various groups at the 0.05 level.

Means with each individual different superscripted letter are significantly different at the 0.05 level.

The results show the similarities between the communities of the same country. Both Desa Wirun (1.97) and Seloliman (1.90) villages in Indonesia rank Scenario 4 (or Controlled Mass Tourism) as the first best form of community-based tourism but both Koh Pratong (2.08) and Mae Kampong (1.78) in Thailand give the best rank to Scenario 3 (or Planned Alternative Tourism). For the second best rank, Desa Wirun (2.47) and Seloliman (2.04) rank for Scenario 3 (Planned Alternative Tourism) whereas Koh Pratong (2.51) and Mae Kampong (2.59) rank for Scenario 1 (Opportunistic Alternative Tourism). Desa Wirun and Seloliman also give the best third and fourth rank the same which are Scenario 1 and Scenario 2 respectively. Koh Pratong rank third to Scenario 4 and fourth to Scenario 2 but Mae Kampong rank these two scenarios in reverse order from Koh Pratong. It is noticeable that the villages of the same country give similar order from the first to the fourth rank especially between the two communities of Indonesia that give all four scenarios in the same order.

Using ANOVA analysis to find the statistically significant differences, scenarios 2, 3, and 4 are all seen differently. Analysing by the post hoc Scheffe test, there is the difference between Seloliman community and the two communities of Koh Pratong and Mae Kampong, Thailand in Scenario 2. In Scenario 3, the difference shows between Desa wirun community and Mae Kampong; and in Scenario 4 shows Desa Wirun and Seloliman of Indonesia versus Koh Pratong and Mae Kampong of Thailand. It can be suggested that there are differences in the general attitude towards community-based tourism between countries and not necessarily between the level of tourism development within the country.

The following Table is constructed from the open-ended section following the scenario ranking. It identifies the reasons why respondents choose their preferred CBT scenario. The themes were coded based on Weaver's (2000) tourism characteristics (See Table 4.1) and some themes were added to fit the response categories. The key descriptions of the response which gain 5 or more cases are reported in Table 5.3. More details of descriptions that include less than 5 cases are reported in the Appendix.

Table 5.3: Reasons for “Best CBT” from the four communities

Characteristic	Desa Wirun	Seloliman	Koh Pratong	Mae Kampong
Markets Seasonality/ origins			<ul style="list-style-type: none"> Tourists from many cultures/ countries (6) 	
Attractions Character			<ul style="list-style-type: none"> Attractions are cultures, tradition and food (17) 	<ul style="list-style-type: none"> Attractions are cultures, tradition, life style, arts and food and resources and souvenir (15)
Orientation			<ul style="list-style-type: none"> Interaction/ exchange between locals and tourists (8) 	<ul style="list-style-type: none"> Interaction/ exchange between locals and tourists/ welcoming guests (9)
Accommodation Architecture/ Ownership				<ul style="list-style-type: none"> Homestay at local houses (6)
Economic status Role of tourism	<ul style="list-style-type: none"> Tourism as main income will urge economic activity and national income (6) 		<ul style="list-style-type: none"> Tourism is community main business/ income (7) Tourism is additional income (13) 	<ul style="list-style-type: none"> Tourism is additional income (15)
Regulation Control	<ul style="list-style-type: none"> Involve the community in tourism (11) Cooperation of community, private sector, and government (6) 	<ul style="list-style-type: none"> Involve the community in tourism/ control by local (14) Cooperation of community, private sector, and government (6) Manage by private sector /people from outside (5) 	<ul style="list-style-type: none"> Involve the community/ manage by community or leaders (17) 	<ul style="list-style-type: none"> Involve the community/ manage and control by community/ committee /leader (28) Help/ consult by expert (5)
Amount			<ul style="list-style-type: none"> Strict regulations to maintain cultures (6) 	<ul style="list-style-type: none"> Maintain community ways of life/ culture/ suitable for the community (5)
Emphasis	<ul style="list-style-type: none"> Community benefit (income, job, life quality, family welfare) (13) 	<ul style="list-style-type: none"> Community benefit (income, job, life quality, future, knowledge of tourism business) (25) 	<ul style="list-style-type: none"> Community benefit (income, job, economy, facilities, living standard) (31) 	<ul style="list-style-type: none"> Community benefit (income, job, life quality, education) (18) Sustainable community and development (5)
Management Strategies			<ul style="list-style-type: none"> Carrying capacity control/ limit tourist number (7) Support by government (5) 	
Other description		<ul style="list-style-type: none"> Suitable for the respondents' satisfaction and society or community situation (15) 		

(N) = case (s) stated by the respondents

The themes of interest that will be discussed are themes which gain more than five cases. It is clear that the regulation theme receives most agreement from all the four communities in considering CBT best destination. All four communities describe the best CBT to have community involvement and control over their own tourism. The Desa Wirun and Seloliman communities suggest as well the cooperation on community, private sector, and government. In the emphasis of regulation, all four communities focus more to community benefits although the details differ. Community income, job and life quality are the benefits chiefly considered. Every community refers to the amount of regulation but there is a higher number of cases from Koh Pratong that support strict regulations in order to maintain the community cultures. On the other hand, Koh Pratong also see the best CBT to have many tourists visiting from different cultures as a market related theme.

The two communities from Thailand emphasise the attractions theme. They indicated the best CBT attractions to be community culture, tradition, life style and food for instance. The Thai communities support the interaction and exchange of culture between local people and tourists. There are a few suggested types of accommodation but more responses from Mae Kampong village prefer to have homestay at local houses as the best form of accommodation for CBT.

The economic status theme is one of the main reasons the respondents decide for the best CBT scenario. Mae Kampong gave high response in having tourism as additional income for a community whereas Desa Wirun support tourism as the main income for the better economy. The community of Koh Pratong agree with both practices as shown from the number of cases.

An additional theme supplementing Weaver's categories is that of specific management strategies. In this theme, the Koh Pratong community highly recommend that the best CBT should have a set carrying capacity by limiting the tourist numbers. A few cases from every community also indicate government support for tourism. The Seloliman community chose the best scenario as one which best matched their own community situation.

In the next section, results are reported from community ratings of the positive and negative CBT statements. The agreement scales were from 1, strongly agree, to 5, strongly disagree. The findings are presented in the following Table 5.4.

Table 5.4: Agreement on statements about CBT

	Desa Wirun (<i>low</i>)	Seloliman (<i>medium</i>)	Koh Pratong (<i>low</i>)	Mae Kampong (<i>medium</i>)	F value	p value
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)		
CBT will bring more money to the community (+)	1.70 (0.70)	1.74 (0.92)	1.61 (0.52)	1.78 (0.64)	0.79	0.499
If under community control, CBT will be okay (+)	2.33 ^a (0.60)	2.13 ^{ac} (0.76)	1.77 ^b (0.71)	1.84 ^{bc} (0.74)	7.76	0.000*
CBT generate sustainability (+)	2.22 (0.85)	2.17 (1.09)	1.95 (0.68)	2.04 (0.75)	1.39	0.247
CBT provides chance for community involvement (+)	1.52 ^a (0.59)	2.30 ^{bc} (1.29)	1.74 ^a (0.59)	1.92 ^{ac} (0.67)	9.40	0.000*
CBT encourages multiple cooperation (+)	1.69 (0.56)	2.04 (1.01)	1.91 (0.75)	1.87 (0.80)	1.79	0.149
CBT is a good concept (+)	1.80 ^{ab} (0.65)	2.00 ^a (0.80)	1.63 ^b (0.51)	1.83 ^{ab} (0.76)	3.62	0.014*
CBT is the exchange of cultures (+)	2.00 (0.85)	2.11 (0.94)	2.29 (0.91)	2.29 (1.28)	1.17	0.322
CBT provides high quality service/product (+)	2.17 ^{ab} (0.80)	1.96 ^a (0.70)	2.47 ^b (1.06)	2.43 ^b (1.09)	4.92	0.002*
CBT destroys community identities (-)	3.93 (1.10)	3.83 (1.07)	3.58 (1.00)	3.75 (0.85)	1.37	0.254
CBT makes community life difficult (-)	4.33 ^a (0.88)	4.04 ^a (0.81)	3.48 ^b (1.09)	3.32 ^b (1.10)	14.47	0.000*
CBT is environmental destroyer (-)	3.93 (0.89)	3.99 (0.93)	3.61 (1.17)	3.72 (0.80)	2.47	0.062
CBT is just for the rich (-)	4.09 ^{ab} (1.05)	4.13 ^a (0.86)	3.61 ^b (1.12)	4.02 ^{ab} (0.94)	4.36	0.005*
CBT has practical problems (-)	3.48 ^a (0.89)	3.37 ^a (0.93)	2.81 ^b (0.97)	3.06 ^{ab} (0.86)	7.14	0.000*
CBT is unrealistic (-)	3.69 ^{ac} (0.67)	3.69 ^a (0.80)	3.18 ^b (1.04)	3.28 ^{bc} (0.93)	6.08	0.001*
CBT has its limitation (-)	2.53 ^{ab} (0.90)	3.05 ^a (1.11)	2.47 ^b (1.06)	2.71 ^{ab} (1.01)	4.62	0.004*

1= Strongly agree, 2 = Agree, 3 = Undecided, 4 = Disagree, 5 = Strongly Disagree

* = There is a statistically significant difference between the means of the various groups at the 0.05 level.

Means with each individual different superscripted letter are significantly different at the 0.05 level.

(+) = positive statement / (-) = negative statement

The statements given are the same negative and positive statements as study 2 (the three stakeholders' perspectives). There are eight positive statements and seven negative statements. The positive statement that gains highest agreement from the three communities (Seloliman, Koh Pratong, and Mae Kampong) is "CBT will bring

more money to the community.” Desa Wirun village is the only community that rate highest agreement for “CBT provides chance for community involvement.” The second highly agreed upon on statement is the same from the two communities in Thailand which is “CBT is a good concept” but Desa Wirun rate second for “CBT encourages multiple cooperation” and Seloliman rates highly “CBT provides high quality service and product.” The next statements that receive the third highest mean scores are “CBT will bring more money to the community” (Desa Wirun); “CBT is a good concept” (Seloliman); “CBT provides chance for community involvement” (Koh Pratong); and “If under community control, CBT will be okay” (Mae Kampong). It is conspicuous that the positive statements received the sixth, seventh and eighth mean scores of agreement are in the same order between Koh Pratong and Mae Kampong, the Thai communities. They are in order as “CBT generate sustainability” (this statement is rated the seventh on the positive agreement scale from both Desa Wirun and Seloliman, Indonesia), “CBT is the exchange of cultures”, and “CBT provides high quality service and product.” The positive statement that receive the least agreement (the range is from agree to undecided) from Desa Wirun community is “if under community control, CBT will be okay” and from Seloliman is “CBT provides chance for community involvement” which by way of contrast gains the most agreement in Desa Wirun.

In the negative statements, there is a clear consensus from all four communities because the first, second and third most agreed upon statements are the same. These statements are “CBT has limitations,” “CBT has practical problems,” and “CBT is unrealistic” respectively. However, they range from nearly undecided to disagree on the scale. The negative statement that gains the highest disagreement in each community is different. Desa Wirun village with a low level of tourism disagrees most with “CBT makes community life difficult” (4.33). Seloliman with medium tourism development mostly disagree with “CBT is just for the rich” (4.13) which is the same to Mae Kampong village (4.02) with the same medium tourism development. Koh Pratong with low level of tourism disagree most with “CBT is environmental destroyer” (3.61). However, Koh Pratong’s most disagreed statement gets the lowest mean of all.

The ANOVA analysis of this question reveals the significant differences at the 0.05 level in nine statements out of all the fifteen statements. Among the nine, four are positive statements and five are negative statements. The post hoc Scheffe test explains the differences. All the nine statements show significant differences between Seloliman community in Indonesia (Medium development) and Koh Pratong in Thailand (low development). Other than this, Desa wirun is different from Koh Pratong and Mae Kampong in one positive statement, “if under community control, CBT will be okay,” and one negative, “CBT makes community life difficult.” The two communities in Thailand tend to have lower mean scores comparing to Desa Wirun meaning they are more on the agreement side of the scale. In the two negative statements, “CBT has practical problem” and “CBT is unrealistic,” Desa wirun and Seloliman show a clear mean difference from Koh Pratong. Only with the statement “CBT is unrealistic” also shows the difference between Seloliman and Mae Kampong. Another statement but in a positive perspective that indicates the differences between these two communities is “CBT provides high quality service/ product.”

It is noticeable that the differences are mostly between the two communities of the countries. There is only one statement, CBT provides chance for community involvement, that Desa Wirun appears different to Seloliman. Here Desa Wirun agrees mostly with this statement whereas Seloliman agrees least. This may derive from the level of tourism development or management systems within each community. Overall though it is between country, not between level of development differences that appear to matter.

5.4.2 Aim 2: *To explore expectations for future community-based tourism development of the communities. The findings of this aim are from Section 2 and 3 of the questionnaire. Most of the questions ask respondents to choose from alternatives. In section 3 respondents were asked to rank the most important to the least important first step for CBT development.*

An overview of the attitude towards CBT is provided in Table 5.5. The total of 263 respondents (95.6%) from the four communities express that they want to have tourism in their community. The detail is explained in Table 5.5.

Table 5.5: Desire to have CBT in the community

	Desa Wirun <i>(low)</i>	Seloliman <i>(medium)</i>	Koh Pratong <i>(low)</i>	Mae Kampong <i>(medium)</i>	Total
	% (n)	% (n)	% (n)	% (n)	% (n)
YES	93.8 (45)	94.7 (72)	100 (73)	93.6 (73)	95.6 (263)
NO	6.3 (3)	5.3 (4)	-	6.4 (5)	4.4 (12)

The results show that in every community, most people agree to accept community-based tourism in their community especially in Koh Pratong village in Thailand where there is 100% agreement. The other three communities also receive a high percentage of tourism acceptance because the percentages show more than 90% and always less than 7% of the respondents do not want tourism in their community.

An open-ended question asked respondents to provide reasons of why they wanted and did not want tourism in their community. There were five main themes coded based on the main keywords and descriptions given by the respondents (See Appendix M).

The main five themes of supporting CBT are community benefits, management, other benefits, accept with condition, and other description in general. A first and obvious response is the answer that “community benefits” is the main reason why local people want community-based tourism in their community. The most frequently stated benefit from every community is the increase in income or as some described it additional income to the community. The other mostly stated benefits are the experience gained and relationship building from and with people outside the community region; community development and prosperity; and for assisting the community to become a well-known destination. Additionally improving the community standard of living, opening work opportunities, and promoting local culture are the benefits of CBT from the resident point of view. Besides the community benefits, other benefits which are not clearly identified to be community benefits were grouped as another theme. In this theme national and local government benefits and more tourists visiting were general points raised.

For the management theme, only a few cases were recorded. The most stated form of management in this theme was community involvement especially from the Desa Wirun community. Only one case each from the other three communities was recorded in this description.

Some of the respondents will accept tourism in their community but with conditions. Although these represent just a few cases it should also be emphasised and understood before CBT development. The conditions are that they want tourism if it is secure to the community; if they understand its advantages and disadvantages; and it is well developed and managed.

The last theme gained from the Seloliman community was the general description concerning their preference to tourism. The description are such as “tourism is important” and “we need tourism” or stated in general about “tourism can give benefits” but did not clearly stated to who.

On the other hand, there are respondents who do not want tourism to happen in their community. From the description, there are 2 cases from Desa Wirun community, 5 cases from Seloliman and 4 cases from Mae Kampong. All respondents from Koh Pratong support and want tourism so there is no case stated. Reasons from the respondents are because they concern that tourism will raise community expense (1 case); will destroy nature (1 case); will make life in a community difficult (1 case); will become less safe (1 case); will bring bad impacts to the community (2 cases); may change community patterns (2 cases); and will ruin local identity (3 cases). Although there are few cases from people who do not support CBT, their voice should not be neglected and be considered cautiously if CBT is to developed in their community. It is notable here that there are links to the responses made to the scenarios question. As was the case with the scenarios method, there is a widespread positive view in these communities towards CBT but there are some underlying but not loud voices expressing areas of concern.

Following the reasons for choosing the best scenario, another open-ended question asked the respondents to provide their criteria for considering CBT successful. The themes are coded base on the previous Chapter 4’s six main themes (See Table 4.6) and the theme of “other benefits” was added to capture the respondents’ answers.

Table 5.6: Successful Community-based tourism

Themes	Desa Wirun (low)	Seloliman (medium)	Koh Pratong (low)	Mae Kampong (medium)
1) Community benefits	3	3		
1.1 Maintain their original way of life/culture/tourism resources	3	3	4	4
1.2 Additional income/tourism is not the main business		1	3	3
1.3 Distribution of income/ job/ better life quality/place improvement		17	13	6
1.4 Provide education program/ awareness/ skills	14	1	4	13
1.5 Tourism is main income	2	2	1	
1.6 Conservation of environment and resources	1	3	14	4
1.7 Community solidarity	2	1	2	8
1.8 Well known to outside	1		2	
2) Tourism product (attractions)				
2.1 Present traditional authentic arts/ culture/ historical aspects/ daily routine of community	4	2	2	4
2.2 Provide basic infrastructure	3	1	2	1
2.3 Have local product souvenir to sell tourist	3	1	1	2
2.4 Have beautiful resources/ attractions	4	3	1	
3) Management				
3.1 Should be based on sustainable development		2	4	
3.2 Should have standard regulations/systematic management	4		7	4
3.3 Should have strong community leader with vision			6	7

3.4 Support by government/ professionals/ operators	7	4	11	9
3.5 Get community involvement in such as management, control, input, support of tourism planning process/ get opportunity in developing tourism business and own	12	27	17	17
3.6 Originate from community readiness and capacity	5	3	1	3
3.7 Integrated cooperation (government, operators, and community)	10	3	12	13
3.8 Control and take care by tourism experts	1	1	1	1
3.9 Manage by government	1	1		
4) Tourist				
4.1 Target the right group of tourist	1		2	
4.2 Impress tourist and emphasise their benefits (cleanliness, safety, good service, transportation, etc.)	7	2	9	14
4.3 Friendly community and exchange of culture, not taking advantage from tourist	3	1	2	11
4.4 Many tourists	2		7	7
5) Marketing				
5.1 More advertisement and promotion (nationally and internationally)/ moderate advertising	3	3	8	3
6) Obstacles of success				
6.1 Lack of community strength and people are selfish/ Interfered by other organisation				2
6.2 Bad impact	1			
7) Other benefits				
7.1 Government/ state income	2			
7.2 Harmony in society	1			

The community “benefits” and the “management” theme are the two main themes that were stated from all the four communities. In the community benefits theme, the community of Desa Wirun and Mae Kampong focus more on providing education, skills and awareness program for locals while Seloliman and Koh Pratong consider distribution of benefits such as income, job, quality of life and place improvement as the criteria for successful CBT. To conserve environment and resources is also frequently stated from Koh Pratong community in this theme.

In the management theme, all the four communities strongly emphasise having community involvement if CBT was to be successful. The integrated cooperation form of management among government, operator and community received a high number of cases but not for the Seloliman village. In this theme, the support from government, professionals and operators is considered significant to make the destination become successful.

Mae Kampong village has the highest number of responses concerning tourists. The detailed descriptions are to impress tourists and concentrate their benefits to be a friendly community and be willing to exchange with other cultures. Community should also have basic infrastructure to provide to tourists. The product and attractions in CBT destination is another success criteria. It is mostly stated in Desa Wirun community but there are not obvious differences in the number of cases among the four communities. To become a successful CBT, the destination should provide authentic aspects of the community and beautiful attractions such as having local product to sell as souvenir.

Relatively, the marketing theme is suggested by every community but with a lower number of responses. The communities prefer to have moderate to high levels of promotion of their community in order to be successful. Some impediments to success are noted in the obstacle theme. A respondent from Desa Wirun community stated bad impacts as an obstacle of achieving successful CBT. Two cases from Mae Kampong village explained the lack of community strength and selfishness and interference by other organisation as obstacles.

The last theme given by the respondents in Desa Wirun village is “other benefits” excluding community benefits. They include government benefits and harmony of society as criteria to reach successful CBT destination.

For the management characteristic that the communities prefer to have, there are two characteristics given for them to choose. The bottom-up management emphasises the community control of management while the shared management authority stresses the integrated management among all stakeholders. The results are provided in Table 5.7.

Table 5.7: Management characteristics describe CBT

	Desa Wirun (<i>low</i>)	Seloliman (<i>medium</i>)	Koh Pratong (<i>low</i>)	Mae Kampong (<i>medium</i>)	Total
	% (n)	% (n)	% (n)	% (n)	% (n)
Bottom-up or grass-roots control of the activity	9.8 (4)	22.8 (18)	14.3 (11)	26.6 (21)	19.6 (54)
Shared management authority and responsibility among all stakeholders	90.2 (37)	77.2 (61)	85.7 (66)	73.4 (58)	80.4 (222)

In Table 5.7, the shared management is the outstanding characteristic of community-based tourism that all the four communities prefer. There is higher percentage of response to the shared management than the bottom-up in every community, but the medium level tourism development communities (Seloliman and Mae Kampong) have a higher percentage of response to the bottom-up management than do the low level tourism development communities (Desa Wirun and Koh Pratong). Results from a linked question on who should take the most responsibility for CBT is provided in Table 5.8.

Table 5.8: Actor who should take the most responsibility for CBT

	Desa Wirun (<i>low</i>)	Seloliman (<i>medium</i>)	Koh Pratong (<i>low</i>)	Mae Kampong (<i>medium</i>)	Total
	% (n)	% (n)	% (n)	% (n)	% (n)
Local communities	75.0 (27)	43.5 (30)	73.7 (56)	83.5 (66)	68.8 (179)
Local enterprises	-	5.8 (4)	3.9 (3)	-	2.7 (7)
Local government	13.9 (5)	18.8 (13)	9.2 (7)	7.6 (6)	11.9 (31)
Tour operators/ tourism business	2.8 (1)	7.2 (5)	5.3 (4)	2.5 (2)	4.6 (12)
Non government organisations	5.6 (2)	4.3 (3)	-	-	1.9 (5)
National government	2.8 (1)	20.3 (14)	6.6 (5)	5.1 (4)	9.2 (24)
Tourists	-	-	1.3 (1)	1.3 (1)	0.8 (2)

All four communities expect “local communities” (68.8%) to be the main stakeholder who should take the most responsible for community-based tourism management as

shown in the highest percentages of every community. Although far different in percentage from the first group, “local government” (11.9%) and “national government” (9.2%) gain second and third most frequent answers considering from the total percentage. The least frequent stated groups are “tourists” (0.8%) and “non-government organisations” (1.9%).

To understand the communities’ expectation in further details, the next question asked respondents to rank in order of importance of the first step, which should be taken to develop community-based tourism. There are nine possible first steps (the same as in Study 2) that were obtained from the Study 1, the professionals’ perspectives. A low rank indicates a higher priority. The findings are as follows:

Table 5.9: Ranking of the first step taken to develop CBT

	Desa Wirun (<i>low</i>)	Seloliman (<i>medium</i>)	Koh Pratong (<i>low</i>)	Mae Kampong (<i>medium</i>)	Total	F value	p value
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)		
Make community aware of costs and benefits of tourism	3.84 (2.16)	4.76 (2.40)	3.84 (2.64)	3.66 (2.32)	4.06 (2.44)	3.18	0.025*
Identify key leader to do the work	5.02 (2.87)	4.54 (2.35)	3.85 (2.32)	4.08 (2.56)	4.30 (2.51)	2.43	0.065
Form organisational structure	4.53 (3.10)	4.81 (2.67)	4.33 (2.15)	4.42 (2.30)	4.53 (2.51)	0.53	0.660
Get community input and support in tourism development	4.35 ^{ab} (2.11)	4.33 ^a (2.42)	5.09 ^{ab} (2.32)	5.56 ^b (2.17)	4.88 (2.33)	4.71	0.003*
Develop a tourism plan with clear goals and objectives	5.74 ^a (2.31)	5.61 ^a (2.40)	4.45 ^b (2.31)	4.62 ^{ab} (2.34)	5.04 (2.40)	5.16	0.002*
Understand what resources the community can offer	4.30 ^{ac} (2.90)	4.03 ^a (2.68)	6.07 ^b (2.64)	5.55 ^{bc} (2.83)	5.04 (2.86)	9.01	0.000*
Get all people involve to work together	5.86 (2.03)	5.05 (2.54)	5.13 (2.25)	5.18 (2.22)	5.24 (2.31)	1.30	0.276
Develop education and training program for community	6.16 ^a (2.36)	4.74 ^b (2.52)	5.97 ^a (2.72)	6.15 ^a (2.67)	5.69 (2.65)	5.14	0.002*
Get the leading institutions and expert assistance to local people	5.12 ^a (2.46)	6.56 ^b (2.47)	5.77 ^{ab} (2.83)	5.70 ^{ab} (2.75)	5.87 (2.68)	3.03	0.030*

A rank of 1 = the most important of the list.

* = There is a statistically significant difference between the means of the various groups at the 0.05 level.

Means with each individual different superscripted letter are significantly different at the 0.05 level.

The lower mean score in Table 5.9 identifies the most important the first step. The results of the first rank from Desa Wirun (3.84), Koh Pratong (3.84) and Mae Kampong (3.66) are in consensus. They agree that to develop community-based tourism, “a community should be aware of costs and benefits of tourism” as the most important first step. However, Seloliman community gives the first rank to “understanding what resources the community can offer” (4.03). Desa Wirun give this

strategy as the second rank and Seloliman rank second “getting community input and support in tourism development” (4.33). Interestingly, both the Thai communities (Koh Pratong and Mae Kampong) also give the same order from the second to fourth rank, which are “identifying key leader to do the work,” “form organisational structure,” and “develop a tourism plan with clear goals and objectives” respectively. “Get community input and support” is the third important strategy from Desa Wirun village and “identifying key leader to do the work” is the third from Seloliman. As for the least importance (highest mean score of each community), Desa Wirun and Mae Kampong consider the “development of education and training program for community.” Seloliman rank last “getting the leading institutions and expert assistance to local people” (6.56) and Koh Pratong to “understanding what resources the community can offer” (6.07).

Testing the significant differences using One Way ANOVA and post hoc Scheffe, six strategies show the differences at the 0.05 level between groups when using ANOVA. There are five statements where the differences are significant using post hoc Scheffe. The five first steps are: “getting the leading institutions and expert assistance to local people” (there is the mean difference between Desa Wirun and Seloliman); “develop a tourism plan with clear goals and objectives” (Desa Wirun and Seloliman are difference from Koh Pratong); “getting community input and support in tourism development” (the difference is between Seloliman and Mae Kampong); “developing education and training program for community” (Seloliman village is different from the other three communities); and “understanding what resources the community can offer” (Seloliman is different from both Koh Pratong and Mae Kampong but Desa Wirun is different from only Koh Pratong in this statement).

From the findings in this section, it is not clear how to account for the difference. There is no difference between Koh Pratong and Mae Kampong from Thailand. For level of tourism development there is no clear significance between the communities with different level of tourism development. It could be implied that each community may have other factors that influence their differences in perspective of each strategy’s importance. The rankings and the difference appear to vary on an item by item basis. For instance, all communities agree that “making community aware of costs and benefits of tourism” is more important than “getting the leading institutions

and expert assistance to local people.” Therefore, if tourism development will really be developed in a community, the total means from every community in this section may be useful to judge which step should be implemented before which.

The open-ended approach of the “asking a question” technique was used to investigate the communities’ expectations towards future CBT development. This is to find issues for CBT development that the communities are currently and mostly concerned about and those issues which could be implemented in the development process of CBT. It is also to understand communities’ needs and preference and what they are expecting from governments and tourism developers. The issues from the answers were categorised into nine themes. The key description and cases from each community are reported in Table 5.10.

Table 5.10: Questions from communities before CBT development

QUESTION ISSUES	Desa Wirun	Seloliman	Koh Pratong	Mae Kampong
1) Issue of impacts				
- Impact from the outside culture/ tourists	3	5	4	9
- Will tourists respect our culture and resources?				
- Will bad impact influent new generation?				
- If there are too many tourists but limited space, what should be done?				
- What are advantages/ disadvantages	2	2	1	2
- Will tourism be as cultural and resources preservation?	2	5	8	16
- Will tourism take over community ways of life?				
- Will there be any change in community?				
- Will tourism preserve nature? (e.g. raise awareness of environmental preservation)	3	4	13	15
- Will tourism damage environment?				
- Will eco-tourism be supported?				
- Who will be responsible for environmental destruction?				
- Will tourism increase or guarantee prosperity / living standard/ welfare of people?	5	5	1	6
- Will people get more/ better jobs	1		1	2
- Will there still be security?		2		2
2) Issue of developing process				
- How/ when/ where to manage and develop tourism?	3	4	10	7
- Who will be responsible/ the most important person for the development?	1	1	1	2
- If CBT is managed by other organisation (from outside), will there be any problems?				
- Will the public (including the poorest section) be involved/ manage?	10	12	5	10
- Which way will tourism is communicated to community for them to understand?				
- What are plan, missions and visions of CBT?	2	5	8	4
- Will community have to pay?	1			
- Who are investors?	5	1		
- How will the investor provide funding?				
- Will education/ skills be trained to community/ human resources?	3		1	1

QUESTION ISSUES	Desa Wirun	Seloliman	Koh Pratong	Mae Kampong
- How to promote community to the market (nationally and internationally) - What is marketing strategy?	12	2	2	
- What people have to do to develop tourism business? - Can people (private sector or community) invest in tourism business with government?	1		5	
- How to get financial support? - How to control tourism?	1		1	
- If local don't want tourism, what will government explain to gain cooperation?				4
3) Issue of benefits - What will people benefit? (economically) - How will the distribution of income be? - Will community own tourism business/ sell souvenir? - Will tourism fulfil community demand / make community confident in the development? - Can tourism decrease poverty/ debt?	7	39	18	18
- What is government benefit?	2		2	
- How will the profit be shared to everyone who involved?	1		2	1
- Will there be equity in CBT? - Will tourism develop community?		1	3	2
4) Issue of implementation in reality - How can community believe the government will really develop tourism? - How effective will the CBT be?		1	3	1
5) Issue of support - Will the government seriously support? (funding, find investors, facilities, develop tourism events, security system, protect community business) - What kind of support? - What is the role of government?	23	7	17	4
- What to do to find experts collaboration/ connection? - Will every parts support CBT and how?	1		1	1 3
6) Issue of community capacity - Is community ready? - Will the supply match the demand of tourists?	1		2	2
- Will tourism activities suitable for local condition? - What are the attractions? (life style?)	1	1	2	
7) Issue after the development - Will the government help continuingly until it succeeds? (not temporary) - Will the government follow up/ evaluate after the development?	2	4	1	1
- Will the government help if any destruction/ difficulties / bad impacts/ problems happen? - Will it become sustainable tourism?	3	1	13	4 1
8) Clarification of "why tourism here?"		7	1	1
9) Others Pro tourism "I want tourism to be in this area" "What to do to make tourism growing?" "Bring tourists to our community"	3	1	4	2
No tourism "Not ready to accept"				2

As shown in the results, each different community gives different focus of questions towards different descriptive details of issues. However, issues of benefits, CBT developing process and impacts are the issues frequently asked from the respondents.

Considering the key descriptions, there are multiple cases stated by all the four communities asking about what benefits will a community gain and will it be able to decrease poverty in a community. Concerning the tourism developing process, all the four communities question if public involvement and communication will be practised. Desa Wirun community is interested in the marketing strategies while Koh Pratong focus more on the specific area, the method of tourism management and development and plans and missions.

For both communities of Thailand, they highly concerned if tourism will become a tool for cultural and environmental conservation relating to the impacts of tourism. Seloliman community is also concerned about cultural conservation including impacts from outside tourists and a guarantee of living standard, which is a similar concern to Desa Wirun community.

The issue of support to a community is a priority question especially from the Desa Wirun and Koh Pratong communities. The most information required before developing CBT is the support and role of the government. They would prefer to know the area of support that government will provide and some respondents specifically asked if resources would be provided for example funding, investment, and facilities.

Other issues asked are issue of implementation in reality, community capacity, the follow up after the development, and clarification of why choosing their community as CBT destination. These issues received lower cases than the previous discussed issues but some are emphasised in particular communities. Koh Pratong appears to have the highest concern about the follow up by the government after tourism development begins. They would like to know if the government would help or take responsibility if there is any destruction occurring. Seloliman community would like more clarification about why the government want to development tourism in their community.

Other than these issues, some respondents only gave the description rather than question that they would like to have tourism or not. Those answers are grouped into “others” category and they are separated into “pro tourism” which include cases that

support tourism and “no tourism” or cases that do not want tourism which only shown in Mae Kampong village’s responses.

5.4.3 Aim 3: To find patterns in the perspectives on community-based tourism

As was discussed in Chapter 4, values are believed to be an influential factor affecting a person’s perspectives. In this study, values were assessed indirectly using benefits which can be seen as underlying values. Seven benefits that represent different values were provided for the respondents to rank in order of preference. The results are shown in Table 5.11.

Table 5.11: Ranking of the benefit to community from CBT

	Desa Wirun (low)	Seloliman (medium)	Koh Pratong (low)	Mae Kampong (medium)	Total	F value	p value
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)		
Protection of environmental resources (Aesthetic value)	3.78 ^a (2.31)	3.07 ^{ab} (1.93)	2.53 ^b (1.88)	2.75 ^{ab} (1.82)	2.92 (1.97)	3.67	0.013*
Improve the life of the poorest section of a community (Moral value)	3.03 (1.61)	3.09 (1.40)	3.07 (1.86)	2.88 (1.51)	3.02 (1.60)	0.26	0.855
More money in a community (Economic value)	4.36 ^a (2.18)	3.23 ^{ab} (2.10)	3.16 ^b (1.84)	3.16 ^b (2.02)	3.34 (2.05)	3.56	0.015*
Equality of opportunities (Social value)	3.72 ^a (2.13)	4.36 ^{ab} (1.92)	4.29 ^{ab} (1.55)	4.75 ^b (1.57)	4.37 (1.77)	2.91	0.035*
Community recognition (Professional value)	4.22 (1.96)	4.81 (1.91)	4.53 (1.75)	4.45 (1.87)	4.55 (1.86)	0.94	0.422
Freedom to involve in tourism management (Political value)	4.56 (1.59)	4.47 (1.69)	4.79 (1.62)	4.79 (1.54)	4.66 (1.61)	0.74	0.529
New infrastructure/ facilities (Material and physical value)	4.33 ^a (1.87)	4.83 ^{ab} (2.02)	5.48 ^b (1.73)	5.21 ^{ab} (1.98)	5.06 (1.93)	3.48	0.017*

A rank of 1 = the most important of the list.

* = There is a statistically significant difference between the means of the various groups at the 0.05 level.

Means with each individual different superscripted letter are significantly different at the 0.05 level.

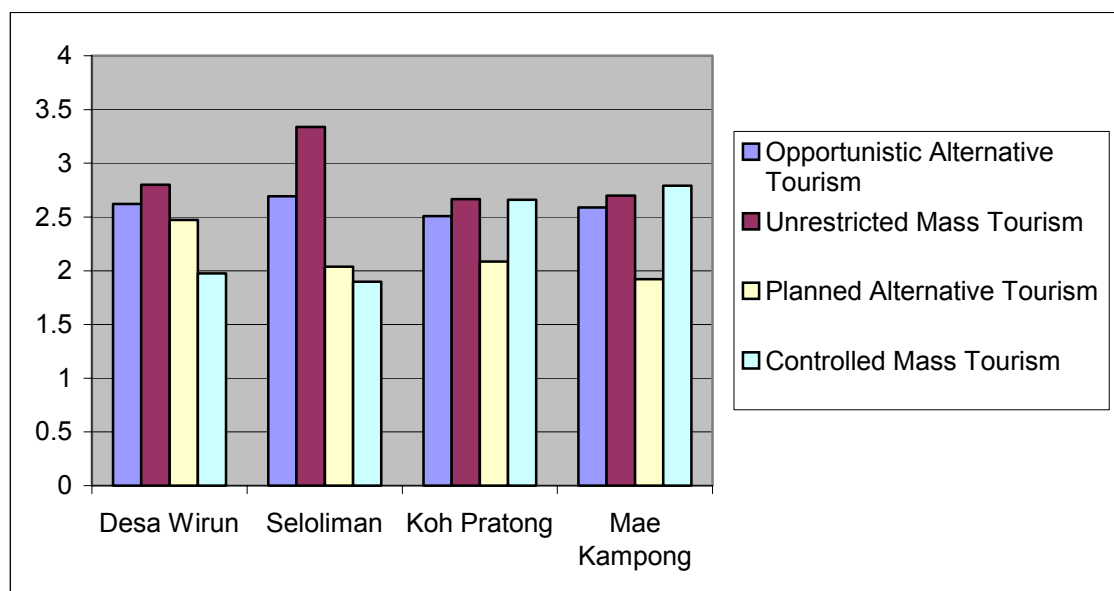
The four communities rank first order of value (benefit) differently: Desa Wirun rank for “improve the life of the poorest section of a community” (moral value); Seloliman Koh Pratong and Mae Kampong rank first for “protection of environmental resources” (aesthetic value). For the second and third most preferred values, all the three communities rank the same: “improve the life of the poorest section of a community” benefit as the second and “more money in a community” as the third. Only Desa Wirun ranks “equalities of opportunities” or the social value as the second and “protection of environmental resources” or aesthetic value as the third.

When testing with post hoc Scheffe test, there are significant differences among the groups. The value of material and physical (new infrastructure) and the value of aesthetic (protection of environmental resources) are different for Desa Wirun and Koh Pratong. For the social value (equity of opportunities), Desa Wirun is different from Mae Kampong community. Finally, Desa Wirun is also different in the economic value (more money in a community) to both the communities in Thailand.

These results confirm that the level of tourism development does not highly affect communities' perspectives. Nevertheless, community location within a country is important. It could be implied from the results that the values, which mostly influence communities' perspectives towards CBT are aesthetic and moral values.

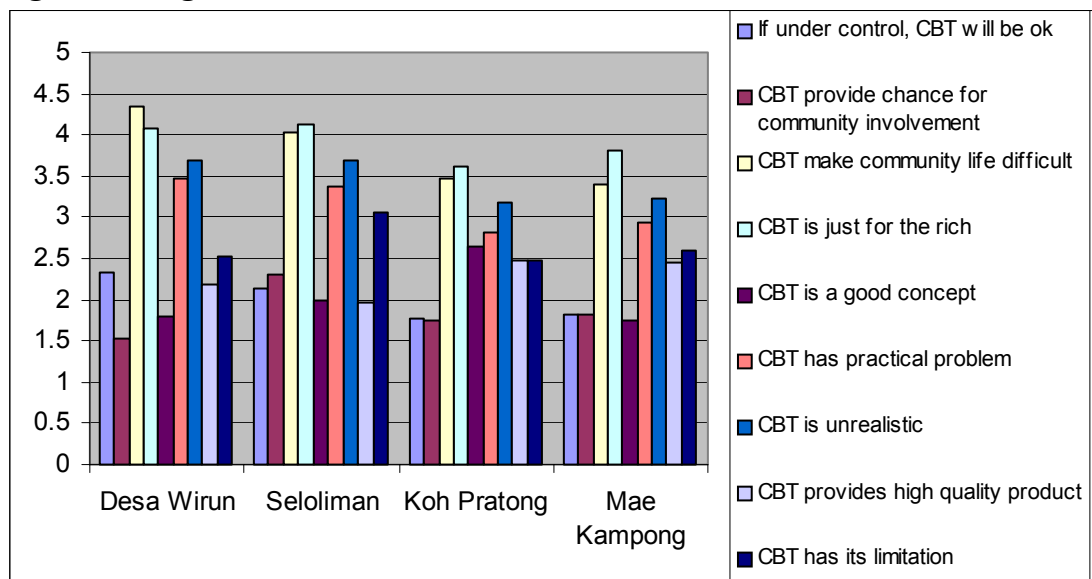
5.4.4 Aim 4: To compare and contrast perspectives of community-based tourism development between communities of low tourism development and medium tourism development. The results are visually presented in the figures 5.1 to 5.4 choosing the statements which express the significant differences in the previous research reporting.

Figure 5.1: Ranking of the best Scenario



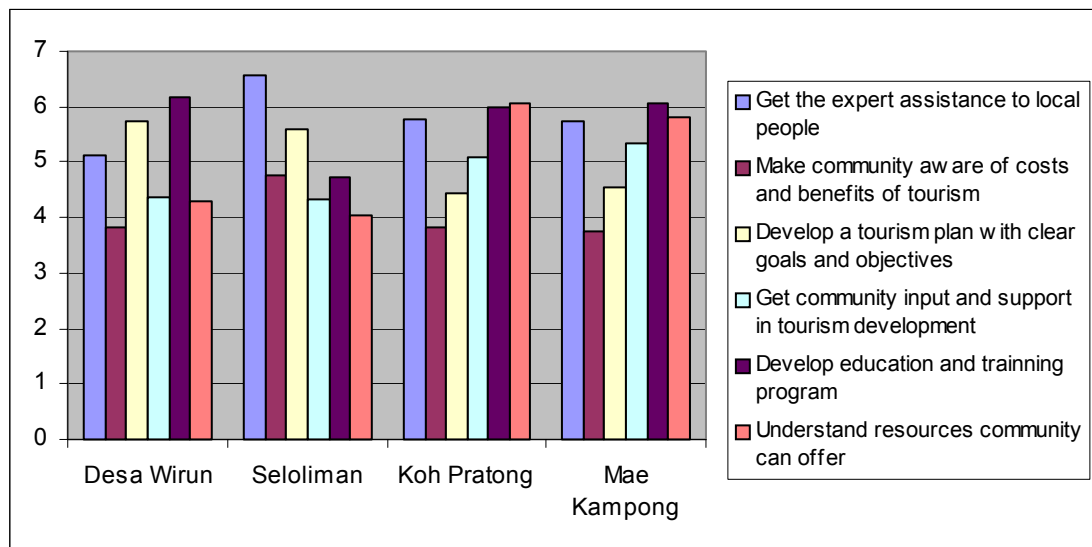
1= the most important

Figure 5.2: Agreement on the statements about CBT

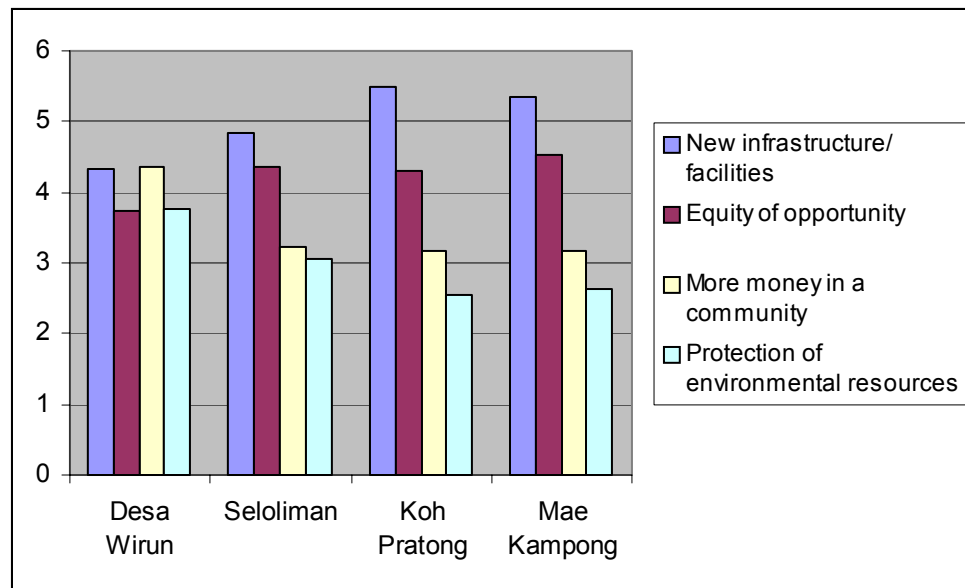


1= strongly agree; 2= agree; 3= undecided; 4= disagree; 5= strongly disagree

Figure 5.3: Ranking of the first steps in developing CBT



1= the most important

Figure 5.4: Ranking of the benefits (values) of CBT

1= the most important

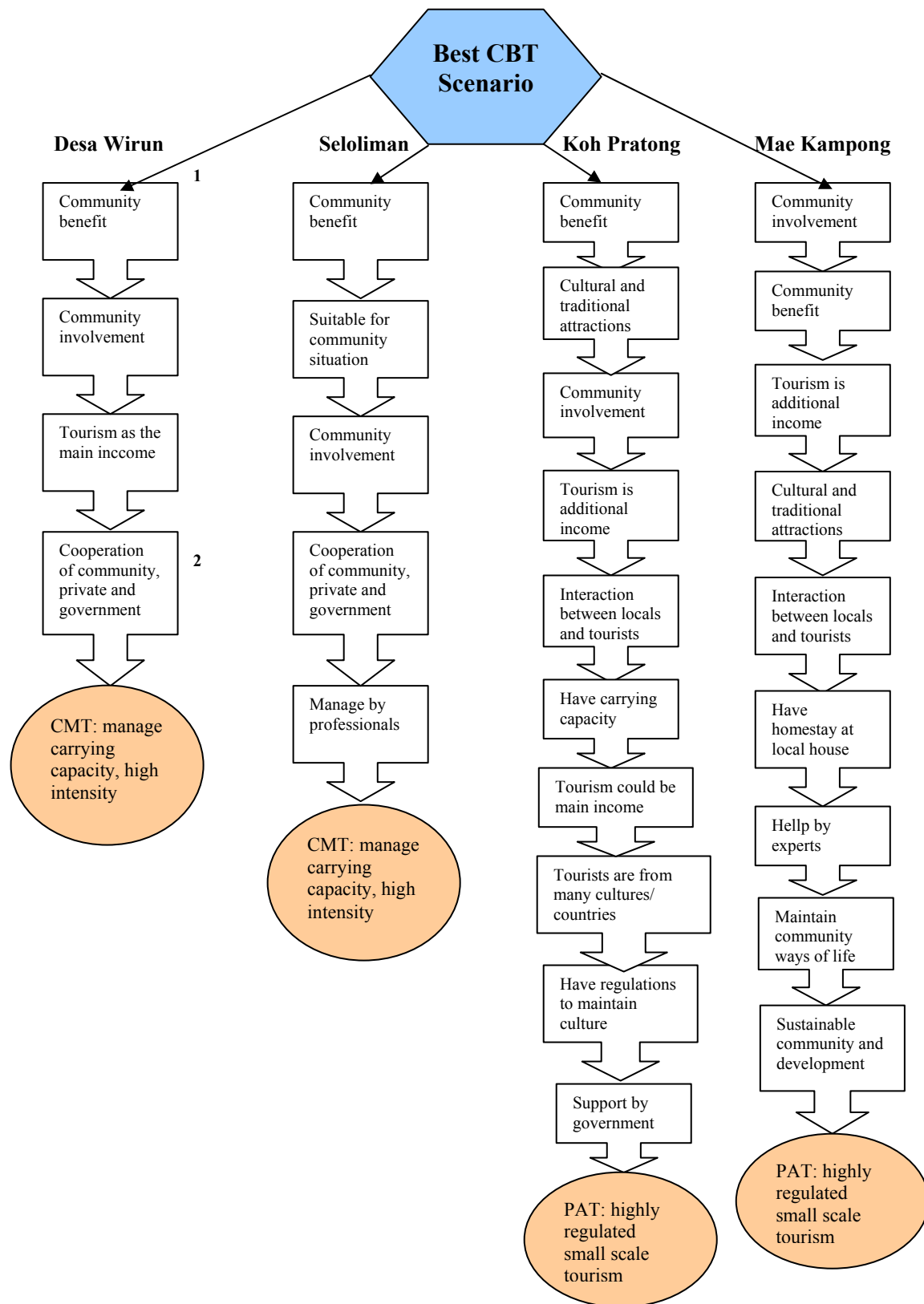
The similarities and differences of perspectives between countries not the level of tourism development is apparent in Figure 5.1. In figure 5.2, although there are differences among groups but consensus exhibited in the figures for four most disagreed statements from the four communities are similar. They rated from undecided to disagree with the statements of “CBT make community life difficult,” “CBT is just for the rich,” “CBT has practical problem,” and “CBT is unrealistic.” In figure 5.3, each community recommends the first steps differently but there is similar pattern between the two communities of Thailand. However, the other two communities of Indonesia do not clearly present a similar pattern. Investigating the values influenced the perspectives, again, the two communities of Thailand show a similar pattern. From the figure 5.4, it could be concluded that the material and social values are not as highly influence the perspectives as the economic and aesthetic values. However, the Desa Wirun community give more emphasis to the infrastructure and physical benefit. An overview of these relationship and links will be explored in the Discussion section.

5. 5 Discussion

Aim 1: The overall attitude of the communities towards community-based tourism

The four scenarios that were adapted from Weaver's (2000) work were provided for the respondents to rank from their preference. The scenarios are: opportunistic alternative tourism (OAT or non-regulated small-scale tourism); planned alternative tourism (PAT or high regulated small-scale tourism); controlled mass tourism (CMT or managing carrying capacity and high intensity); and unrestricted mass tourism (UMT or exceeding carrying capacity and high intensity). The results illustrate the differences between communities of different countries. This will be discussed further in Aim 4. The results from the open-ended question explain each community's preference for their best choice of scenario. The following diagram will conclude this explanation. The respondents' descriptions that counted from 5 cases are reported in this conclusion and they are in descending order of frequently stated cases.

Figure 5.5: Best CBT Scenario from each Community



1 = Most community stated
 2 = Less community stated

It is clear from the findings and the diagrams that community benefits and community involvement and control over tourism are the highest priorities considered by communities when assessing their best CBT from the four scenarios. This is also confirmed in the assessment section of the positive and negative statements on CBT. The positive statements that gain highest agreement from every community are “CBT brings more money to the community” and “CBT opens chance for community involvement.” These two elements are also implicated further in measuring the communities’ expectation (Aim 2) and influential factors towards their perspectives (Aim 3).

The known benefits concluded from the public opinion in most countries are: contribution to the economy such as foreign exchange earnings, income, employment and the capacity for the generation of multiplier effects; the preservation and enhancement of local sociocultural values and identity; the pattern of income distribution; and the impact on the environment (Din, 1989, p.182). The two communities of Indonesia give more emphasis to the cooperation of main stakeholders and professional management; this could explain why they prefer the form of controlled mass tourism. On the other hand, the two communities of Thailand emphasise tourism more as additional income, interaction with tourists and maintaining cultures; therefore, they prefer the planned alternative tourism form to be their best CBT. The findings indicate that CBT does not have to mean less tourism. The “leave only footprints” with no dollars attached does little to develop the industry to a level of critical mass tourism that can supply large-scale employment and a reliable stream of tax revenues to be used to implement beneficial government policies including health, education, and welfare (Burns, 2004). This could be explained by Burns’ new way of “Third Way” approach, which is useful in detailing alternative sets of arguments about the development. This approach does not totally oppose mass tourism. It accepts various types of tourism if that form of tourism can satisfy a full range of actors involved. It could be effective if a realistic assessment of potential benefits and problems is available and it should be recognised that the process of master planning has its faults (Burns, 2004). Burns (2004) added that this would be through an understanding of power relationships and giving voice to indigenous peoples. It is the alternative from the Tourism First approach (the main

beneficiary is the international tourism industry and local elites) and the Development First approach (beneficiaries at a local level).

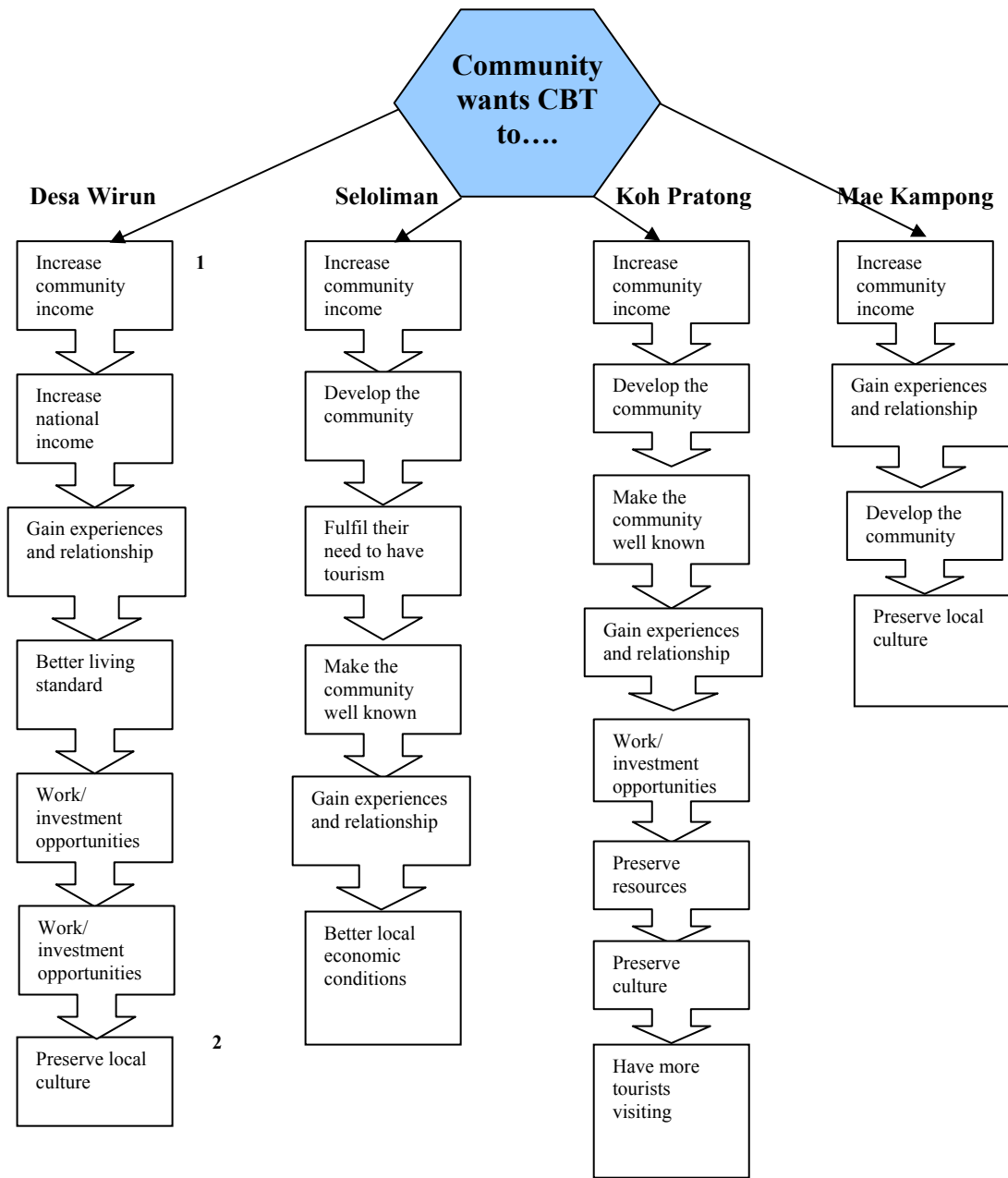
From the results, the community's location is the important influence which shape their overall attitudes towards community-based tourism management preference.

As for the negative attitudes towards CBT, a consensus is established that CBT still has its limitations and practical problems. These limitations were also indicated in Tosun's (2000) study of limits to community participation in developing countries. He found that there are operational, structural and cultural limits to community participation in the tourism development process (TDP) in many developing countries. The limitations at the operational level are: centralization of public administration; lack of coordination; and lack of information. The structural limitations are: attitudes of professionals (see also Brown, 1998); lack of expertise; elite domination; lack of appropriate legal system; lack of trained human resources; high cost of community participation; and lack of financial resources. The cultural limitations are: limited capacity of poor people; and low level of awareness in the local community. Tosun suggested that it requires a total changes in socio-political, legal, administrative and economic structure of the countries. Tosun's study of limitations may reflect the limitations of CBT on the largest scale. The operational limitations stated by D. Pearce (2000) in his study in Samoa are: cultural constraints, insufficient village-based entrepreneurial skills, small and inconsistent visitor flows, inadequate or non-existing promotion.

Aim 2: The expectations for future community-based tourism development

The expectations of the respondents were measured in general in section 2 of the questionnaire. The question asked if they would like to have CBT in their community and as expected, the majority would like to have CBT in their community. This is relevant to many community studies such as the study of the residents of Nadi in Fiji who supported tourism and favoured its expansion (King, Pizam and Milman, 1993). Following this question, the respondents provided their reasons in the open-ended question. In this discussion part, the responses that gain scores from 5 cases are included in the following Figure 5.6 in order of priority to understand the communities' expectations.

Figure 5.6: Communities' Expectations from CBT Development



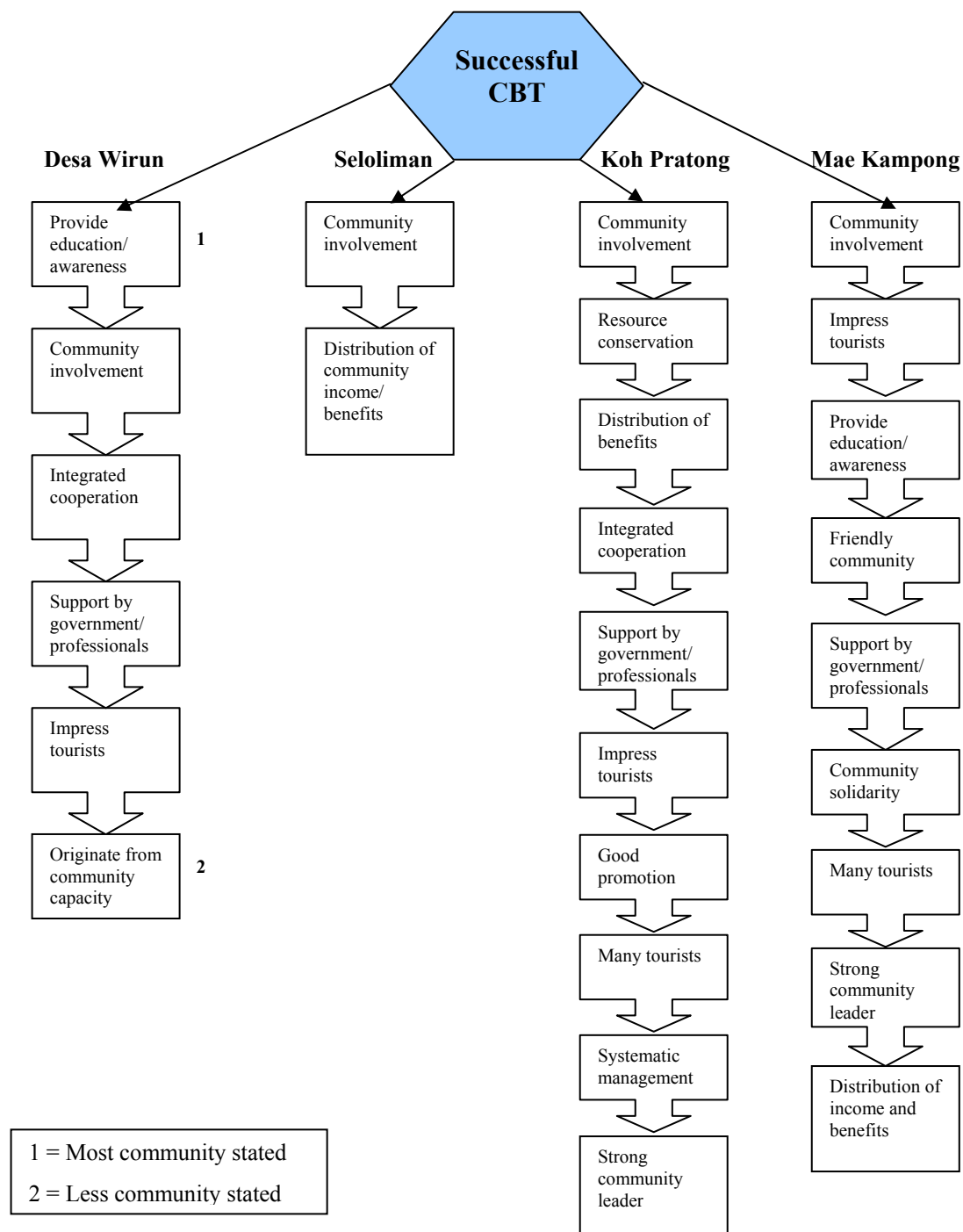
1 = Most community stated
 2 = Less community stated

It can be concluded that the communities accept tourism to their communities because of a coherent set of benefits. The most important benefit is to generate income to the community and this means providing better living standards and work opportunities. In the study of Schluter and Var (1988 cited in King, Pizam and Milman, 1993) in Argentina, local residents did not have strong perception of the economic benefits of tourism but they recognised positive socio-cultural benefits. In this present study, the communities seem to recognise more economic benefits than socio-cultural benefits. They also expect that tourism could bring development to their community and become a tool for resource and culture preservation. Burns (2004) argued that tourism master plan is driven not so much by economic and social needs of the destination as by the structure of technical assistance.

Every community agrees that if tourism is in the community, it could offer a wider horizon by building and exchanging relationships with people outside their region. This is in accord with an aim of tourism to foster friendly relations and break down barriers existing between peoples while not endangering individuality and the features that make each country unique (Pahr, 1989).

Further on their expectation of CBT, the open-ended question asked them to state the criteria for considering successful CBT destination. The conclusion is summarised by the following Figure 5.7. Again, the descriptions from five cases are chosen and presented in order of the most frequently stated items.

Figure 5.7: Successful CBT Criteria Emphasised in each Community



As can be noted for Figure 5.7, community involvement is the core concept of community-based tourism from the communities' expectation. This is relevant to the results shown in the next question where it is suggested that local community should be a group who take most responsible for CBT. Tosun (2000) in a review of the concepts of community participation in the development process, concluded that

community participation as a development strategy is based on community resources, needs and decisions. Hence, the community is the main actor in the development process. Importantly, the present results illustrate that it should be by shared management among all stakeholders such as government and operators rather than grass-roots control by the community. This is supported by the Third Way approach of Burns (2004). Din (1989) discussed a similar point theoretically, notably that the process of tourism policy formulation starts with the identification of the needs of the host society, principally by a group of politicians and planners. The present study provides empirical multi-community based evidence that a shared management system is desirable.

It is interesting that “community involvement” was stated as the topic for successful CBT more often than when asking for the reasons why they want CBT. In the latter question asked, they stated more about community benefits. However, Tosun (2000) discussed that community involvement in tourism development can be viewed from at least two perspectives: in decision making process and in the benefits of tourism development (Timothy, 1999). Brown (1998) supported that when decentralised the small scale tourism through co-operatives, it has a greater potential for improving rural living standards, reducing rural-urban migration, rejuvenating rural communities, and countering structural inequities of income distribution (p.243). Therefore, the community involvement should simultaneously come with community benefits in order to be considered successful.

Another interesting point in the successful CBT criteria is “having many tourists” and to “impress tourists.” It is discussed that tourism development objectives should be realistic and greater attention must be given to market demand (D. Pearce, 2000). D. Pearce also argued that the developing countries still lack a market orientation.

Asking about the first steps in CBT development, the top three steps from each community’s suggestion are portrayed in Table 5.12. This could be implemented for actual real CBT development in similar destinations.

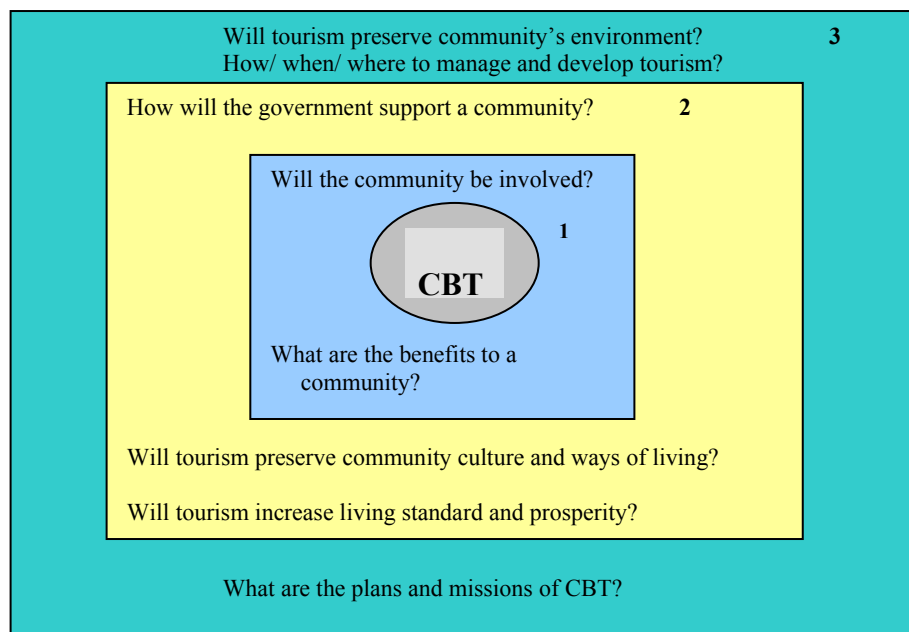
Table 5.12: The Top Three Steps for Community Tourism Development in each Community

Desa Wirun	Seloliman	Koh Pratong	Mae Kampong
Community should be aware of costs and benefits of tourism	Understand community capacity	Community should be aware of costs and benefits of tourism	Community should be aware of costs and benefits of tourism
Understand community capacity	Get community input and support	Identify the key leaders	Identify the key leaders
Get community input and support	Identify the key leaders	Form organisational structure	Form organisational structure

Many of the steps given a high priority in Figure 5.7 are re-forced by previous studies (Jamal and Getz, 1995; Tosun, 2000). It is useful to note here that the first steps concept is not definitive or restrictive requiring a very tight sequence of action. Several of the first steps indicated may be more or less simultaneous. What is particularly important is that these items are accorded a very high initial priority in tourism planning and action for CBT.

One of the leading first steps from the present research- understanding community capacity- is clearly considered a priority in community tourism development. Din (1989) suggested that to identify the mode of tourism development that is appropriate to a particular country one must first define the criteria for what can be considered as appropriate. Blank (1989) explained further that tourists expect both attractions and services to be congruent with the community's character. Complementary features can best enhance and expand the local attraction's experience when that attraction meshes with the community's makeup.

The last open-ended question asked respondents to write down their questions about what they would like to clarify before tourism development commenced. Figure 5.8 provides the consensus of the four communities. The questions that have from five cases were counted. There are three layers in the figure; the nearest layer to "CBT" represents the agreement from all four communities towards the questions, the second layer gained consensus from the three communities and the outside layer gained from two communities.

Figure 5.8: Questions from Communities

1=Agreement from four communities, 2= Agreement from three communities, 3=Agreement from 2 communities

The figure demonstrates that the core issues of CBT that are central are the community benefits and involvement. The results indicated these two important elements in every section of the overall attitude and expectation measurement from the communities. By reviewing several studies, Tosun supported the finding that without creating opportunities for local people to take part in the decision making process it would be very difficult for local people to get adequate benefits from tourism development (Tosun, 2000). The secondary significance issues that are in communities' concern before the CBT development are government support; preservation of their culture and ways of life and improving their living standard. These are also not new issues of concern. There is clear documentation accumulated over more than two decades that suggests that the nature of some forms of tourism in parts of the Third World is leading to an unacceptable destruction of social structure and cultural values (Lea, 1993); no community would like this to happen to their community and would like tourism to be reconciled with their culture. This is the reason of having the travel ethics, which have been started in the early 1980s (Lea, 1993). Lea (1993) stated that it is important to be singled out for ethical attention. More obvious factors are needed such as levels of local ownership and control; the use of local resources; the extent to which local amenities are alienated; and marketing strategies. This could be linked to the next layer of concern towards

environmental destruction and bad impacts from outsiders that the communities aim CBT to prevent. They therefore would like information about the development and management plan and missions of the CBT before its implementation in their community. In the study of King et al. (1993) noted that although the residents support tourism in their community, they are aware of the negative impacts and that support is not based on a belief that it causes only positive impacts on host communities. The result in this section also suits this explanation. Tosun (2000) noted one of the operational limitations in tourism development is the limit of information being communicated to a community. It is important to understand communities' concern and level of their acceptance before tourism development or before it is too late as in some example cases such as in Goa (India's south west coast) where Jagrut Goencaranchi Fauz (JGF) waged a war of opposition to arriving Western tourists (Lea, 1993). Pearce (2000) recommended the need to reflect on what has been achieved, to assess what the present situation is and to re-evaluate future directions is particularly important in a small developing countries. Additionally, government support is consider basic for the host communities. Din (1989) discussed that it is through deliberate government policies that more equitable distribution of benefits and costs among members of the community can be ensured.

Aim 3: The influential factors shaping the communities' perspectives

The top three influential factors towards each community's perspective are concluded in the following:

Table 5.13: Top Three Values Ranked from each Community

The rank of value	Desa wirun	Seloliman	Koh Pratong	Mae Kampong
1 st	Moral value	Aesthetic value	Aesthetic value	Aesthetic value
2 nd	Social value	Moral value	Moral value	Moral value
3 rd	Aesthetic value	Economic value	Economic value	Economic value

The Aesthetic value as measured in the survey was protection of environmental resources. The moral value was the benefit of improving life of the poorest section of a community. The economic value was having more money in a community. The social value refers to the equity of community's opportunity.

It is shown from the results that the communities emphasised moral and aesthetic values whereas the economic value was of secondary significance.

Mostly community-based tourism is in the form of ecotourism as result indicated in study 1. This can support why aesthetic value has its priority in CBT concept. WTO (1983a) supported that community-based tourism implies respect and concern for the natural heritage, particularly where the environment is one of the attractions. Supporting the moral value of CBT, Tosun (2000) proposed that it is important to reduce socioeconomic inequality and mitigate feelings of relative deprivation and injustice in the lower class. Community-based tourism is seen as a corrective style since earlier tourism planning has failed to deliver development to the community at large, especially where parts of the latter are poor or particularly disadvantaged (Burns, 2004). Thus the enthusiastic embrace of tourism by poor nations is not surprising through the quick growth in foreign exchange earnings to governments, and to the people (Brown, 1998). Din (1989) questioned if tourism could be used as one of the avenues for developing universally acceptable human values. This result provided some support that the answer may be positive.

Aim 4: The comparison of the communities' perspectives

In the first section of the questionnaire, it was revealed that communities in different countries prefer different scenarios. The two communities from Indonesia mostly prefer Scenario 4 or the controlled mass tourism characteristic while the two communities from Thailand ranked Scenario 3 or planned alternative tourism first. The level of tourism development among countries does not clearly explain the differences of perspectives. When tested by the post hoc Scheffe test, the results confirm a significant difference between countries. This kind of result was also revealed in the section testing the influential factors (values explored through the benefits) that may affect communities' perspectives. The difference here was between the Desa Wirun community and the communities in Thailand.

Brown (1998) suggested that development decisions will be influenced by the nature of local tourist attractions, national socioeconomic characteristics and development goals and each tourism format may be more compatible with certain economic and political priorities than others. The findings are relevant to Din's (1989) suggestion

that the question of appropriate tourism for a particular country depends on certain context-specific needs and priorities of the host community. Although this study endeavoured to find issues about CBT which could be generalised, it could not disregard the context-specific needs within each particular country. Therefore, to develop community-based tourism and evaluate it in the future, the development issues should be categorised into universal and context-specific issues as suggested by Din (1989). The tourism development ethics of Lea (1993) also supports this view that “we need to know the local perceptions and understandings of tourism, we need to know the local perceptions of change and continuity, and we need to recognise that any culture is likely to have contradictory things to say about both” (Crick, 1989 cited in Lea, 1993).

In conclusion, this study endeavoured to listen to “community’s voice” for community-based tourism implementation because tourism development will happen in many communities. As stated by Inskeep that:

“host communities must have a voice in shaping their future community as their right. Inskeep has in fact called for the extensive involvement of the local community to maximise socio-economic benefits of tourism for the community (1991, p.616).

The involvement of and benefits to the community are significant elements for CBT as shown from the results of the study. This could be generalised to all cases of CBT. There are, however, some significant differences among countries while the results reveal the level of tourism in the community is of lesser importance. Therefore, the development of tourism in a community should consider both the universal context (could be implemented in every community) and the specific context for a particular community. It can be agreed that most developing countries have within their own boundaries different attractions, and destinations with wide-ranging socio-cultural and environmental sensitivities, and resource capacities, and planners and developers must allow for a range of options which are appropriate for particular localities.

The next chapter will synthesise the perspectives of the main stakeholders towards community-based tourism. Thematic coding linking the results in all previous

chapters will be the core methodology in the following chapter. This approach is consistent with the new paradigm concept outlined by Burns (2004) that tourism planning should allow for the future shape of tourism to be negotiated to the mutual satisfaction of all stakeholders.

Chapter 6 (Study 4)

Consensus of community-based tourism and future possibilities

6.1 Introduction: The purpose of the chapter is presented

6.2 Aims of the study: The two main aims of the study are described and related to the main objectives of the thesis.

6.3 Conceptual approaches: There is no instrument in this study. The findings in this study are integrated implications from the results in Study 1, 2 and 3.

6.4 The study results: The results are reported based on the aims of the study. The findings link the perspectives and expectations of every stakeholder group to access and provide the information about the future possibilities for community-based tourism development. Also, the patterns in the perspective among the stakeholders are revealed.

6.5 Discussion: The core findings of the study are discussed in the context of related literature.

6.1 Introduction

The main goal in Chapter 6 is to establish the consensus among the stakeholders' perspectives towards community-based tourism and its future. There is no instrument used in this study. The study depends on the core findings of the previous studies and employs thematic coding. The material considered covers the stakeholders' agreement on: the best CBT development; its overall negative and positive perspectives; and the influential values defining their perspectives. The future possibilities for CBT development are considered as well as the core characteristics of CBT. The first steps required for developing CBT, successful criteria for CBT evaluation and finally the issues that should be considered before the development are reviewed across the stakeholders.

This study endeavours to portray community-based tourism in full and explore stakeholder consensus for optimal CBT development. The concept of social representations will also be employed in this chapter to help comprehend each stakeholder's perspectives and their influential values.

6.2 Aims of the study

The aims of the study derive from the main objectives 3, 4 and 5 of the thesis, which are:

To investigate patterns of perspectives on community-based tourism development of the key stakeholders;

To establish points of agreement on community-based tourism development among the main stakeholders and professionals; and

To identify future possibilities for successful community-based tourism development.

Deriving from the previous objectives, the two aims of the study are:

1. To explore the agreement among the main stakeholders' perspectives towards community-based tourism; and
2. To explore the overall patterns of expectations among the stakeholders for successful future community-based tourism

6.3 Conceptual approaches

The study is based on the twin concepts of “stakeholder theory” and “social representations.” According to Freeman, a stakeholder is any group or individual who can affect or is affected by the achievement of the organisation’s objectives (1984, p.46). Sautter and Leisen (1999) stated in their review of research in managing stakeholders for tourism planning that the most basic argument presented in the literature is the need to more actively involve all persons affected by proposed development. There is also the need for increased collaboration in the planning process. This is similar to the underlying premise of stakeholder theory (Sautter and Leisen, 1999). The theory supports that one organisation combines “stakeholders’ interests” which their interests are their intrinsic values and can affect an organisation. Therefore each stakeholder group must participate in determining the future direction of an organisation (Donaldson and Preston, 1995). Sautter and Leisen (1999) suggested further that management must proactively seek out

inputs from all groups, as some will have stronger voices than others and this should not determine the priority for management attention. Instead it is the co-ordination of stakeholder interests rather than merely following the interests of the dominant stakeholders which should be the goal.

The social representations approach supports the stakeholder theory but specifically considers each group's state of knowledge and "language." Social presentations do not represent simply opinions about, images of or attitudes towards topics, but "theories" or "branches of knowledge" in their own right, for the discovery and organisation of reality (Moscovici, 1973 cited in Pearce, Moscardo & Ross, 1996). This study basically endeavour to find "branches" of knowledge for the stakeholders concerning the CBT concept.

Moscovici also proposed that individual attitudes reflect broader social representations because they influence the way we perceive. According to Pearce et al. (1996) social representations theory explicitly takes an emic perspective and seeks to understand the reality of the social actor. The three criteria identifying social representations that influence the present study are the commonality or consensus which exists among members of a community or subgroup, the connection or network of links between the tourism impacts and related ideas, and the notion that there is a central cluster or core images serving to portray the social representations (Pearce et al., 1996, p. 62). It has been a common assumption that the overall attitude to tourism is created from perceptions of its various impacts, however this logic can be reversed based on social representation theory. It could be that it is the overall image of tourism and associated beliefs which structure the way that impacts are perceived and felt (Pearce et al., 1996). This study does not focus on the image of CBT that possibly affect the stakeholders' perception but instead the values which influence the overall perspective are central to the research.

Pearce, Moscardo and Ross (1996) summarised 15 key features of social representations theory as follows. It is important to emphasise this information in this chapter because it

is relevant to the content of the chapter and it was briefly mentioned in the previous Chapter 2. The key features are:

1. Social representations are complex meta systems of everyday knowledge and include values, beliefs, attitudes and explanations.
2. The content and structure of social representations are important.
3. Social representations help to define and organise reality.
4. Social representations allow for communication and interaction.
5. Social representations make the unfamiliar familiar.
6. Through the use of metaphors, analogies and comparisons with prototypes social representations fit new and abstract concepts/ events into existing framework.
7. Images are central components of social representations.
8. Abstract concepts are both simplified (through the use of images and analogies) and elaborated (through connections to existing knowledge).
9. Social representations have an independent existence once created and so can be found in social or cultural artefacts.
10. Social representations are critical components of group and individual identity.
11. Social representations are important features of group interaction and so social representations theory explicitly recognises social conflict and the importance of power in social dynamics.
12. Social representations are prescriptive. They can direct both action and thought (especially perception).
13. Social representations are not deterministic or static. They vary along many dimensions including the level of consensus about them, their level of detail and how they are communicated. Individuals can and do influence, create and change social representations. They can be changed through individual influence, direct experience, persuasive communication, and/or group interaction.
14. Social representations connect individuals to their social/ cultural worlds.
15. Social representations are both influenced by and influence science. (1996, p.56)

They also suggested that in order to understand how people react to tourism it will be valuable to understand the sources contributing to social representations. The three

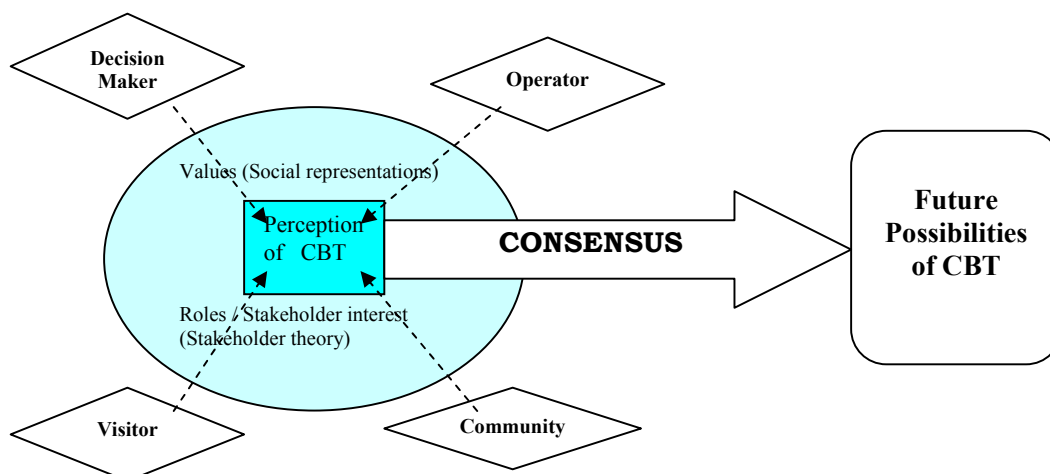
sources suggested are the print and electronic media, social interaction, and direct experience. Building on to the social representation framework, the present study aims to find the similarities of group responses because they provide a basis for consensus appraisal and community problem solving in tourism related conflicts (Pearce et al., 1996). Based on social representations, this study endeavoured to explore the emic or stakeholders' point of view on CBT topic. The collected information will help clarify what each group of stakeholder knows and how they think about CBT. Also, the study investigates stakeholders' prototypes which are embedded in CBT concept included the successful criteria for CBT. This could be explained in the 15 key features of Pearce et al. (1996) in the items 5, 6 and 8.

In summary, a part of the core ideas and the point in pursuing the social representations framework is that provides the following emphases:

1. *An emphasis on the content of responses*: a social representations approach to tourism requires attention to what is being said, recorded, and analysed about tourism, therefore, the breadth of that content and the respondents' perspectives are being sought.
2. *The structure and organisation of responses*: attention should be directed towards how much variability there is in the community response, whether there are extreme negative or positive responses, and whether there is consistency or variability when questions are asked in different ways.
3. *The commonality of opinions*: The approach directs attention to what people jointly believe, that is the extent to which their opinions overlap.
4. *The processes which shape social representations*: what prototypes do they use to understand tourism. (p. 105-106)

In summarising the study's conceptual frameworks, the following model will help clarifying the main focus of the research.

Figure 6.1: Conceptual frameworks of the study



6.3.1 Data and Sample

The data of this study were derived from the previous studies 1, 2 and 3. The data reported in the first aim will be stakeholders' agreement on the best CBT characteristics and scenarios. This will extend to the comparison of each stakeholder's criteria for successful CBT. The negative and positive patterns of perspectives towards CBT will be revealed and the influential values affecting each stakeholder's perspective will be discussed. For the second aim, exploring the future possibilities for CBT, the consensus among the stakeholders was considered. The data presented are characteristics of CBT; first steps to be considered before developing CBT; successful criteria for CBT; and expectation and possible gaps of present CBT management.

The definitions and criteria of each stakeholder in this study have been stated in study 1 and 2 of the thesis. This chapter will review the criteria for each stakeholder group to assist the understanding of the overall picture.

The professional group, the focus in the study 1, were researchers and tourism professionals. The sample of researchers was drawn from individual who had written

about community tourism in the main selected tourism journals. Tourism professionals were from government tourism organisations in the UNDP list of medium level human developing countries. Therefore, this group overlapped with the decision maker group in study 2, which included local government, national government, non-government organisation, and academic professionals. In this study, they are considered as the same group.

The operator group in this study are the group of operators in study 2. This group includes representatives from the transportation, accommodation and attraction sectors.

The definition of visitor group was defined in study 2. This group includes both domestic and international visitors.

The community group was defined from the results of study 1. In the definition, specific boundary and individuals interactions in society are the two main criteria identifying community in the context of community-based tourism and also in this study. The data from the community groups defined in this way are from study 3.

6.4 Study results

Aim 1: To explore the agreement among the main stakeholders' perspectives towards community-based tourism.

This section will report the agreement among stakeholders including their preference for the best CBT scenario and its important characteristics; their range of agreement about negative and positive characteristics of CBT; and the significant influential values for each stakeholder's perspective.

The questionnaire in study 2 and 3 asked the respondents to rank their preference on the four scenarios given. The four scenarios are: opportunistic alternative tourism, unrestricted mass tourism, planned alternative tourism, and controlled mass tourism. It is demonstrated in Table 6.1 that the two most preferred scenarios for CBT are the planned

alternative tourism and the controlled mass tourism respectively. The detailed description of the scenarios is shown in Table 6.2.

Table 6.1: Most preferred scenarios

	Decision maker (Mean)	Operator (Mean)	Visitor (Mean)	Communities (Mean)
High regulated small scale (Planned Alternative Tourism)	1.33	2.48	2.28	Desa Wirun = 2.47 Seloliman = 2.04 Koh Pratong = 2.08 Mae Kampong = 1.78
Have carrying capacity and high intensity (Controlled Mass Tourism)	2.58	2.11	2.45	Desa wirun =1.97 Seloliman = 1.90 Koh Pratong = 2.66 Mae Kampong = 2.91

1= Most preferred scenario/ 4 = Least preferred scenario

Table 6.2: Detailed description of the scenarios

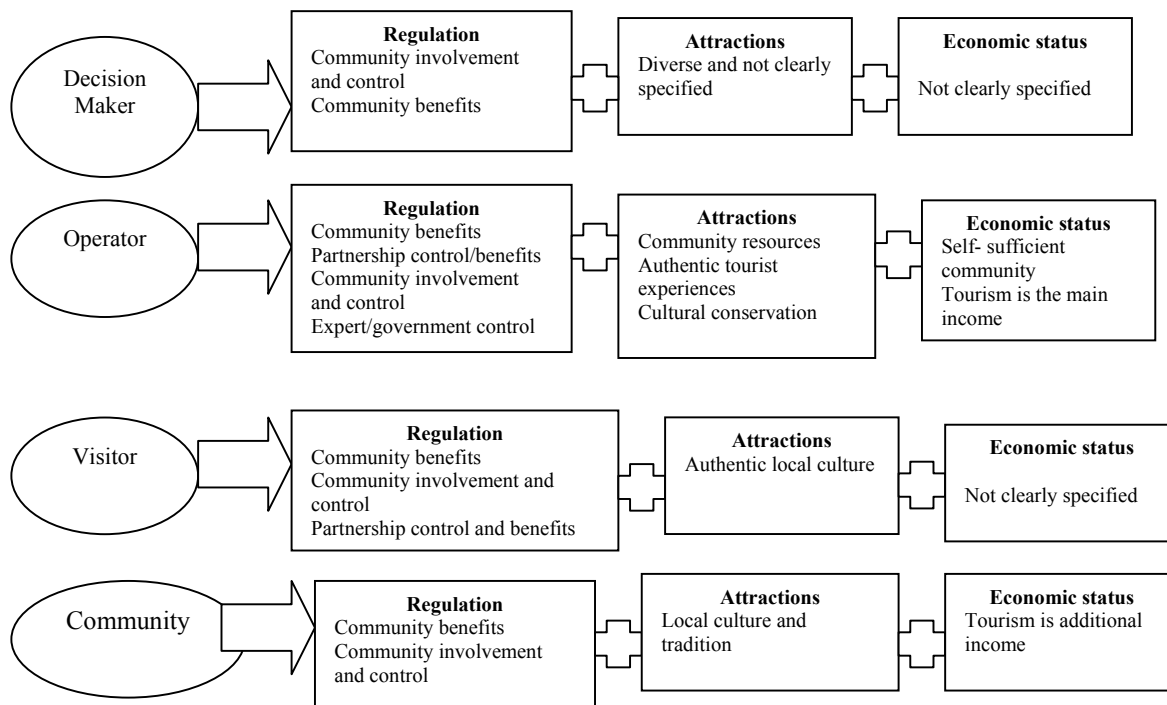
<p>Planned Alternative Tourism (PAT) (high regulated small scale tourism)</p> <ul style="list-style-type: none"> - Tourism complements the existing community business and activities of this community. - Tourism is controlled by residents for the entire tourism process. - Tourists who visit here are from different cultures and countries. - There is a high demand of tourists who want to visit but the destination can accept few tourists at a time. - Tourists experience the local culture through sharing traditional foods, music and lifestyle. - There is no high-low season. - Locals make handicrafts and souvenirs to sell and have been trained as guides besides the main activities. - Accommodation provided is local houses in the community area with local control and owned. - Low volume marketing is enough for the area. - In this community, tourism is managed by locally-elected committee with occasional help from outside consultants. - The community collaborates closely with private and government sector in tourism development. 	<p>Controlled Mass Tourism (CMT) (having acceptable carrying capacity and high intensity)</p> <ul style="list-style-type: none"> - Tourism is the main income of this community. - Tourism is controlled by a private sector with community inputs in some management decisions. - Some groups of tourists are dominant markets to the area. - High volume of tourists come to visit the community but under the control and high regulations. - Attractions here are separated from the community. If tourists want to experience traditional cultures, they should come at the particular time of the year. - There are high and low seasons. - The tour companies offer cultural visits to traditional village, where the locals sell handicrafts and souvenirs. - In the tourist area, accommodations and basic infrastructure are built to sufficiently service tourists and community needs. Most of accommodations are privately owned but benefits are partly distributed to provide incentive for conservation. - The community is promoted and marketed in national and international tourism fairs. - In this community, tourism is managed by private sector-community partnership. - Government also provides support to facilitate both private sectors and the community.
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Opportunistic Alternative Tourism (OAT) (non-regulated small scale tourism)	Unrestricted Mass Tourism (UMT) (exceeding carrying capacity and high intensity)
<ul style="list-style-type: none"> - Tourism is an important business of this community. - Tourism is controlled by a few operators. - Tourists who visit here are from different cultures and countries. - Many tourists come to visit so the community must manage and adjust to the high demand. - Attractions are the local life style and culture. - There is no peak time of visiting. - The main benefits are for local guides, for people managing homestays, and for retailers selling local goods. - Some accommodation has been built in a vernacular style to meet the demand. These lodges are both locally and privately owned. - The agents help promote the area to a moderate level. - In this community, tourism is managed by a few operators. - Government does sometimes provide support. 	<ul style="list-style-type: none"> - Tourism is the main business of this community. - Tourism is controlled by experienced private sectors groups. - A few groups of tourism are dominant markets to the area. - There is a high volume of tourists, who are mostly on packages. - Attractions are set up just for tourists and there are daily culture shows to impress these visitors. - There are high and low seasons. The community receives large tourist income especially during the peak period of a year. - Locals who can work for tour companies, or sell souvenirs to tourists do benefit from tourism activities. - Different types of accommodation in the area are offered for tourists' choices. These are owned by outside investors. - There is high level of promotion to the area. - In this community, tourism is managed by the external professional agencies. - Government mainly facilitates the private sectors in operating tourism in the community.

Although there is a difference in the most preferred scenario for each stakeholder group as shown in Table 6.1, it can be noted that the preferred CBT can be either small or large-scale tourism as long as it is highly regulated. Therefore, the CBT is not restricted to the frame of alternative tourism from the stakeholders' perspectives. CBT is accepted as when controlled by professionals as well as by a local community and is seen as being either complementary to the existing community activities or the community's main income.

The following figure outlines the core context for the judgement of the best CBT from each stakeholder. The results were derived from the open-ended questions in study 2 and 3. The key descriptions for the best CBT were counted and a theme based coding scheme was used which was built on Weaver's tourism characteristics. The key descriptive cases that gain more than ten cases from each stakeholder were considered as the significant element each stakeholder used to judge for the best CBT. The following Figure 6.2 demonstrates those significant perspectives. The key descriptions in each box were placed in the order of importance from the responses. Then the succinct perspectives from every stakeholder were presented in Figure 6.3 as the agreement of the best CBT in overall.

Figure 6.2: Best CBT from each group perspective (Social representations for stakeholder group)



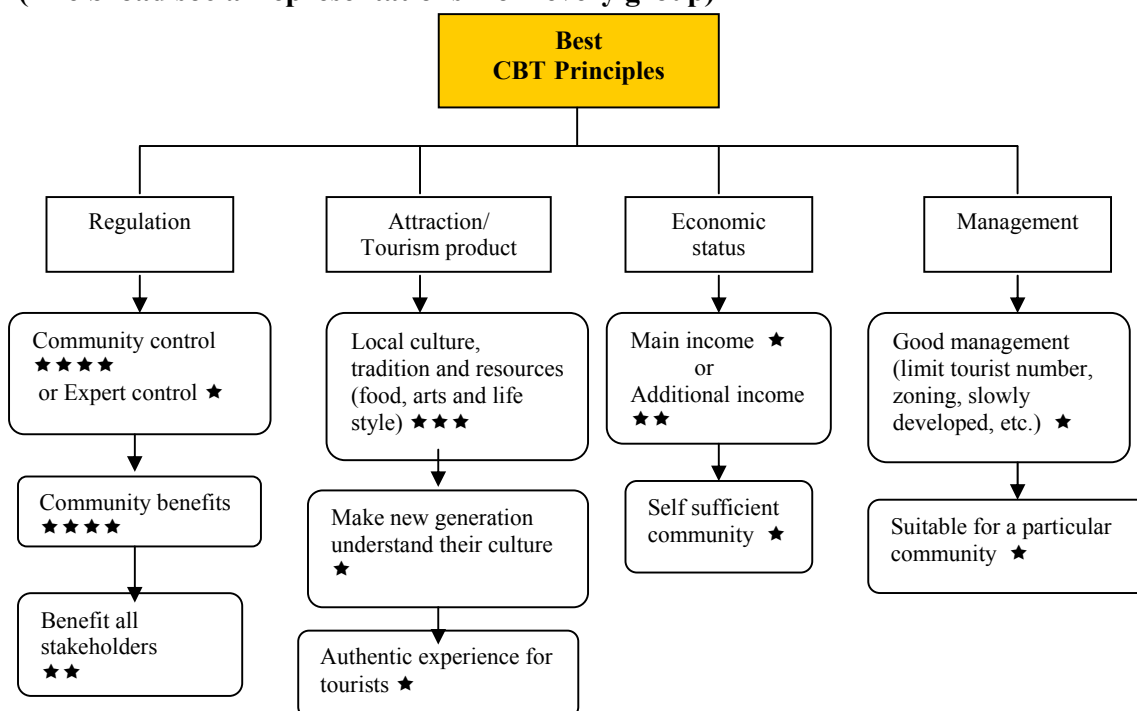
There are similarities and differences in each group's perspective towards the best CBT characteristics. The decision makers strongly focus on the regulation of CBT which should both involve a community and benefit it. These best characteristics are also stated in the other three groups but are considered jointly with other benefits. For the operators and the visitors, partnership control and benefits are considered equally important in the best regulation for CBT. Also, expert or government control over CBT is desired and could make CBT fulfil its best role in the view of operators.

The attraction characteristics are the dominant element emphasised in the views of operators, visitors and communities. The visitors and communities emphasise that CBT should present local culture and tradition. The operators also agree with this but stress more the authentic tourist experiences and cultural conservation. For the economic dimensions, the best CBT stressed by operators and communities is one which makes the community self-sufficient or provides additional income. However, tourism as the main income of a community could possibly be the best CBT from operators' view.

The overall agreement is presented in the following Figure 6.3. In the figure, each star represents a vote of each stakeholder group reporting a factor contributing to the best CBT. Additionally, the management characteristic is added from Weaver's characteristics of tourism. The characteristic of good management is employed more by the operators. The community group suggested that the management should be specific to their community.

In the consensus framework presented in Figure 6.3, the stakeholders agree that the best CBT should benefit and involve a community. Such characteristics receive four stars since they receive the agreement from the four stakeholders. Therefore, they can be seen as focused priorities to achieve the best CBT destination. The second priority is having local culture and tradition as the destination's main attractions with tourism providing additional community income.

**Figure 6.3: The general agreement of the best CBT from the four stakeholders
(The broad social representations from every group)**



(Each ★ represents a response inform more than 10% in each stakeholder group)

The next section reviews the agreement on the positive and negative characteristics of CBT from the stakeholders. The statements were based on the characteristics described by the professionals in study 1 but restated to be suitable for rating scales and balanced for positive and negative characteristics. In study 2 and 3, the respondents were asked to rate their agreement with each statement. The description of each stakeholder's agreement on the statements (base on the mean score) is reported in the following Table 6.3. The overall consensus or range of agreement from every stakeholder is presented later in Table 6.4. In Table 6.4, the conclusion of professionals' perspectives on CBT characteristics is also derived from study 1 to present a complete analysis.

Table 6.3: Positive and negative perspectives towards CBT (each stakeholder)

	Decision Maker	Operator	Visitor	Communities
CBT will bring more money to the community (+)	Agree	Agree	Agree	Agree
If under community control, CBT will be okay (+)	Agree	Agree	Agree	Agree
CBT generate sustainability (+)	Agree	Agree	Agree	Agree
CBT provides chances for community involvement (+)	Agree	Agree	Agree	Agree
CBT encourages multiple cooperation (+)	Agree	Agree	Agree	Agree
CBT is a good concept (+)	Agree	Agree	Agree	Agree
CBT is the exchange of cultures (+)	Agree	Agree	Agree	Agree
CBT provides high quality service/ product (+)	Agree	Undecided	Agree	Agree
CBT destroys community identities (-)	Disagree	Undecided	Disagree	Disagree
CBT makes community life difficult (-)	Disagree	Undecided	Disagree	Disagree
CBT is environmental destroyer (-)	Disagree	Undecided	Disagree	Disagree
CBT is just for the rich (-)	Disagree	Disagree	Disagree	Disagree
CBT has practical problems (-)	Agree	Undecided	Undecided	Undecided
CBT is unrealistic (-)	Disagree	Undecided	Undecided	Undecided
CBT has its limitation (-)	Agree	Agree	Undecided	Undecided

S = Strongly agree (mean score 1-1.5), A = Agree (1.51-2.5), U = Undecided (2.51-3.5), D = Disagree (3.51-4.5), SD = Strongly Disagree (4.51-5)

(+) = positive statement / (-) = negative statement

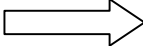
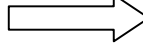
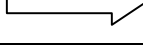
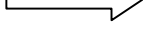

The number in the community column represents number of community members out of the total four communities

The stakeholders mostly agree with the positive statements of community-based tourism characteristics considering from the overall mean in each group. Only one positive statement, CBT provides high quality services and product, receives an “undecided” rating from the operators.

For the negative characteristics, the consensus is not as clear as it is for the positive ones. Although most statements range between undecided to disagree there was some agreement. The decision makers agree that CBT has practical problems and limitation. The operator group also agree with the item. One negative statement that gained high disagreement from every group is community-based tourism is just for the rich.

As the previous results revealed, there is some consensus among the four stakeholders about CBT. Nevertheless, differences also exist and may be understood by the influential factor considered next in the study; that of “value.” Values may well explicate the different answers or perspectives. The social representations framework will also be employed in this section to further the explanation of group differences. The following Table 6.4 indicates the priority of values held by each different group.

Table 6.4: Influential values towards stakeholders’ perspectives

Stakeholder group	<i>The first priority of value toward CBT</i>	<i>The second priority of value toward CBT</i>	<i>The third priority of value toward CBT</i>
Decision Maker 	Protection of environmental resources- Aesthetic value	Improve the life of the poorest section of a community- Moral value	Equality of opportunities- Social value
Operator 	Improve the life of the poorest section of a community- Moral value	More money in a community- Economic value	Protection of environmental resources- Aesthetic value
Visitor 	Protection of environmental resources- Aesthetic value	Improve the life of the poorest section of a community- Moral value	More money in a community- Economic value
Community 	Protection of environmental resources- Aesthetic value	Improve the life of the poorest section of a community- Moral value	More money in a community- Economic value and Equality of opportunities- Social value
Consensus (4 groups) 	Improve the life of the poorest section of a community- Moral value Mean rating (2.88)	Protection of environmental resources- Aesthetic value Mean rating (2.89)	More money in a community- Economic value Mean rating (3.42)

From the results, the three stakeholders hold similar values for their and second priorities. The operator group is an exception to the agreement. The results in study 2 from the analysis of ANOVA also revealed this difference among the groups. It can be concluded that perspectives towards CBT from the majority of the groups are influenced equally by their moral value (Mean = 2.88), and aesthetic value (Mean = 2.89) followed by their economic value (Mean = 3.42) as shown in the consensus of the four groups. The next set of values (in order) affecting the overall perspectives are social value, professional value, political value, and material and physical value respectively.

Aim 2: To explore the overall patterns of expectations among the stakeholders for successful future community-based tourism

In the section the expectations and consensus among the stakeholders are revealed to identify future possibilities for successful community-based tourism development. The agreement on its characteristics is reported in Table 6.6 for the clarification. The priority for the first steps in developing CBT is suggested for the future implementation. The successful criteria are also emphasised to help evaluate community-based tourism destinations. Finally, the expectations from communities are identified to interpret the gaps which CBT may not successfully fulfil.

Table 6.5: Characteristics of CBT

DEFINITION	Tourism that seeks to equally benefit and involve a community which is a group of people living and belonging to a specific location, having social interactions and sharing distinctive community identities. Its major benefits are income, cultural and resources conservation, and local development which enables local people to move away from political, economic, and social oppression. Other stakeholders such as government and professionals support is its main element. Cultural exchange and visitor satisfaction are expected outcomes.
CORE CONCEPT	<ul style="list-style-type: none"> - Stakeholders cooperation with community focus - Community benefits especially income distribution and community development - Community initiatives, control or involvement - Community sustainability - Community identities and resources conservation

PROMINENT AWARE DISADVANTAGES	<ul style="list-style-type: none"> - Social problems - Conflicts - Inequity - Limitations - Impractical and obscurity
MANAGEMENT	<p>Shared management authority and responsibility among all stakeholders as the first priority</p> <p>Bottom-up or grass-roots control of the activity as the second priority</p>
MAIN ACTOR	Local communities
FORMS	Cultural Tourism and Eco Tourism

The results of CBT characteristics in Table 6.5 flow from the previous studies. The definition of CBT mainly gained from the responses of professionals about characteristics of CBT which were seen as “describing well” in the first study. The core concept of CBT was interpreted from the positive perspectives in the first study; best practices in the second and the third study (decision makers, operators, visitors and communities); and successful criteria in every study. The context of CBT core concept was also added into the definition of CBT. The awareness of disadvantages of CBT derived from the negative perspectives that gained a high number of responses in study 1 together with the agreement on the negative statements about CBT in study 2 and 3. For the main management characteristic, the results of study 2 and 3 supported shared management among all stakeholders as a suitable characteristic of CBT. The professional group in study 1 gave more support to the bottom-up or community controlled management (66 %) but it was only 6 % different from the shared management (60 %). Therefore, the shared management characteristic is considered most appropriate characteristic for CBT. Nevertheless, the local community is seen as the core actor for CBT development because every stakeholder in every study agreed that the community group should take the most responsibility for CBT development. Further, the conclusion about the best CBT destinations from the first study suggested that cultural and ecotourism are the best forms for CBT practice.

The following Table suggests a priority among the first steps in developing CBT. The following Table 6.6 illustrates the ranking of the first steps from every group in the

previous studies and the total mean score calculated from the groups in study 2 and 3. The ranking of the professionals in study 1 was reviewed by counting cases, therefore, the mean score cannot be calculated. The three first priorities of the first steps in developing CBT in each group were highlighted.

Table 6.6: First steps in developing CBT (the consensus)

First Steps of CBT	Professionals	Decision Maker	Operator	Visitor	The four Communities	Mean (Std. Deviation)
Make community aware of costs and benefits of tourism	4	1	6	2	8	4.23 (2.45)
Identify key leader to do the work	4	5	1	7	6	4.52 (2.50)
Form organisational structure	7	3	4	6	1	4.61 (2.50)
Understand what resources the community can offer	3	1	5	1	3	4.72 (2.79)
Get community input and support in tourism development	1	2	7	3	2	4.78 (2.31)
Develop a tourism plan with clear goals and objectives	2	6	2	4	7	4.80 (2.41)
Get all people involve to work together	3	4	3	5	5	4.97 (2.39)
Develop education and training program for community	5	7	9	8	4	6.03 (2.60)
Get the leading institutions and expert assistance to local people	6	8	8	9	5	6.12 (2.61)

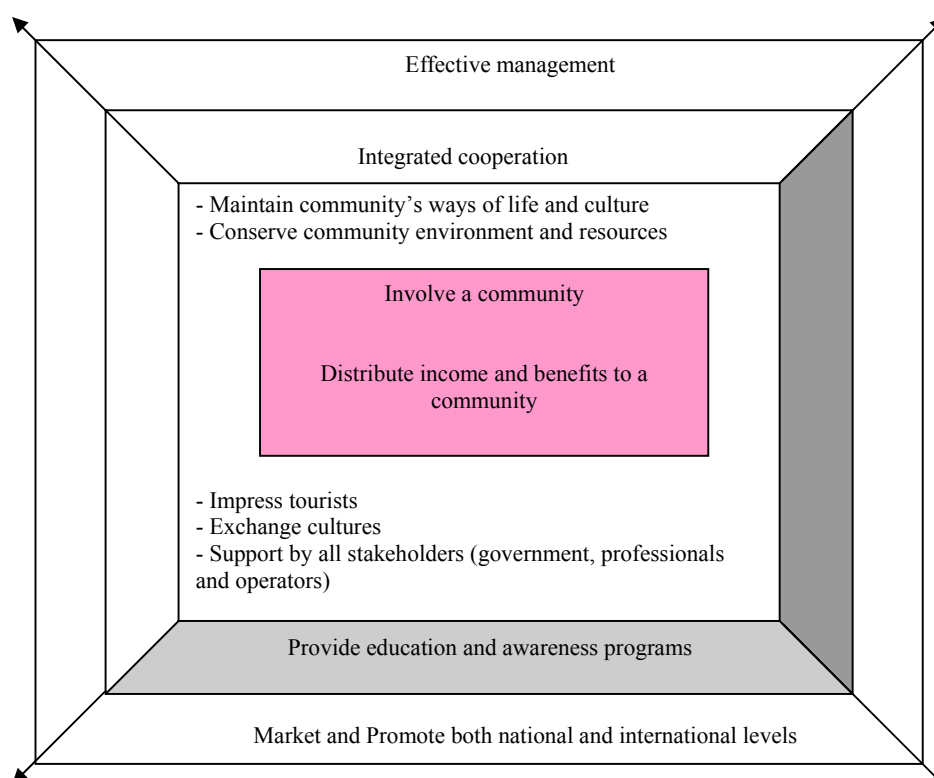
A rank of 1 = the most important of the list.

It is clear from the consensus of every group that developing education and training program for a community and getting expert assistance should be implemented following the other seven first steps as indicated in the Table. This result is similar to the result of first step priority in study 2 (Table 4.15, Chapter 4). Although the first steps in Table 6.6 are ranked in order of the total mean of every group, the mean differences from the most important first step to the seventh most important first step are not markedly different. An

important practical consideration here is that several of the first seven steps overall according to local condition be enacted simultaneously.

A question about successful CBT was asked in every study and respondents were asked to state their success criteria. The answers that were nominated more than ten times were chosen and the five groups of respondents (professionals in study1; decision makers, operators and visitors in study 2; and the communities in study 3) were compared. In the following figure, the inner layer is the heart of successful CBT criteria because these elements received agreement from all five groups. The second layer reports consensus from the three groups. The third and fourth layers reports cases from two groups or from only one group(s) respectively.

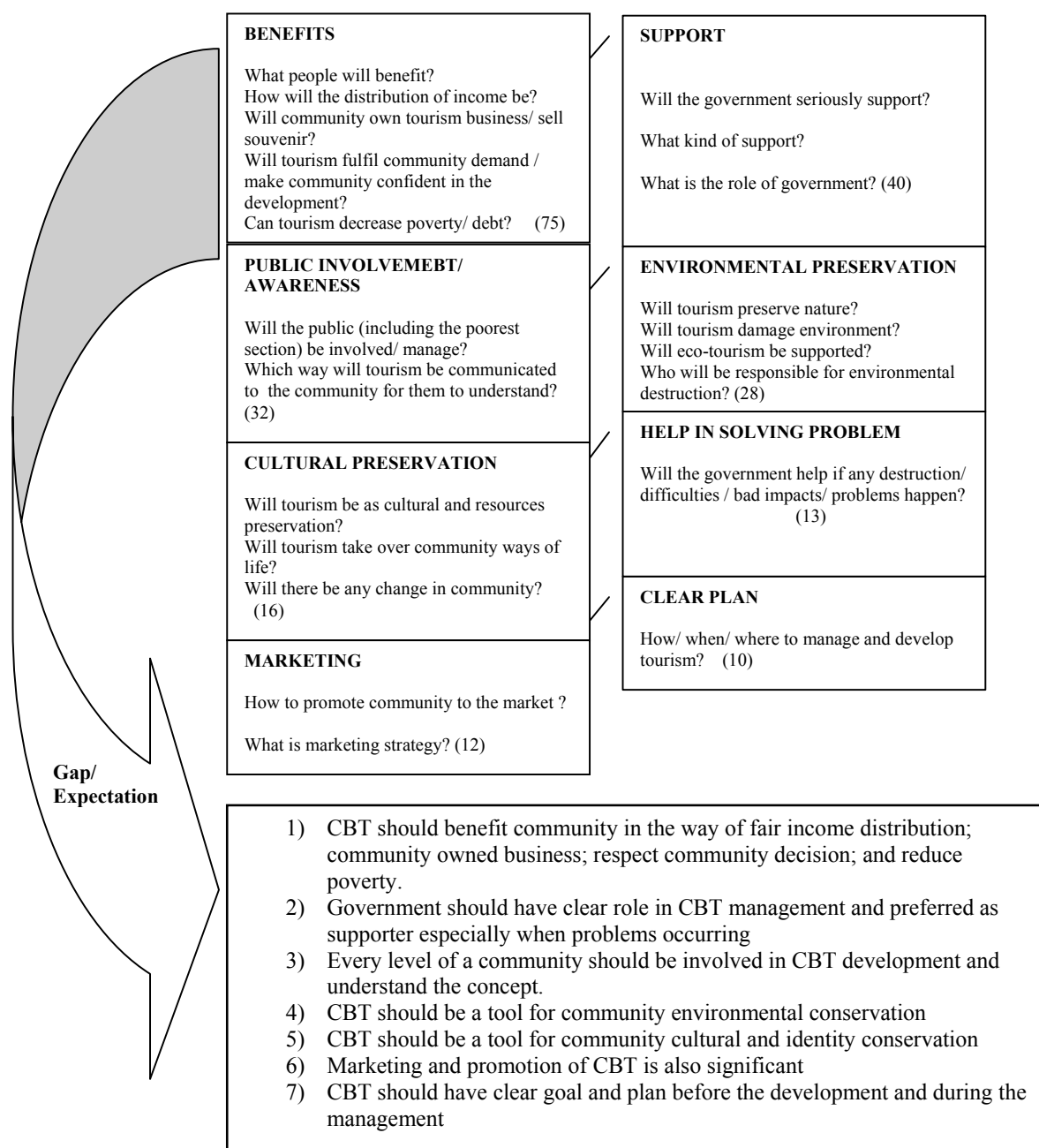
Figure 6.4: Successful criteria (Consensus from the 5 stakeholders)



Altogether there are eleven significant successful criteria for CBT categorised from the respondents' emphases. The successful CBT destination should be able to involve community in the process and distribute benefits to community extensively. These are the most essential criteria. In addition, the stakeholders' criteria suggest successful CBT should maintain and conserve community culture and environmental resources. Supporting by all stakeholders is also considered important as well as satisfying tourists especially the value of cultural exchange. These success criteria are their relative importance as expressed in the inner to outer layers model could be used as a guide to monitor the progress of CBT initiative.

Additional results consider the possible problems of CBT in the developing countries. The results are largely gained from the study 3 measuring communities' perspectives. The voice of the communities in particular suggests attention to the nature of benefits, government or other support, public involvement and awareness of development and both environmental and cultural presentation as key priorities.

Figure 6.5: Questions before developing CBT- Voice of the communities



(Number is the total cases from the four communities)

The expectations of the communities in the Figure match the successful criteria recommended by every stakeholder for instance community-based tourism should benefit and involve a community. There are seven significant themes in the communities' questions. They describe what communities want from tourism and their concerns. Also, it can be suggested that those expectations have not completely been fulfilled in the present community tourism development. Questions to be raised are: "in future initiatives is community-based tourism going to distribute benefits fairly and achieve the other outcomes identified and sought; are the supporters such as government be clear in their role; does the community actually understand the community-based tourism concept; can tourism sustain community environment and culture; is the marketing strategy is effective; and are the goals of developing and managing community-based tourism clear and well planned."

6.5 Discussion

This discussion section will link the core literature with the findings of the studies based on the following issues: influences on the stakeholders' perspectives; the answer to "what is community-based tourism?;" prominent negative and positive characteristics of it; criteria identifying the best and successful community tourism destinations; and implementation for future practice. These answer the two main aims of the study which are to synthesise the stakeholders' perspectives towards community-based tourism and to assess successful future CBT.

6.5.1 Influential factors on the stakeholders' perspectives

In the stakeholder theory concept, all stakeholder interests have intrinsic values and the recognition of these values and the resulting obligations to the stakeholder grants the theory its normative core (Sautter and Leisen, 1999). According to the statement, the study measured the values based on the benefits at issues which possibly affect the stakeholders' perspectives towards community-based tourism. From the mean score of every group, the main values influencing their perspectives were moral, aesthetic, and economic values respectively. These could be proposed as the normalised values toward

the concept. The priority of these core values arranged differently in different stakeholder group. This could be explained by their different focus of “interest” or by using the social representations key concept that social representations are critical components of group and individual identity and they are prescriptive and can direct perception (Pearce et al., 1996). Also, in the real world very few economic or social-cultural activities are equal in priority (Butler, 1999). In the results, every group ranked aesthetic and moral values as the first and second priorities from the seven values except the operators who placed a greater emphasis on moral and economic values. Decision makers and communities emphasised social value (equity of opportunities) more than the other two groups. Their different roles or stakes in CBT and also different social representations could explain their different emphasis.

McKerchre (1993 cited in Weaver and Lawton, 1999) indicated that among tourism stakeholders, tourism advocates may be influenced by the green movement. Fundamentally, the industry is motivated by profit (AHC and CRC, 2001), the tourist by the desire to obtain a satisfying experience, and the community by its own conflicting desire to achieve both revenue maximisation and minimisation of socio-cultural impacts. Wearing and McLean (1998) have argued that tourism industry people seek a healthy business environment; those interested in the natural environment and cultural heritage seek the protection of the environment and motivate people to be aware; community members seek a healthy place in which to live such as respect for cultural traditions and opportunities to make decisions about their future. Even within the same group, the individual beliefs of the members often depend on their professional role or personal interest. Communities in which decision-making is dominated by conservationists may miss opportunities for economic growth. Alternatively, if it is dominated by a tourism development at all costs approach, this may lead to a community having diminished natural and cultural resources (Wearing and McLean, 1998). Also, there are common issues that each group come to an agreement. A common interest to all is such as presenting and protecting the significance of places, and need for sustainability (AHC and CRC, 2001).

Moscovici (1990 cited in Pearce et al., 1996) suggested that there are two types of “prototypes” in the social representations theory. First is the most commonly occurring instance of a category, while the second and most powerful is a dominant version. They argued that we do not always use the most commonly occurring but the dominant one. The example from the results concerning the most preferred scenario, decision makers prefer the small-scale CBT options because they may have stronger prototypes of CBT as in small scale than the other groups. Therefore, the small-scale community-based tourism is the powerful and dominant prototype in the decision makers’ social representations.

Weaver and Lawton (1999) suggested that tourism advocates or decision makers who perceive the earth as a single interdependent system will argue for the goal of global sustainability. Conversely, the industry in tandem with its emphasis on individual initiative tends to emphasise the economic sustainability of individual businesses as a desirable goal. The differences between different countries’ communities perspectives may be explained by different social representations as well. Butler (1999) noted that the political structure and relationships within a community and with external agencies and levels of government can create strong associations and group of views. The social representations are a crystallization of linked social and political attitudes as well as strong perceptual filter influencing the way individuals and groups see the world (Pearce and Moscardo, 1999). A community is a localised social system, it is located in a specific place and time but at the same time influenced by broader social, economic, political, technological, cultural and natural factors of their wider environment (Rätz, 2000; Wearing and McLean, 1998). Such a context can affect social representations and the results are congruent with a uniformity of local “ Themes of knowledge.”

There were however commonalities across the representatives as well as within communities. The best CBT described by every group (prominent for the decision maker group) emphasised regulation to focus on community involvement and benefits. In a practical way, it is suggested that all local interest groups should be provided with an opportunity to have ‘their say’ early in the planning process. This community input will make it possible to benefit from tourism without feeling that their needs have been

ignored (Wearing and McLean, 1998). The operators also stressed the value of experts and government control. Authentic cultural conservation was also seen as an important element for the best CBT and this requirement is linked to the aesthetic value as a major organiser of group views. It can be noted that cultural conservation is seen as a slightly higher priority than nature conservation. Economic value is also an important influence. The operators agree that the best CBT should generate the communities' main income whereas communities stress additional income. This perspective may be related in turn to the issue of scale and community complexity. For example Butler (1999) argued that mature and complex or sophisticated communities have a greater chance of successfully integrating tourism development into their pattern of activity and absorbing the full impacts of tourism than more basic economies, where the effects may be much more severe and unanticipated.

6.5.2 The answer to “what is community-based tourism?”

It can be suggested in this final study that the well rounded definition of CBT is:

Tourism that seeks to equally benefit and involve a community which is a group of people living and belonging to a specific location, having social interactions and sharing distinctive community identities. Its major benefits are income, cultural and resources conservation, and local development which enables local people to move away from political, economic, and social oppression. Other stakeholders such as government and professionals support is its main element. Cultural exchange and visitor satisfaction are expected outcomes.

The sense of ‘community’ in the definition of CBT is relevant to Hall’s clarification that a community can embrace notions of spatial contiguity, social interaction, reflexivity and notions of shared aspirations and values (2000b). WCED (1987) supported the concept of CBT using a sustainable development framework. The argument here is that if sustainability is to be implemented in tourism development, equity will become a major consideration, with equity applying to the allocation of benefits and costs in the present as well as in future. Community benefits and involvement are unquestionably embedded in

the meaning of community-based tourism. Pearce and Moscardo (1999) indicated that the original conceptions of community relationships term were aligned to a concern with the well-being of communities. This links with a holistic approach towards sustainability which requires that the continuing or improved social, cultural and economic well-being of human communities is an integral component of environmental renewal (Richards and Hall, 2000). The recent definition of CBT proposed by Responsible Ecological Social Tour (REST, 1997 cited in Suansri, 2003) is “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.” Core elements of CBT are expressed in this definition; however, it does not indicate the cooperation and support among related stakeholders, which is the main element of CBT management characteristic from the finding of this study. Weaver and Lawton (1999) suggested that tourism cannot be sustainable unless the competing sectors engage in sustainable practices that are complementary to tourism. A comparison with ecotourism can be developed. The elements of ecotourism are stated for example in the National Ecotourism Strategy (Wearing and McLean, 1998). Most components are similar to the concept of community-based tourism, however the ecotourism concept focuses more on the natural environment. The ecotourism elements are: the natural environment; ecological and cultural sustainability; education and interpretation; and provision of local and regional benefits (Wearing and McLean, 1998). Such components help explain why community-based tourism may appear in the form of ecotourism. Wearing and McLean (1998) argued that ecotourism for the local community is about attracting visitors for the right reasons, and not just promotion of tourism for the sake of the ‘tourist dollar’ at the expense of local community’s natural and cultural attributes. A commonality with the underlying values of the community in developing tourism is apparent.

Another link to the previous literature come from The Mountain Institute (2000) analysis of CBT. The objectives of community-based tourism suggested by the Mountain Institute (2000) contain similar attributes to the definition of CBT from the consensus of stakeholders in this study. They suggested:

- CBT must contribute to increasing and/or improving conservation of natural and/or cultural resources, including biological diversity, water, forests, cultural landscapes, monuments, etc;
- CBT must contribute to local economic development through increasing tourism revenues and other benefits to community participants, and ideally to an increasing number of participants;
- CBT must have a level of participation ideally progressing toward self-mobilization, but not always necessarily so; and
- CBT has a duty to the visitor to provide a socially and environmentally responsible product (p. 4-5).

Clearly, the local community is again described as the main actor who should be involved and take most responsible for community-based tourism development but the shared management authority from all stakeholders is encouraged. Wearing and McLean (1998) stated that community consultation or participation at the beginning stages of a project can assist in the initial assessment of project feasibility and be accepted by those on whom it impacts. Also, during the planning phase, consultation with a wide variety of interested parties is essential. The presence of local involvement does not guarantee successful integration, but several scholars have argued that its absence is very likely to result in unsuccessful integration (Butler, 1999; Griffin, 2002; Straaten, 2000; The Mountain Institute, 2000). Griffin (2002) added that local involvement will allow 'acceptable' tourism to be negotiated between development interests and the host community. To foster community involvement, Wearing and McLean (1998) suggested:

- the formation of a representative liaison committee,
- regular meetings with interested groups,
- production of information pamphlets, models, video presentations,
- opening a local information office,
- providing feedback on the use of the information used, and
- meetings with individual citizens. (p.27)

If successfully implemented, the community will have realistic expectations (Wearing and McLean, 1998). Aronsson (2000) also emphasised that if the residents get what they consider a reasonable return on their investment, the acceptance level for tourism will be greater.

Mostly the suggested forms or emphasis of community-based tourism are cultural tourism and ecotourism as illustrated by the examples of successful destinations in developing countries from the professionals in the first study. Weaver and Lawton (1999) stated that tourism is directly associated with certain products such as hotels and theme parks. In this concept of CBT, the “ associated” products are the community’s cultural and natural resources. Cultures evolve as mechanisms for survival, maintaining social cohesion and making sense of the world and maintaining their culture to attract tourists can provide an economic incentive for destinations (Griffin, 2002). Communities are a basic reason for tourists to travel, to experience the way of life and material products of different communities and also shape the ‘natural’ landscape which many tourists consume (Richards and Hall, 2000). Murphy and Murphy (2004) stated that tourism is a service experience involving customer tourism industry interaction, therefore the quality of the exchange should be emphasised not just the four Ps of marketing mix. Furthermore, many tourists have changed their general attitude towards environmentally friendly activities (Straaten, 2000). The community tourism enables more intimate interaction between tourists and hosts than the typical package tour (Pizam, Fleischer and Mansfeld, 2002). This is why cultural exchange and visitor satisfaction are the essential elements in community-based tourism definition. Richards and Hall (2000) discussed further that communities are the source of tourists; tourists are drawn from particular places and social contexts which in themselves will help shape the context of the tourist’s experience in the host community.

6.5.3 Significant positive and negative characteristics of CBT

The significant positive and negative characteristics of CBT can be synthesised from several studies. The distinctive positive characteristics of CBT are that it helps distributing benefits especially income to enhance community development; it encourages community initiatives, control, and involvement; CBT is based on the concept of community sustainability and also multiple cooperation; and community cultural identities and resources conservation are community-based tourism goals. Similarly, in the literature, AHC and CRC (2001) stressed the importance of tourism for communities since it provides additional income and employment, diversified local economies, and strengthens local identity. These positive characteristics and the community focus derive from the argument that people at local level should have the right to exert considerable democratic influence over the development of tourism, since it is at the local level that the consequences are most in evidence or affect their lives (Aronsson, 2000; Bramwell and Sharman, 2000). This community focus was initiated in the Earth Summit in its Agenda 21 that has encouraged communities to implement the principles of Agenda 21 at the local level (Weaver and Lawton, 1999) and the focus becomes clearest in this community-based tourism concept as illustrated in its positive characteristics. Apart from the locals, other interested parties or actors should participate in the planing process (Aronsson, 2000) and it supports the positive aspect of multiple cooperation. Aronsson (2000) also reinforced the finding that among the positive environmental consequences of tourism are that it can stimulate the preservation of natural and cultural areas and contribute financial resources to the preservation and administration of the environment. Such positive contributions will foster community sustainability which is also community-based tourism positive aspect. Also, sustaining the community has become an essential element of sustainable tourism. There are few sustainable tourism policies which do not refer to the importance of long-term benefits for the community (Richards and Hall, 2000).

The negative characteristics revealed in the results are that it can possibly lead to community social problems; it can create conflicts and inequality; and at present CBT

still has its limitations and is not effective in practice. These negative aspects highlight the view that the concept is not a perfect pre-packaged solution to community problems. It can bring disaster if carelessly applied (Suansri, 2003). In many cases, community members' acceptance of tourism activity drops sharply when the negative consequences of tourism development engulf a community overwhelmed with tourists (Davis and Morais, 2004). Therefore, communities are suggested to have a "social carrying capacity" (Aronsson, 2000; Davis and Morais, 2004). Davis and Morais also suggested that tourism operations should not expand too rapidly and cross the threshold into socially unsustainable tourism. Modest growth should encounter less community resistance caused by negative attitudes toward tourism. Coomer (1979, cited in Weaver and Lawton, 1999) defined a "sustainable society" as one that lives within the self-perpetuating limits of growth and looks for alternative ways of growing.

Community-based tourism can distribute benefits to a community but if it is ineffective, it can create conflicts and inequality as which is highlighted as its prominent negative issue. However, conflict during planning is a real possibility due to the value-laden nature of the issues involved (Wearing and McLean, 1998) and compromising the issues to satisfy stakeholders is the challenge. Butler suggested three principles to resolve conflicts and achieve harmony. They are acceptability, efficiency, and harmony (Butler, 1999). However, achieving equal community involvement in practice will be problematic especially in less developed nations. Implementing this strategy may require fundamental political change in those countries before it is practical on a large scale (Griffin, 2002).

Other limitations and ineffective practices relevant to community-based tourism continue to appear. However, CBT practice is limited due to the formidable obstacles created by years of non-participatory development practice (Tosun, 2005b). Pleumarom (2002) listed examples of community-based ecotourism projects. She exposed the action of many project designers who were convinced tourism is a 'good' principle for communities but when things go wrong, such advocates 'innocently' wash their hands and quietly move on somewhere else, leaving local people in peril. Other ineffective practices resulted when:

- Commercial interests and consumer demand become the upper most priorities while needs and environmental concerns are secondary
- Local people may be afraid or not inclined to get involved in new activities that they do not understand and cannot control.
- It is very difficult to find complete and reliable cost-benefit analyses of projects.
- Some business-minded community members had taken advantage of the project against the will of other residents. This can create new elites.
- Tourism activities often disrupt other work in the village.
- Those who are opposed to the privatisation and commodification of their communities for tourism purposes rarely raise their voice.
- CBT initiatives can serve as launch pads for unwanted mass tourism (Pleumarom, 2002).

Additionally, Griffin and Boele (1997) suggested placing less faith in the notion that community involvement in tourism will contribute significantly to sustainability. Griffin (2002) noted the challenges for the less developed nations that they are less likely to have their long-term interests protected as tourism develops. Given their existing low material standards of living, they have a powerful economic incentive to develop tourism rapidly and with as few constraints as possible. In this view, again stressing a negative perspective, communities themselves are not immune from generating unsustainable practices.

6.5.4 The criteria for the best and successful CBT

In considering the best and successful CBT destination, the criteria based on CBT control or regulation of the activity is more important than the “scale” of tourism in the destination. This conclusion is derived from the results concerning the best scenarios selected by the stakeholders. Nevertheless, Butler (1999) noted that small-scale developments can generally be integrated into communities and system more easily than large complex development. The problems may arise when tourism becomes too large-scale and dominates in an area (Aronsson, 2000). Despite these cautions, the present finding suggests that CBT is not restricted to alternative tourism but can apply to mass

tourism, particularly if there is control. The scenario of controlled mass tourism (CMT) in the Table 6.2 illustrates certain kinds of control. This finding is supported by the 1980s' knowledge-based platform that acknowledges the possibility that mass tourism can be sustainable if planned and managed appropriately, and that alternative (small-scale) tourism may induce negative impacts on a community under certain circumstances (Griffin and Boele, 1997; Weaver and Lawton, 1999). Griffin and Boele (1997) added that mass tourism will continue and that is not necessarily undesirable. There is a logical basis to the argument that large-scale enterprises are far better equipped to operationalise certain elements of the sustainable tourism ideal (Weaver and Lawton, 1999). Further an apparent convergence can occur between the two scales as Clarke (1997 cited in Weaver and Lawton, 1999) has argued; specifically, small-scale enterprises can adopt strategies associated with large-scale tourism such as integrated environmental management strategies, while large-scale managers can adopt policies usually linked to small-scale business such as paying attention to local participation and culture, and embarking upon customer education programs.

Also, CBT is not necessary managed totally by a "community" as simply indicated in the name of the concept. It has been argued that there are five levels of community participation: imposition, petition, advice, representation, and equality (Butler, 1999). Pretty (1995) stated that community participation embraces widely different levels and qualities of involvement at the local level. It is acceptable to be controlled by professionals as long as the benefits being distributed flow equally throughout the community. For instance, the European Union provided funding support for South Africa to develop a sustainable tourism programme which targeted the development of the small, medium and micro enterprises through the establishment of partnerships with the established business sector (Tourism Intelligence International, 2004).

The ownership and control of outsiders can make local acceptance more problematic (Butler, 1999). In Zambia and Zimbabwe, Africa, although private sector companies were involved in the tourist sector, there was no representative body which had the recognised stature to provide an 'industry view' (Jenkins, 1999). As the results indicated in the

agreement of the stakeholders for the best CBT and its successful criteria, the criteria of the real community benefits distribution and involvement of community in practice are pivotal. Without these two main criteria, it cannot be successful. Wearing and McLean (1998) supported the view that a co-ordinated approach which involves a wide cross-section of the community would alleviate much angst and conflict at the time of development proposals becoming publicised.

Other important criteria stressed are to conserve local culture, life style, tradition and environmental resources and present them as the community's unique attractions. What makes tourism unique is that people come to community destinations to absorb and experience their natural and cultural attractions (Kelly, 2003). This can enhance cultural exchange between hosts and visitors and lead to satisfaction of both sides. Following this perspective, Davis and Morais (2004) observed that although tourism in rural areas is seen as a tool for recovery from economic depression, in such recovery social and environmental impacts should not be neglected. The support from every stakeholder such as government and operator sectors is significant to successfully develop a destination as conforming to best practice.


6.5.5 Implementation for future CBT development

One of the main objectives of the thesis is to identify future possibilities for the successful community-based tourism development which is emphasised as the second aim of this research. The suggestions for the future development in this section are: to consider the communities' expectations; an evaluation of successful CBT implementation; and the first steps for future CBT development. Understanding the gaps or problems of the present situation could direct development. As stated by Butler (1999) that there are significant gaps between the concept as described in many plans and what actually appears. It can be argued that it is the lack of understanding and information about the nature of tourism which prevents the goals being achieved. Wheeler (1993 cited in Richards and Hall, 2000) indicated that in many parts of the world there remains a major policy to implementation gap. That is there are inadequate links between the ideal of sustainable community-based tourism development and its application. A major error

which policy makers have often made with respect to tourism is to treat the industry in isolation from the other factors which constitute the social, environmental and economic fabric of communities (Richards and Hall, 2000).

To make this point clearer, the community expectations (Figure 6.5) can be compared to the suggested successful criteria (Figure 6.4). The gaps can be seen as or community-based tourism goal setting for future development. The comparison is provided in the Figure 6.6.

Figure 6.6: Possible CBT present problems and directions for successful development



Present Problem	Future Development
Need for fair benefits distribution and poverty reduction	Fair income distribution and benefits to a community
Need for clarity of stakeholders' role especially a government	Practice an integrated cooperation
Need for support especially when problems occurring	Support by every stakeholder involved
Need for practical community involvement at all levels and awareness of the concept.	Maintain community involvement and provide education and awareness program
Need for community environmental conservation	Environmental and resource conservation
Need for community cultural and identity conservation	Community cultural conservation and the exchange of cultures
Need for professional marketing and promotion	Gain tourist satisfaction and effective marketing and promotion
Need for clear goal and plan before the development and during the management	Have effective management system

Comparing to Suansri's (2003) principles of the CBT concept, the future tourism development suggested in the figure are similar but there are more criteria than in Suansri's approach. Suansri's principles are:

1. Recognise, support and promote community ownership of tourism;

2. Involve community members from the start in every aspect;
 3. Promote community pride;
 4. Improve the quality of life;
 5. Ensure environmental sustainability;
 6. Preserve the unique character and culture of the local area;
 7. Foster cross-cultural learning;
 8. Respect cultural differences and human dignity;
 9. Distribute benefits fairly among community members;
 10. Contribute a fixed percentage of income to community projects.
- (p.12)

The differences between the list above and the research findings are small in scale and partly involve wordings and repetition. Typically, the factors that need to be considered in planning for CBT include: environmental concerns; market issues; financial factors; social/institutional issue; and skills or human resource concerns (The Mountain Institute, 2000, p. 44).

The issues raised in the present discussions are relevant to the barriers suggested by Wearing and McLean (1998) in the development of ecotourism in a community. Those barriers are:

- the need for co-operation and compromise which may place considerable strain on stakeholders;
- more information before implementation occurs;
- resistance or non-cooperation from communities threatened by change; and
- uneven contribution and benefits.

(p. 11)

The developers should clearly understand the major barriers or gaps before continuing the development. There has been and continues to be increasing concern that benefits need to be more widely distributed, since the costs are often borne by local communities in the form of restricted or loss of access to resources at the sites (The Mountain Institute, 2000). The need for CBT in the context of collective economic and social deprivation

(Hall, 2000b) is strongly emphasised as example in Hall's study of Albania tourism which is amongst the poorest in Europe. The Albanians viewed tourism as a means of attaining the country's salvation. This concept has been expanded to another known concept of tourism, 'pro-poor tourism' that is tourism that results in increased net benefits for poor people (Ashley et al., 2004). Many of the countries in which tourism is important are among the poorest and least developed in the world (Roe et al., 2004).

The need for clarity in stakeholders' roles can be illustrated in political terms (Weaver and Lawton, 1999). The important parameters here involve the power structure and the relationships that dictate the extent to which a sustainable strategy can actually be implemented. Germane concerns include the structure of authority to carry out the strategy (i.e. who is represented, how long do the members serve, how are decisions arrived at), and levels of funding and enforcement that are accorded to this authority. This is associated with the need for support from other sectors especially when a community faces problems. AHC and CRC (2001) suggested developing mutually beneficial partnerships as one of the sustainable tourism principle practices. They stated that success depends on building relationships and forming partnerships of benefit. The balance of community involvement should be at all level of the development, planning, and management. The community's active involvement will help ensure not only that the tourism operation is sensitive to community aims and aspiration, but also that it will be able capture and reflect the essence of the place and its people (AHC and CRC, 2001).

The need for community cultural and environmental conservation is strongly emphasised in the concept. As The Mountain Institute (2000) noted, CBT involves a visitor-host interaction that has meaningful participation for both, and generates economic and conservation benefits for local communities and environments. Natural and cultural resources are a source of significant benefits, attracting international and domestic visitors in search of authentic natural and cultural experiences especially exploding demand for authentic experiences in the West (Pleumarom, 2002). CBT is gaining popularity as part of strategies for conservation and development (The Mountain Institute, 2000). Comparing it with alternative tourism, Pleumarom (2002) highlighted the

risks of all kinds of tourism alternatives becoming part of a new 'green' consumer fashion and being exploited by global corporate forces. One of the rationales for CBT suggested by The Mountain Institute (2000) is the search for more effective strategies for conservation and development. They noted that the policies based on strict enforcement and protection to conserve natural resources have not always been successful if local people are not involved.

The need for professional marketing and management to develop and deliver tourist satisfaction is one of the issues with which communities have always struggled. Again, AHC and CRC (2001) suggested that this could be achieved through strategic partnerships across different stakeholder levels. In their recommendation for heritage tourism, marketing and promotion should, desirably, recognise and respect community wishes and not create unrealistic visitor expectations. Straaten (2000) indicated from an Italian case study that without effective marketing the concept of sustainable tourism cannot be successful. Also, marketing is often a weak point in small-scale tourism.

The need for a clear goal and plans before and during the development of CBT was expressed in the research studies. The Mountain Institute (2000) also stated the importance of having an action plan. Such a plan can guide activities for the duration specified and is designed to be informative and easy to follow. The important elements are:

1. Active participation by community members and other stakeholders if possible; and
2. Considering the basic questions of who, how, by when, where, what, etc.

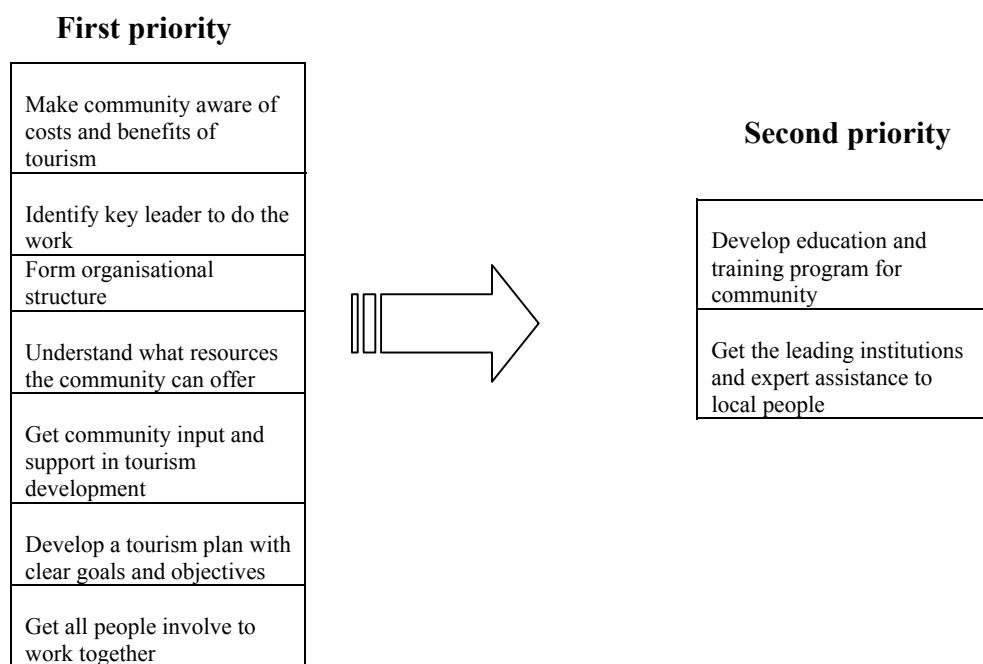
The action plan will vary according to site, stage of development, and often participants (The Mountain Institute, 2000). After the development, the Mountain Institute suggested to 're-discovery' or look again at the successes achieved on:

1. What went well?
2. What could have been better?

3. What are you proud of?
 4. What is working?
- (p. 77)

There are nine first steps that should be implemented in order to develop future CBT as suggested by the professionals in the first study. These can be compared to the well known codes of conduct in the concept of sustainable tourism but the work here specifically addresses initiating CBT. There are two prominent priorities (see Figure 6.7):

Figure 6.7: Priorities of first steps in developing CBT from the consensus



The priority of the first steps listed was ranked in order of the consensus gained from every group of stakeholders. The result is relevant to other researchers' suggestions as indicated in the following table. By carefully understanding these first steps before the development, it will help practitioners be able to implement CBT successfully. The links between these research evaluated steps and the existing literature is presented in Table 6.7. It can be suggested that the present research provides a more comprehensive account of the initiating steps. In the next chapter 7, the steps will be categorised into three

process: research process, building process, and backing up process, for better implementation.

Table 6.7: Examples of steps in developing CBT

First steps from the study	Saunsri (2003)	Wearing and McLean (1998)	The Mountain Institute (2000)
Make community aware of costs and benefits of tourism	Public awareness should be promoted		Learning about tourism issues, impacts and market characteristics
Identify key leader to do the work			
Form organisational structure			
Understand what resources the community can offer		Promote right kind of tourism	Understand and valuing community-based tourism assets
Get community input and support in tourism development		Obtain the involvement of local community for long term sustainability	Empowering communities
Develop a tourism plan with clear goals and objectives			Initial identification of success factors of CBT
Get all people involve to work together		Coordinate the efforts of local government, business and other community groups	
Develop education and training program for community	Prepare and build the capacity of the host community to manage tourism: <ul style="list-style-type: none"> - choose a destination - complete a feasibility study in cooperation with the community - set vision and objectives with the community - develop a plan to prepare the community to manage tourism - set direction for organisational management - design tour programs - train interpretative guides - develop a marketing plan - launch a pilot tour program - monitor and evaluate the process 		Developing skills of communities through the participatory learning approach
		Attract sufficient visitor	

6.6 Conclusion

Different actors have their own ideas about tourism due to their conception of the world (Aronsson, 2000). This study aims to bring together the stakeholders' consensus towards the CBT concept and their expectations for accessing future CBT development. In other words, the study's function is similar to the close-up focus of the camera's zoom. Previous studies provided the detailed pictures of different stakeholders' perspectives and this last study emphasises the core findings from those studies.

There is support from this overview that CBT can be practical and realistic if there is an understanding of its core concepts and how to implement the concept effectively. Weaver and Lawton (1999) suggested that exceptional skilled management will be required to simultaneously accommodate all the stakeholders' interest or goals under the rubric of sustainability, assuming that such accommodation is possible. A process of consensus building may be requested to reach understanding and agreement on the most appropriate form and extent of tourism to be developed in the area and how community residents and others can best benefit from the development (Wearing and McLean, 1998). By establishing the commonalities and differences in stakeholders' views, there is a beginning to the process of establishing how stakeholders are thinking and how they might need to further negotiate their way to a workable consensus.

The results of the study represent one contribution to building a cumulative body of knowledge in community-based tourism development. As stated by D. Pearce (1999) "faced with calls for building a cumulative body of knowledge about tourism development while also taking account of contextual factors, the challenge confronting tourism researchers today is to adopt approaches which respecting the latter but also contribute to the former." He emphasised that the need to "break out of case studies" and this is also the study's goal.

The next discussion chapter will consider further research links, research priorities and futures for this area of analysis.

Chapter 7

Discussion and Conclusion

7.1 Introduction: The purpose of the chapter

7.2 Discussion: The discussion in this chapter will be based on the main five objectives of the thesis

7.3 Implication of the study

7.4 Limitations of the study and suggestions for future research

7.5 Conclusion of the thesis

7.1 Introduction

The emphasis in this final chapter is to report on the major goal of the thesis which is:

To clarify and explore the agreement of professionals and main stakeholders on community-based tourism development in order to suggest future possibilities for the successful practice of this approach in developing countries

The discussion will be organised around the five objectives of the study. Significant and clear consensus from the stakeholders will be stressed in the hope of furthering CBT development especially in the developing countries. Fundamental connections to the previous literature will be included to enhance the overall understanding of this research and the CBT concept. Limitations of the research and suggestions for future analysis will also be considered.

7.2 Discussion

Following the review of the literature, this thesis aims to fill gaps in community tourism research through 5 main objectives. The five main objectives of the thesis are:

1. To explore professionals' perspectives and agreement on community-based tourism development
2. To examine factors used by stakeholders in the evaluation of successful community-based tourism using professionals' knowledge and insights as a basis

3. To investigate perspectives on community-based tourism development of the key stakeholders: the decision maker group, the business operator group, the visitor group and the community group
4. To establish points of agreement on community-based tourism development among the main stakeholders and professionals
5. To identify future possibilities for successful community-based tourism development

The following discussion will be based on these objectives. Table 7.1 summarises the main content for each study to comprehend the links among the studies and define the emphasis of the thesis.

Table 7.1: Summary of the thesis content in each study

STUDY 1: Professionals	STUDY 2: Three Stakeholders	STUDY 3: Communities	STUDY 4: Consensus
Successful Destinations			
Experiencing successful CBT			
Definition of 'development'			
Definition of 'community'			
	Willingness to pay		
		Do communities want CBT? / Why?	
	Best Scenarios/ reasons of choosing	Best Scenarios/ reasons of choosing	Most preferred scenarios
			Best Scenarios from each group
			Best Scenario from the consensus
	Compare/ contrast perspectives	Compare/ contrast perspectives	
Positive/ Negative perspectives	Agreement on positive and negative statements	Agreement on positive and negative statements	Agreement on positive and negative statements in overall
Characteristics of CBT - Management - Sustainable Dimension - Actor	Characteristics of CBT - Management - Actor	Characteristics of CBT - Management - Actor	Core characteristics of CBT
First Steps- Descriptive details	Ranking of first steps	Ranking of first steps	First steps
	Ranking of benefits (values)	Ranking of benefits (values)	Influential values towards stakeholders' perspectives
Successful CBT criteria	Successful CBT criteria	Successful CBT criteria	Successful CBT criteria
		Questions before CBT development	Gaps to fulfil before developing CBT

7.2.1 Objective one: How professionals view CBT

In the first study of the thesis, professionals' views towards CBT were explored as a well-round foundation for understanding the CBT concept and to further the detailed studies of stakeholders' views. The professionals were also considered to be the most informative and reliable group to help define the core meaning of CBT. The results highlighted that the majority of respondents held mixed views towards the concept although those who held the negative views were small in number. This implies that CBT practice is not seen as totally unrealistic for the developing countries as is argued by some scholars (i.e. Blackstock, 2005; Jamal and Getz, 1995; Kneafsey, 2001; Mader, 2004). Successful destinations were identified by the respondents. From the professionals' view the most positive components of the concept were the economic benefits to a community; opportunities for a community to initiate and control their own tourism; and advancing the sustainability of a destination. The negative components of the concept identified by the professionals were limitations in terms of finance and community professionalism; inequity; and social problems within a community. These issues are relevant to the results of the stakeholders' perspectives (study 2 and 3) when considering their agreement on positive and negative statements.

The meaning and characteristics of CBT were also revealed. The term community as it applies to the concept of CBT implies both a topographical location and the social interactions of individuals. A critical approach to the concept was also shown to have some merit. The meaning of the term development was clearer for the professionals and consensus existed for the phrase 'a progressive transformation of economy and society.' These two concepts of community and development are intertwined correlated because within the development paradigms the importance of community has come to the forefront, with local people being placed at the centre of development (Telfer, 2003). For example, community development as suggested by Campfens (1997, p. 35) may be defined as a demonstration of the ideas, values and ideals of the society where it is taking place. Additionally a bottom-up or grass-roots control of management was mostly emphasised by the professionals. Shared management (responsibility among all stakeholders) was also seen as an almost equally important style of management. The professionals agreed with the view that the community is the group holding the most responsibility for CBT. Among the benefits from

sustainable tourism, professionals viewed local participation in decision making and equal income generation as the most important outcome of the approach. These benefits were repeatedly revealed and emphasised in every study as well as being two of the main criteria defining successful CBT destinations.

7.2.2 Objective two: What factors create successful CBT

The overview of the community-based tourism concepts and its meaning would be limited if there were no evaluation criteria for what could be considered as ‘good community-based tourism (Jamal, 2004).

In study 1, six criteria for general CBT evaluation were identified (Table 3.16). These criteria were then tested in a range of stakeholder studies. Further, in study 4, the criteria were extended into four layers of importance (Figure 6.4) from the additional input of the stakeholders in studies 2 and 3. The most important among all criteria are community involvement and fair distribution of income and benefits to a community. The results in every study confirm that without these two major criteria, CBT implementation can not become successful. Other successful components, although not as prominent as those two criteria, should not be neglected. Community cultural and environmental resources should also be maintained to sustain community uniqueness. This success will affect another important successful criteria which is to create a good image for tourism and promote cultural exchange. Additionally, a destination can not succeed without every stakeholders’ support and cooperation which leads to effective CBT management. The main elements of management were suggested to be in form of community education and awareness programs and marketing and promotion especially when the community is at an initial stage of tourism development. A partnership form of management was seen as desirable in order to achieve successful tourism. However, the results in study2 and 3 from the four stakeholders also accept management by expert control as long as community gains long-term benefits and is still involved. This perspective has strong links to the findings of other researchers (i.e. Bramwell et al., 1996; Suansri, 2003). The views of the main stakeholders are highlighted in the following discussions.

7.2.3 Objective three: How the main stakeholders view CBT

Some common views were stressed in study 2 (3 stakeholders' perspectives) and study 3 (communities' perspectives). Two groups out of three in study 2 and three communities out of four in study 3 agreed with the positive CBT characteristic of generating more money to a community. Providing chances for community involvement also received high agreement but not as prominent as the previous one. The positive statement that gained least agreement was clearer in study 2 which was 'CBT provides high quality service and product.' This attribute also gained a low level of agreement from the two communities in Thailand.

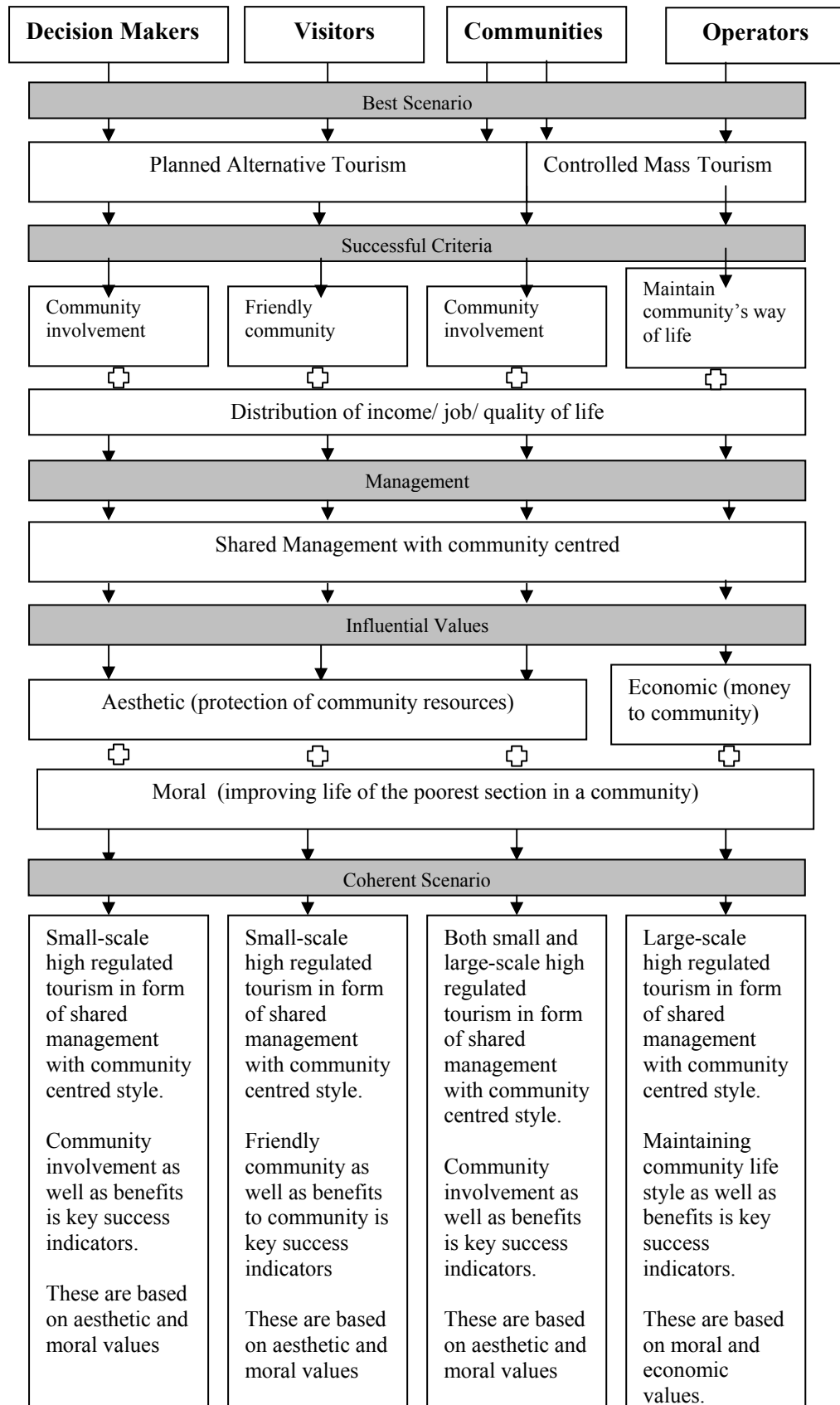
Every group was in agreement when considering the negative statements. They all agreed most that CBT has limitations and has practical problems. This was also emphasised in the study 1. This implies that the CBT concept itself is good and seems to be beneficial to community but when putting it into action, it is a challenge to overcome limitations and problems. Each community may have different problems due to several factors. Jamal (2004) emphasised that 'developing practical wisdom in the tourism domain is particularly challenging because the situations are often embedded in a complex mix of environmental, social, cultural, economic and political factors' (p.532). Practitioners or involved stakeholders should understand the real nature of that particular community in order to find suitable ways to manage tourism in each community environment. As Telfer (2003) stated what is important in the decision of community is that differences between communities need to be recognised. The significance of the different influential environments of the communities was revealed in the results of study 3.

When exploring the CBT characteristics, every stakeholder group opted for shared management rather than the bottom-up management. However, the community group was still seen as the actor who should take most responsibility in CBT management.

Judging from the best scenarios results, most stakeholders preferred Planned Alternative Tourism (PAT) with its high regulation and low intensity. However, Controlled Mass Tourism (CAT) with high regulation and higher intensity was also positively considered as a second style of community tourism. Two communities also

supported as a second choice the Opportunistic Alternative Tourism (OAT) that is tourism with low regulation and intensity. These results of similarities and differences are summarised in the Figure 7.1.

Figure 7.1: Coherent scenarios defining the consensus among stakeholders



7.2.4 Objective four: Agreement about CBT among the stakeholders

This objective focuses on findings points of agreement from every stakeholder. Based on the stakeholder theory, the input of stakeholders' involved in community-based tourism is considered significant. This joint decision-making requires a degree of consensus in order to lead to the strong future joint action in CBT implementation (Heijden, 2000).

Firstly, the agreement amongst stakeholders extends and supports the meaning of community-based tourism reported in study 1 and 6. It contributes to a clear answer of what is community-based tourism. This meaning should be considered seriously when developing community-based tourism. The meaning of CBT from the agreement of stakeholders is that:

Tourism that seeks to equally benefit and involve a community which is a group of people living and belonging to a specific location, having social interactions and sharing distinctive community identities. Its major benefits are income, cultural and resources conservation, and local development which all enable local people to move away from political, economic, and social oppression. Other stakeholders such as government and professionals support is its main element. Cultural exchange and visitor satisfaction are expected outcomes.

The previous studies especially in study 6 have revealed details of consensus about CBT characteristics. Based on figure 7.1 and findings in Chapter 6, this discussion highlights the core consensus among the stakeholders in the following Table 7.2.

Table 7.2: Consensus of stakeholders towards CBT characteristics

Topic of Consensus	Characteristics	
	Best Form	Acceptable Form
Best Scenario of CBT (Image)	Tourism as additional income	Tourism as main income
	Tourism is controlled by community	Tourism is controlled by experts but involve community
	Different cultures and countries of tourists	Dominant markets of tourists
	Low volume of tourists with carrying capacity	High volume of tourists but under control and regulations
	Attractions are in the same area as the community	Attractions can be separated from the community's area
	No high and low season	There are high and low seasons
	Local entrepreneurs	Sharing benefit from private sectors
	Low volume marketing	High volume marketing
	Community collaborates closely with private sectors and government sectors	Government provides support to facilitate both private sectors and a community
	Positive perspectives	The community benefits especially income
	A chance for community involvement	
	Opens opportunities for the poorest section of a community	
	Supports multiple cooperation	
	Conserves community culture and environment	
Negative perspectives	Tourism in a community has limitations	
	Tourism in a community has practical problems especially the low product quality	
	Tourism in a community can lead to Social problems, conflicts and inequity	
Management form	Shared management among stakeholders preferred by all	
Form of tourism	Cultural Tourism and Ecotourism	
Main actor	Community	
Major Successful criteria	Community benefits and community involvement	
Major Value influences	Moral value, Aesthetic value, and Economic value	

In this consensus, community-based tourism is unquestionably direct first to the for a community although the benefits can be shared with other stakeholders. Nevertheless, community-based tourism is not necessary ‘completely managed by’ a community as long as benefits especially income is injected into a community fairly. However, community input or involvement is important. Although the concept of community-based tourism is seen as beneficial an awareness concerning its negative sides persist. In developing countries, there are still few success stories as resulted from professionals’ experiences. Limitations and practical problems that occur when implementing CBT are the challenges for future community-based tourism development.

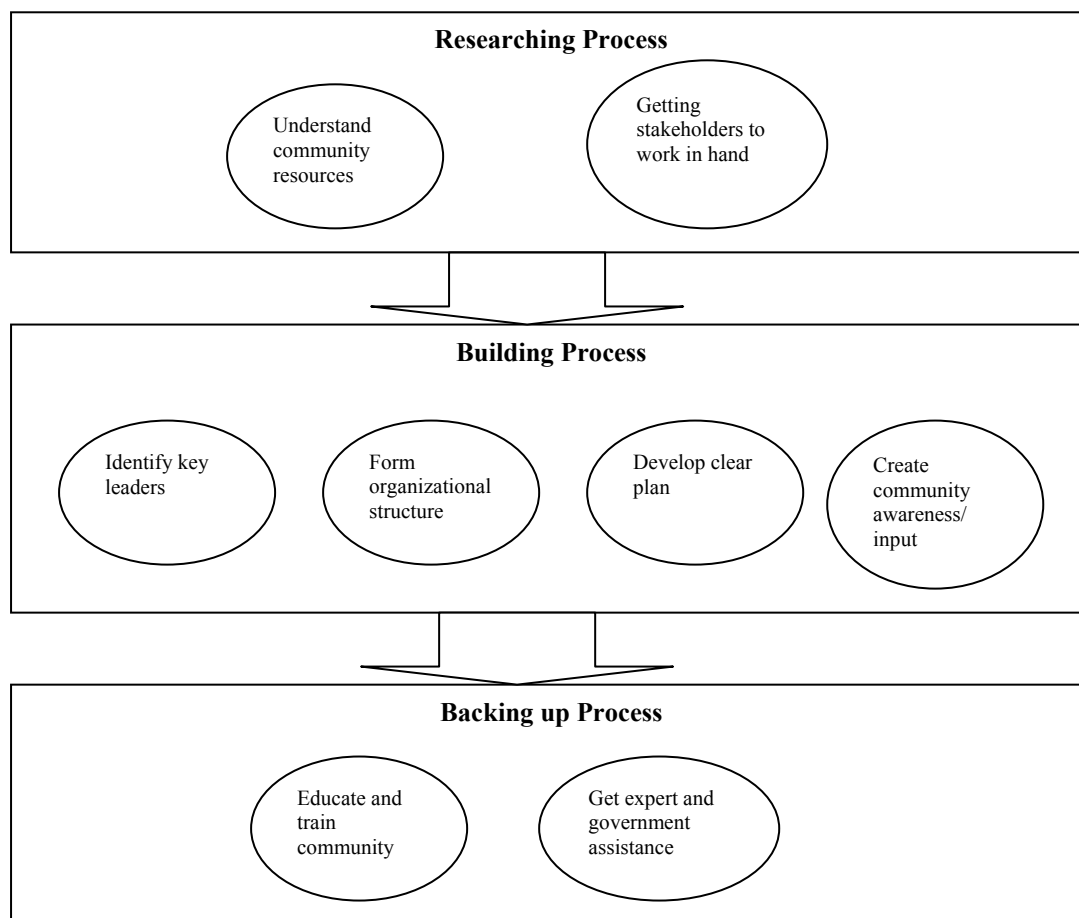
The value of using the social representations framework suggested by Pearce et al. (1996) as discussed in Chapter 6 was an important organising conceptual scheme in this study and direct the attention to the commonality of opinions expressed by the stakeholders.

To successfully develop and manage community-based tourism, there should be an in-depth understanding of the concept, success indicators and a knowledge of influential factors within a community. The next section will discuss the possible future directions for developing successful CBT based on the results of the studies.

7.2.5 Objective five: Future path for possible successful CBT

The first steps to develop CBT can possibly be a broad guideline for future community-based tourism development. The specification of these steps stems from the agreement of professionals and main stakeholders. Figure 7.2 presents the steps as three categories of a process. Each particular community should expand the steps in more details in order to suit each community’s situation and environment.

Figure 7.2: First Steps for CBT Development



As shown in Figure 7.2, it should be noted that this first steps concept is not overly restrictive. Some steps at each level can be practised simultaneously. The results from the previous studies suggested the priority of these steps for future CBT planning. In this discussion, the steps can be clearly categorised into three broad processes which are useful to guide community-based tourism. An examination of these steps and the attempts to undertake them may indicate that not every community can offer or develop tourism. A destination may not be able to supply major elements such as community resources that can attract visitors or be able to provide the organisational structure to build the CBT.

More generally, understanding the major problems or gaps in the present community-based tourism practice could also guide future CBT practice. The previous Chapter 6 (Figure 6.6) presented the problems that still occur and the directions that need to be

fulfilled for future development. To reiterate these points in this discussion, the directions for future CBT development are presented again as follows:

- Fair distribution of benefits to a community
- Efficient integrated cooperation
- Support from every stakeholders involved when problems occurring
- Maintain community involvement and provide education and awareness program
- Conserve community environment
- Conserve community culture and encourage cultural exchanges
- Ensure tourist satisfaction and effective marketing
- Set clear management plan and system

Another important element for future CBT lies in the criteria for evaluating successful destinations. These success criteria (Figure 6.4) can initiatively help evaluate weaknesses and strengths of a destination where CBT has been implemented to gauge its achievements and sustain both community and tourism. The success criteria suggested from the findings are presented here in Table 7.3 in order of the priority of emphases from the responses. It can be noticed that the content is consistent with the above future directions suggested for CBT development.

Table 7.3: Priorities for CBT success criteria

1st Priority	<ul style="list-style-type: none"> - Involve a community - Distribute income and benefits to a community
2nd Priority	<ul style="list-style-type: none"> - Maintain community's life style and culture - Conserve community environmental resources - Impress tourists - Exchanges of cultures - Support by all stakeholders
3rd Priority	<ul style="list-style-type: none"> - Integrated cooperation - Provide educational program to a community
4th Priority	<ul style="list-style-type: none"> - Effective management - Effective marketing and promotion

7.3 **Implication of the study**

The set of studies in this thesis addressed a number of existing conceptual gaps in the research on community-based tourism. These gaps were:

1. Establish clear comparisons among stakeholders' perspectives on community-based tourism not just researching one particular group
2. Identify existing patterns of social representation towards CBT within each group of stakeholders
3. Generalise the concept of practising community-based tourism
4. Explore future trends of the CBT development concept

This section will discuss the thesis contributions and how the research has filled some gaps in community tourism research field.

Some contributions of the thesis

This study has fulfilled some agenda items for tourism research identified by Dann (1999) as discussed in chapter 1. In detail, Dann suggested:

- 'concept stretching' which is the evolution of the CBT approach stated above
- 'breaking out of the case' which is the assessment of multiple context
- 'establishing new linkages' which in this case is the multi-perspectives from stakeholders based on the stakeholder theory framework.

In particular this thesis has brought an empirical contribution to community tourism research. It is based on and links the twin concepts of social representations and stakeholder theory. The social representations were implicit in this study as interconnections among the array of opinions, attitudes, values, response to CBT images (which is in the form of scenarios) for the holistic perspective or representation of CBT. As discussed by Moscovici (1982), social representations have been defined as "systems of preconceptions, images and values which have their own cultural meaning and persist independently of individual experience" (p.122). Also, social representations helped guide the images and define the CBT concept through scenarios. The kind of integrative diagrammatic statement about CBT in this thesis made in Figure 7.1 was possible because of social representations thinking.

The stakeholder theory provided a comprehensive view of stakeholders or participants in CBT. It is appreciated that much of the work presented and discussed throughout the thesis is descriptive and involves the reporting of simple frequencies and responses. It is arguably an early stage of intellectual development (Windsor, 1998). Nevertheless the value of a comprehensive description of a phenomena with well chosen and structured examples is a worthwhile goal in developing tourism analysis. It ensures the voices of the main people involved are heard (cf. Viken et al., 1999). And additionally, these groups need to be satisfied to ensure sustainable tourism and good tourism business (Murphy and Murphy, 2004; Pige, 2002). Mitchell (1997) supported the theory that, “the ability to identify, prioritise, and respond to stakeholders is the ability to recognise opportunity” (p. 21). It is believed that these people have an influence on the direction or future of organisations, which in this study is community-based tourism. The value in understanding their perspective is simultaneously based on the belief that they are people who directly affected by the activity (Freeman, 1984; Harrison, 2003; Price, 2004; Windsor, 1998).

How the studies fulfil community tourism research gaps

The research especially in study 2,3 and 4 establishes clear stakeholder perspectives on community-based tourism and also identifies social representations towards the concept for each group of stakeholder. In brief, the research has successfully moved beyond focusing only on one particular group in the community tourism literature (Yuksel et al., 1999) that can modestly be seen as one of the gaps in community tourism studies, at least for South East Asia contexts.

The results establish that the concepts of social representations and stakeholder theory can help investigate consensus and provide understanding of participants' views. In study 2 and 3, the same questions were asked to different groups of stakeholders. In this way, the responses could be compared and contrasted for each topic asked (such as best scenario, successful criteria, and management characteristics). Then the consensus was formed and confirmed (as shown in Figure 7.1). This process identified both similarities and differences among the groups especially when exploring the influential values embedded in and underlying each group's perspective

towards CBT concept. These value driven orientation are highly consistent with other social representations studies (cf. Pearce et al., 1996) and establish a continuing role for applying the approach with multiple groups in tourism development analysis.

The different ways of asking questions (Scenario, open-ended, close-ended, scales of agreement, willingness to pay) helped ensure the validity of the findings. In pursuing a social representations framework attention was also directed by this framework to:

- An emphasis on the content of responses: attention to what is being said, recorded and analysed about tourism by soughting the respondents' perspectives
- The structure and organization of responses: attention to how much variability there is in the responses, whether there are extreme negative and positive responses, and whether there is consistency when questions are asked in different ways
- The commonality of opinions: attention to what people jointly believe and the overlap of their opinions
- The process which shape social representations: what value and prototypes do they use to understand the CBT concept

The community-based tourism plan and management should be based on the stakeholders' consensus as a core (McCool et al., 2001; Murphy and Murphy, 2004; Viken et al., 1999; Yuksel et al., 1999). This leads to another research achievement in terms of frequently noted research on an over-reliance on one site, one community, one country case studies gap (cf. Dann, 1999). The consensus gaining from the stakeholders in the present study can be applied to some context especially in South East Asia because of the multiple groups sampled in multiple countries with established differences in development. The decision maker, operator and visitor groups were sampled from mainly three countries (Malaysia, Thailand, and Indonesia). Further, the participants at the conferences in Malaysia were represented several different countries. For the community group, samples were collected in two different countries (Thailand and Indonesia). Within each country, two different levels of tourism development were selected. In essence, the research holds the promise of being an appropriate initial generalisation for incipient tourism destinations in developing countries.

The findings of the studies also considered the future trends of community-based tourism development. As stated by Bell and Mau (1971) the future image and recommendations about the concept are significant for successful future practice. The future method for considering the future in the studies was the use of scenarios contrasting possible CBT destination characteristics. The present research, as summarised in Figure 7.1 and Table 7.1 did highlight some negative images and perceived characteristics of CBT. These kinds of findings can be placed in the context of some recent literature. The critique of CBT has recently been developed by Blackstock (2005). She argued that 'the CBT paradigm is functional, as it seeks to identify potential problems and overcome these before the tourism industry is damaged by adverse local reactions' (p.41) or in other words ensures the industry's long term survival rather than social justice. Nevertheless there is the second failing that the community may be defined as homogeneous and ignore its heterogeneous nature. The CBT literature thus fails to address these power structural inequities within communities (Blackstock, 2005). Further, Blackstock considered that the literature sidesteps the barriers to local participatory decision-making. Though there are some studies relating to community participation emerging (i.e. Tosun, 2001, 2005a, 2005b). Blackstock commented that this disjunction between the rhetoric of empowerment and the experience of the increasing penetration by global capitalism meant participations felt increasingly powerless (p.44). Similarly, Wyllie (1998) indicated that the outcome of local decision depends on who is in power. The research noting the value of an integrative approach by Mitchell and Eagles (2001) supports this comment. They stated:

Influential local (and often non-local) dominant interest groups may circumvent overall community needs or wishes, but at the same time provide the semblance of consensual decision-making. Perceptions and possibly conflicting views of non-dominant members of the community may be largely ignored or sacrificed for the sake of unanimity, whereas overt conflict can bring out legitimate differences and opportunities for resolution. (p.25)

Gill (1997) argued that a paradigm shift can happen from one in which competition drives the system to one where conflicts and change must be negotiated. Sometimes,

to find answers or find ways of problem solving is just asking the right questions to the right persons especially people who are involved in the situation or in this case community-based tourism. Cox's (1995) advocacy concluded that the rhetoric of community action must be deconstructed, and attention paid to whose voices are speaking and whose interests are being served.

Some elements of this critique certainly surfaced in the present findings where community conflicts and inequity in particular were noted as a potential area of concern. It would appear that the management of this set of issue is a major "hot spot" or "pivotal problem" in the future management of CBT.

To synthesise the implications of this research, the evolution of the CBT approach from the findings should consider that:

- Community-based tourism has its negative effects and still clearly has limitations and problems. Within those limitations, Blackstock (2005) suggested that CBT must be aware of existing structural inequities (globally and locally) and the understanding of the relationship between local participation and their power structures is the key aspect to local democracy.
- Mass forms of tourism are welcome for CBT if managed well especially with a high level of regulation.
- Expert help or in some case control are needed in developing countries especially for community education and training but involving a community is the main element of community-based tourism. However, the forms of participation can be varied from passive involvement to full participation depending on community capacity.
- Communities should not develop community-based tourism without attending to its unique characteristics and values. The community contexts that should be understood includes social setting, economic conditions, current political climate, natural environment setting, and cultural considerations.
- The image of CBT for tourism and its marketing elements are important criteria for community-based tourism to succeed.
- Support from government and professional are essential especially in developing countries.

7.4 Limitations of the study and suggestions for future research

7.4.1 Scenario method

The weakness of using the scenarios is its time consuming character and issues of literacy. Godet (2000) noted that even the simple reading of scenarios can prove laborious because the reader must invest considerable effort in ascertaining the prerequisite conditions (relevance, coherence). In study 3, for the community groups, where some people were illiterate, the researcher had to read for them and seek their answers verbally. In the study 2, with the three stakeholder groups, a few individuals refused to answer the survey when seeing the scenario part.

Heijden (2000) suggested another way of implementing the scenario method, which is to involve groups of stakeholders to create understandable scenarios. Within the time constraints, this thesis could not implement this process but it is recommended for further study where this method might be beneficial. Heijden (2000) argued:

The process draws on a group's intuition to identify the main factors driving the system, in particular those that are significantly uncertain. By stretching these variables to their limits of credibility, the group tries to create a number of possible futures... The group members then try to make sense of these future states by developing stories describing how the transition from the present to that end-state could unfold overtime. While in the process of developing these stories in detail, the group members are forced to articulate their current understanding, and gaps in understanding become apparent. These indicate important research areas where new knowledge about the system needs to be created and added to the old mental models, resulting in ambiguity being converted into systematic understanding. This results not only in an increase in predictability, but the limits to predictability also become more visible. (p.33)

7.4.2 Questionnaire translation

In study 2 and 3, the questionnaires were translated into two languages (Thai and Indonesian) besides English. The Thai version was done by the researcher and the Indonesian version was done by the Indonesian postgraduate student in the tourism department. When translating the answers from the respondents, the Indonesian version questionnaires were translated by five different tourism students who assisted in the data collection. This was because of time limitations. Hence, individual differences in translation skills may have had a slight influence on the content analysis.

7.4.3 Sample and representativeness

The response rates were largely considered to be an adequate representative sample for the studies. The proportions of the response rate for each group did vary and could affect the analysis. For example in study 2, the response rate of the decision maker group was lower than the operator and the visitor groups, and therefore, the later two groups contribute disproportionately to the overall mean values. It is easy to overlook this issue when interpreting the mean values.

In study 4, the four communities were studied in the two countries. This was an attempt to generalise beyond one case and broaden the perspectives. Nevertheless, if the budget and time were not restrictive, more countries could be studied to widen the comparison and the analysis. Further study should consider other countries especially the countries that were recommended as the successful community-based tourism destinations from the professionals in study 1. The thesis findings are implicitly directed towards South-East Asian communities but extension of the study to other areas such as African and South American continents might be considered in further comparisons.

7.4.4 Levels of tourism development

It is worth discussing the view that low and moderate levels of development are researcher developed constructs. Some of the findings might be different if other instances of low and moderate stages were utilised. This opens the pathway for a checking and verification of the results with other small communities in Thailand and Indonesia using the same definitional criteria for levels of development.

7.4.5 Extension of social representation study

One of the key factors in measuring social representations is image. As stated in the social representations key features by Pearce et al. (1996) images are central components of social representations and abstract concepts are simplified through the use of images and analogies (p.56). The overall image of tourism or in this case community-based tourism and associated beliefs can structure the way that impacts are perceived and felt. This study explored initial CBT image through the use of scenario instrument. A future study could explore images of CBT by using different instruments such as mind mapping and sketch map by the different groups. This could widen the use of social representations approach and extend the understanding of images embedded in the community-based tourism concept.

7.4.6 Extension of the findings

Some further issues concerning community tourism should be explored. For instance, this thesis clearly identifies major positive and negative components of community-based tourism. Future research could extend this finding in other community tourism destinations to investigate further these positive and negative characteristics. One of the relevant recommendations from Mitchell and Eagles (2001) is to find out how local participation in tourism affects the people's livelihood and the equitable sharing of socio-economic benefits. More than one community should be studied to be able to compare similarities and differences.

As for the result, the visitors preferred high volume of visitors than the operator group and the decision maker group. Further study relating to the insight of this issue may be studied to find any theory explaining this issue.

Also, to be able to generalise the case about CBT concept in various points, more destinations should be studied if budget and time allowed. For the developing countries, the sampling could be gained from the 30 successful destinations listed by the professionals in Table 3.1. The interesting topics of research is such as modeling the indicators for evaluation of CBT success criteria.

7.5 Conclusion of the thesis

This thesis contributes to community tourism studies by clarifying and understanding the core concept of CBT held by professionals; establishing points of agreement towards the concept from the main stakeholders' perspectives; and recommending directions for future successful CBT development. The stakeholder work is conducted in a South East Asia context. It is hoped that the findings can be initially generalised for CBT development to developing countries at the inception stage. The findings identified the meaning and core concepts underlying community-based tourism including its advantages and disadvantages; initial steps that should be implemented; and successful criteria for evaluation. The study of communities' perspectives reveals that although similarities occur in the agreement about CBT, the uniqueness of each community should also be considered when implementing the development. This is very much linked to the findings of Sirakaya et al. (2002) in their study of residents' support for tourism development in Ghana. Their findings identified factors affecting residents' support for tourism development which were similar to the present study. However, each destination has a set of peculiar conditions that are critical for increasing residents' support for tourism development (p.66). The Commonwealth of Australia (2004) published steps to sustainable tourism and in the first step, an understanding the context of a place is important. However, the first steps identified in this research focus on resources analysis and planning process. In addition to these beginnings, other steps identified in this research were to create community awareness especially in costs and benefits of tourism; to develop educational program for a community, and also to get the expert assistance and support.

Ensuring community benefits and involvement are the required ingredients for management; otherwise it is not community-based tourism. Moreover, the findings of this thesis are consistent with the review that a focus on economic profitability should be balanced with local empowerment (Blackstock, 2005). Stakeholders' perspectives and feedback should regularly be measured to find the consensus for the directions of future development.

The scenarios and values assessed by the multiple stakeholders provide a sound representation of the desirable and successful CBT for future action. The presentation of Figure 7.1 highlights the illustration of the multi-views, core consensus and differences of values underlying among the stakeholders. The complete 'future vision' expected from the community-based tourism concept was also presented in the most preferred scenarios (Planned Alternative Tourism and Controlled Mass Tourism) chosen by the main groups.

Altogether these views represent a vision for community-based tourism in developing countries generally but especially in the South East Asia communities studied in this thesis. In itself researching and establishing a vision for CBT is the ultimate first step along the path to successful community-based tourism. Finally, this thesis endeavours to serve the challenge for the tourism community research suggested by Pearce and Moscardo (1999) that:

We need....not pursue an endless litany of unconnected studies using different definitions which fail to provide a cumulative body of knowledge. (p 46)

It is hoped that the initial synthesis of stakeholder views achieved across multiple destinations provides some steps towards integrative community-based tourism research.

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APPENDIX A

DEFINITIONS OF “COMMUNITY”

RESEARCHER (REFERENCE)	COMMUNITY DEFINITION
Aristotle (1980) Cited in Kowch & Schwier	Community is not so much about unity as it is about harmony
Burr (1990) Cited in Pearce, Moscardo, & Ross (1996)	<ol style="list-style-type: none"> 1) Ecological approach: the community living together and adapting to the setting, a process that produces distinctive community characteristics. 2) Social approach: the roles and institutions that govern society, social relations and the primacy of group membership. 3) Interactive approach: social interactions of individuals/ the sum of the clustered interactions of people and organizations occupying a restricted geographic area. 4) Critical approach: the opposing forces in groups of people, pays attention to the power of key groups in the decision-making process.
Godde, P. (Ed.). (1999)	(From the conference) communities are defined according to a group of people's physical location and their relationship with their surroundings. This is not say, however, that all people of community are bounded and limited to a single area. Many have access to larger geographic concerns through trade, seasonal migration, technology, or other factors. Also, communities seldom act as a homogeneous whole.
Heckscher & Donnellon (1994) Cited in Kowch & Schwier	Close communities emphasising organisational cultures embody a set of corporate values “that restrict the range of strategic flexibility to anchor the community. (We maintain that, unlike most organisational cultural communities, a learning community must be opened and emdash; allowing learners and educators to engage in any learning opportunity with whomever they choose, from among many sources.
Laurence (1998) Cited in Godde (1999)	There is evidence of the growth of interest-based, non-place based community, especially in more economically developed or post-industrialising regions of the world.
Mader (2002)	Community is not necessarily based in a physical space. We can also speak of virtual communities
Mayer et al. (2000)	A set of individuals, usually a nation, who share, in addition to a sense of common peoplehood, a set of basic value.
Newcomer (1998) Cited in Godde (1999)	Definitions of community which are based on shared professional, religion, geographical location, interest in tourism or on “the interactions and relationships between the many groups” were all considered.

RESEARCHER (REFERENCE)	COMMUNITY DEFINITION
Sharma (1998) Cited in Godde (1999)	A community could be considered as a tradition-based (indigenous?), or formal organisation of individuals and households. Such a community... may include everyone residing in a particular area, or those that come together because they a) share a defined area, and common resources or “public goods” within that area, b) have a common interest in benefiting from the use/management of these “public goods”, c) are enabled to participate in all decision making process (although the forms of participation in all decision making may differ from committees, user groups, to compulsory participation of each households). And d) are autonomous entities.
Kowch & Schwier	-Collections of individuals who are bound together by natural will and a set of shared ideas and ideals. -Virtual learning communities are learning communities based not on actual geography, but on shared purpose.
Woodward (2000)	A community, however, by definition a diverse entity which possesses variable dynamics.
World Tourism Organization (1985)	The host community characteristics are determined in the first place by demographic factors: structure by age and sex, migration, population growth, occupations, etc. which are important when gauging a region’s human resources.

APPENDIX B

DEFINITIONS OF “SUSTAINABLE TOURISM DEVELOPMENT”

RESEARCHER (REFERENCE)	SUSTAINABLE TOURISM DEFINITION
Baldacchino (1996)	...that which meets the need of the present without compromising the ability of future generations to meet their own needs
Hunter (1995) Cited in Jamaica Sustainable Development Networking Programme	Sustainable tourism development (STD) should: <ul style="list-style-type: none"> - meet the needs and wants of the local host community in terms of improved living standards and quality of life - satisfy the demands of tourists and the tourism industry, and continue to attract them in order to meet the first aim - safeguard the environmental resource base for tourism, encompassing natural, built and cultural components; in order to achieve both the preceding aims.
Mader (2002)	A win-win-win situation for travellers, community hosts and the environment. Sustainable development is developing strategies that promote the development of natural resources in a manner that does not destroy them for future generations.
Mann (2001)	A broader concept than ecotourism. It means any tourism- including urban tourism and mainstream (resort) tourism- that does not degrade the environment.
Organization of Eastern Caribbean States (OECS) Cited in Jamaica Sustainable Development Networking Programme	The optimal use of natural and cultural resources for national development on an equitable and self-sustaining basis to provide a unique visitor experience and an improved quality of life through partnership among government, the private sector and communities.
WTO Cited in British Tourist Authority (2002)	Tourism that meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future.
WTO Cited in Jamaica Sustainable Development Networking Programme	Sustainable tourism development meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, and biological diversity, and life support systems.

APPENDIX C
EXAMPLES OF SUSTAINABLE TOURISM PRINCIPLES

REFERENCE	PRINCIPLES
Murphy (1985)	<ul style="list-style-type: none"> - Require a more balanced approach to planning and management than has existed in the past. - More emphasis is needed on the interrelated nature of tourism development, in terms of its component parts (physical, economic and social considerations, its spatial implications (accessibility, routing, and intervening opportunities) and evolutionary pattern (development stage and competitiveness) - More balance in the decision-making process is required between those with the funds (governments, big business, and banks) and those who have to live with the outcome and are expected to provide the hospitality. - More local input and involvement at the planning stage will give destination communities a greater stake in the industry and create a more responsive partnership.
Zeppel (2001)	<p>Managing Visitor Behaviour: Host control over visitor activities (eg. Photo restrictions, local guides) Hosts and tour guides request tourists to follow local customs</p> <p>Education & Interpretation: Cultural information provided by tour operator/tour guide On-site cultural interpretation by elders, healers & locals</p> <p>Local limitations on use/access: Hosts set limits on access to homelands and sacred sites (spatial limitation) Hosts establish preferred or permitted tourist activities (activity limitation) Hosts indicate appropriate times for tourist access & use (temporal limitation) Hosts set limits on access to cultural knowledge & rituals (cultural limitation) (eg. hear non-sacred stories, attend only public events, gender specific sites)</p>
Nicholls (1993)	<ul style="list-style-type: none"> - Limit human impact on the planet and on the region to a level that is within its carrying capacity - Maintain the stock of biological wealth in the region - Minimise the depletion of non-renewable resources - Promote long-term economic development that increase the benefits from a given stock of resources and maintains natural wealth. - Provide for an equitable distribution of the benefits and costs of resource use and environmental management - Provide for effective participation of communities and interest groups in the decisions that most affect them - Promote the values that encourage others to achieve sustainability

APPENDIX D
DEFINITIONS OF “COMMUNITY-BASED TOURISM”

RESEARCHER (REFERENCE)	COMMUNITY-BASED TOURISM DEFINITION
Jamaica Sustainable Development Networking Programme	Community Tourism embraces sustainable development through tourism and focused on the ecology heritage, culture and way of life of a community and its people. It is about new levels of relationships between the host country and the visitor. Through visitor/ community interaction respective cultures are explored, ideas and information are exchanged and new alliances are made. This concept of tourism realises that tourism cannot be successful without the participation of communities in its development and management.
The Community Tourism Officer	Main principles of CBT: <ul style="list-style-type: none"> - People must be consulted and their ideas Included in tourism planning and legislation. - Legislation should assist and support tourism development. - The informal tourism sector should be organised and recognised as representing community interests. - Large businesses operation on communal land should involve and benefit local residents, who often gain little from wildlife and tourism on their land.
World Bank (2000)	Coded from participants: Community-based tourism involves residents of a community in the decision-making process and keeps a far greater share of the income generated by visitors in the community.
Hatton	CBT is socially sustainable. This means the tourism activities are developed and operated, for the most part, by local community members, and certainly with their consent and support.
Mader (2002)	“When we speak of community-based tourism, the most popular image tends to be a rural village far from the beaten path. While it’s a romantic notion to limit one’s definition to rural settlement, the concept of community can easily be linked to urban populations”
Mann (2001)	CBT denotes tourism where small local communities- typically rural villages- benefit and are involved in the management and decision-making process.
Rozemeijer (2000)	Tourism initiatives that are owned by one or more defined communities, or run as joint venture partnerships with the private sector with equitable community participation, as a means of using the natural resources in a sustainable manner to improve their standard of living in an economically viable way.
Sharma (1998) Cited in Godde (1999)	CBT could be tourism <i>de facto</i> planned and managed by a group of individuals/ households comprising the community as a communal enterprise. It could also be managed by a private entrepreneur whose activity agenda is set by the community and is accountable to it. Between these two extremes there could be a number of other arrangement.
Shores (1999-2001)	CBT is an integrated approach to tourism that incorporates attention to the environmental, social, cultural, and economic impacts of tourism. In popular language, this might be called “politically collect” tourism.

RESEARCHER (REFERENCE)	COMMUNITY-BASED TOURISM DEFINITION
Anonymous (2001)	CBT projects require the involvement of stakeholders in participatory planning, decision making and implementation of projects. Governments, NGOs, tour operators and local communities are requested to create an enabling environment so that participation can be maximised.
Woodward (2000)	Community driven development aims at given a voice to the stakeholders, involve them in identifying their own needs an the ensuring decision making, encourage them to take responsibility, and mobilize the majority of actors in a given community through a particular process. The implications of this approach are manifold. It is expected to increase local capacity, enhance good governance and strengthen civil society.
Woodley (1993)	Community-based approach to tourism development is a prerequisite to sustainability

APPENDIX E

The variable characteristics of community-based, collaboratively managed, and centrally managed natural resource management approaches reputed widely.

Characteristic	Community based	Collaboratively Managed	Centrally managed
Spatial Application	Site-specific (small)	Multiple networked sites	National (large)
Primary Authority	Local decision making structure and residents	Shared; national government with ultimate authority	National government
Responsible Parties	Communal; local decision making bodies	Multiple stakeholders at local and national levels	National government
Participation Level	High at a local level	High at multiple levels	Low; potential exclusion of stakeholders
Timing of Efforts	Rapid initiation; required broad buy-in, slows decision making process	Moderate initiation; slow decision making process with all stakeholders	Gradual initiation; rapid decision making once initiated
Management Flexibility	Highly adaptive; sensitive and responsive to changes in natural surroundings	Moderately adaptive; responsive to changes in natural surroundings with adequate time	Slow to change and often inflexible; bureaucratic; potential disconnect between reality and practice
Human and Financial Investment	Uses existing human resources; moderate to low financial costs	Builds human resources at multiple levels; moderate to high financial costs	Centralized human resources and moderate to high financial costs
Sustainability of Efforts	Short time frame without ongoing external support	Ongoing if effective, equitable coalitions built	Ongoing if political structure maintained
Procedural Orientation	Impact oriented over the short term; designed for local site conditions only	Impact oriented over the long term, process oriented over the short term; designed for multiple sites	Process-oriented over the long term; designed with a broad set of conditions in mind
Legal Orientation	De facto resource control; resource communes or private property rights	De jure resource control; communal, private, or public property rights	De jure resource control; public property rights

Source: World Resource Institute (2001). *Coastal and Marine Ecosystems: Management of coastal resources*: http://www.wri.org/reefsatrisk/management_01.html.

APPENDIX F**List of Tourism Journals Used in Gaining the Professionals' Name**

- 1) Annals of Tourism research
- 2) Anatolia
- 3) Asia Pacific Journal of Tourism research
- 4) Tourism Management
- 5) Tourism Recreation Research
- 6) International Journal of Hospitality and Tourism Administration
- 7) Journal of Tourism Studies
- 8) Journal of Sustainable Tourism
- 9) Pacific Tourism Review
- 10) Tourism Analysis
- 11) Tourism Culture and Communication
- 12) Journal of Travel Research

APPENDIX G

List of the developing countries from UNDP
**3 Human and
income poverty**
Developing countries

MONITORING HUMAN DEVELOPMENT: ENLARGING PEOPLE'S CHOICES ...

HDI rank	Human poverty index (HPI-1)		Probability at birth of not surviving to age 40 (% of cohort) 1995-2000 ^a	Adult illiteracy rate (% age 15 and above) 1999	Population not using improved water sources (%) 1999	Underweight children under age five (%) 1995-2000 ^b	Population below income poverty line (%)		HPI-1 rank minus income poverty rank ^c
	Rank	Value (%)					\$1 a day (1993 PPP US\$) 1983-99 ^b	National poverty line 1984-99 ^b	
High human development									
24	Hong Kong, China (SAR)	2.0	6.7
25	Cyprus	3.1	3.1	0
26	Singapore	2.3	7.9	0
27	Korea, Rep. of	4.0	2.4	8	..	<2.0	..
31	Barbados	3.0	..	0	5 ^d
32	Brunei Darussalam	3.2	9.0
34	Argentina	5.6	3.3	21	17.6
37	Uruguay	1	4.0	5.1	2.3	2	5	<2.0	..
39	Chile	3	4.2	4.5	4.4	6	1	<2.0	20.5
40	Bahrain	4.7	12.9	..	9
41	Costa Rica	2	4.0	4.0	4.5	2	5	6.9	..
42	Bahamas	11.8	4.3	4
43	Kuwait	3.0	18.1	..	6 ^d
45	United Arab Emirates	5.4	24.9	..	14
48	Qatar	4.8	19.2	..	6
Medium human development									
49	Trinidad and Tobago	5	7.9	4.1	6.5	14	7 ^d	12.4	21.0
51	Mexico	10	9.5	8.3	8.9	14	8	12.2	10.1
52	Panama	6	8.5	6.4	8.3	13	7	10.3	37.3
54	Belize	14	11.0	6.8	6.9	24	6 ^d
56	Malaysia	13	10.9	5.0	13.0	5	18	..	15.5
59	Libyan Arab Jamahiriya	27	16.7	6.4	20.9	28	5
61	Venezuela	8	8.6	6.5	7.7	16	5 ^d	18.7	31.3
62	Colombia	9	9.1	10.1	8.5	9	8	11.0	17.7
63	Mauritius	16	11.5	5.4	15.8	0	16	..	10.6
64	Suriname	7.4	..	5
65	Lebanon	11	10.2	5.0	14.4	0	3
66	Thailand	21	14.0	9.0	4.7	20	19 ^d	<2.0	13.1
67	Fiji	37	21.3	6.3	7.4	53	8 ^d
68	Saudi Arabia	29	17.0	6.4	23.9	5	14
69	Brazil	18	12.9	11.3	15.1	17	6	9.0	22.0
70	Philippines	23	14.7	8.9	4.9	13	28	..	36.8
71	Oman	52	32.2	6.8	29.7	61	23
73	Peru	17	12.9	11.6	10.4	23	8	15.5	49.0
77	Maldives	25	15.8	12.5	3.8	0	43
78	Jamaica	20	13.6	5.4	13.6	29	5	3.2	34.2
80	Paraguay	12	10.2	8.7	7.0	21	5	19.5	21.8
81	Sri Lanka	31	18.0	5.8	8.6	17	34	6.6	25.0
82	Turkey	19	12.9	9.6	15.4	17	8	2.4	..
84	Ecuador	28	16.8	11.1	9.0	29	17 ^d	20.2	35.0
86	Dominican Republic	22	14.4	11.9	16.8	21	6	3.2	20.6
87	China	24	15.1	7.9	16.5	25	10	18.5	4.6
88	Jordan	7	8.5	7.9	10.8	4	5	<2.0	11.7
89	Tunisia	7.8	30.1	..	4	<2.0	14.1
90	Iran, Islamic Rep. of	30	17.3	9.3	24.3	5	11
91	Cape Verde	36	20.9	10.4	26.4	26	14 ^d
93	Guyana	15	11.4	15.4	1.6	6	12
94	South Africa	33	18.7	24.4	15.1	14	9	11.5	..
95	El Salvador	32	18.3	10.9	21.7	26	12	26.0	48.3
96	Samoa (Western)	7.8	19.8	1
97	Syrian Arab Republic	34	19.8	6.9	26.4	20	13

3 Human and income poverty

Developing countries

HDI rank	Human poverty index (HPI-1)		Probability at birth of not surviving to age 40 (% of cohort) 1995-2000 ^a	Adult illiteracy rate (% age 15 and above) 1999	Population not using improved water sources (%) 1999	Underweight children under age five (%) 1995-2000 ^b	Population below income poverty line (%)		HPI-1 rank minus income poverty rank ^c	
	Rank	Value (%)					\$1 a day (1993 PPP US\$)	National poverty line 1984-99 ^b		
										1983-99 ^b
100	Algeria	40	23.5	10.5	33.4	6	13	<2	22.6	24
101	Viet Nam	45	29.1	12.8	6.9	44	39	..	50.9	..
102	Indonesia	38	21.3	12.8	13.7	24	34	7.7	27.1	11
104	Bolivia	26	16.4	18.4	15.0	21	10	29.4	..	-18
105	Egypt	50	31.7	10.3	45.4	5	12	3.1	22.9	22
106	Nicaragua	39	23.3	11.5	31.8	21	12	..	50.3	..
107	Honduras	35	20.8	16.0	26.0	10	25	40.5	53.0	-22
108	Guatemala	41	23.8	15.6	31.9	8	24	10.0	57.9	11
109	Gabon	32.0	..	30
110	Equatorial Guinea	33.7	17.8	57
111	Namibia	56	34.5	46.7	18.6	23	26 ^d	34.9	..	-5
112	Morocco	62	36.4	11.8	52.0	18	9 ^d	<2	19.0	36
113	Swaziland	36.3	21.1	..	10 ^d
114	Botswana	49.5	23.6	..	17	33.3
115	India	55	34.3	16.7	43.5	12	53 ^d	44.2	35.0	-14
116	Mongolia	44	28.9	15.0	37.7	40	10	13.9	36.3	6
117	Zimbabwe	61	36.2	51.6	12.0	15	15	36.0	25.5	-5
118	Myanmar	43	28.0	26.0	15.6	32	39
119	Ghana	46	29.1	27.0	29.7	36	25	38.8	31.4	-15
120	Lesotho	42	25.8	35.4	17.1	9	16	43.1	49.2	-19
121	Cambodia	78	45.0	24.4	31.8 ^e	70	52	..	36.1	..
122	Papua New Guinea	60	36.2	21.6	36.1	58	30 ^d
123	Kenya	51	31.8	34.6	18.5	51	22	26.5	42.0	-2
124	Comoros	47	29.9	20.6	40.8	4	26
125	Cameroon	49	31.1	36.2	25.2	38	22	..	40.0	..
126	Congo	48	30.7	34.8	20.5	49	17 ^d
Low human development										
127	Pakistan	65	39.2	20.1	55.0	12	26 ^d	31.0	34.0	2
128	Togo	63	38.3	34.1	43.7	46	25	..	32.3	..
129	Nepal	77	44.2	22.5	59.6	19	47	37.7	42.0	4
130	Bhutan	20.2	..	38	38 ^d
131	Lao People's Dem. Rep.	66	39.9	30.5	52.7	10	40 ^d	26.3	46.1	8
132	Bangladesh	73	43.3	21.4	59.2	3	56	29.1	35.6	9
133	Yemen	70	42.5	20.0	54.8	31	46	15.7	19.1	18
134	Haiti	71	42.8	31.6	51.2	54	28
135	Madagascar	64	38.6	31.6	34.3	53	40	63.4	70.0	-12
136	Nigeria	59	36.1	33.7	37.4	43	31	70.2	34.1	-18
137	Djibouti	57	34.7	42.3	36.6	0	18
138	Sudan	58	34.8	27.3	43.1	25	34 ^d
139	Mauritania	82	47.2	33.1	58.4	63	23	28.6	57.0	15
140	Tanzania, U. Rep. of	53	32.4	33.3	25.3	46	27	19.9	51.1	4
141	Uganda	69	41.0	48.4	33.9	50	26	..	44.4	..
142	Congo, Dem. Rep. of the	67	40.0	34.7	39.7	55	34
143	Zambia	68	40.0	53.6	22.8	36	24	63.7	86.0	-10
144	Côte d'Ivoire	72	42.9	40.2	54.3	23	24 ^d	12.3	..	23
145	Senegal	80	45.9	28.5	63.6	22	22	26.3	..	16
146	Angola	41.6	..	62	42
147	Benin	79	45.8	29.7	61.0	37	29	..	33.0	..
148	Eritrea	75	44.0	31.7	47.3	54	44
149	Gambia	85	49.6	40.5	64.3	38	26	53.7	64.0	4
150	Guinea	38.3	..	52	40.0	..

3 Human and income poverty Developing countries

HDI rank	Human poverty index (HPI-1)		Probability at birth of not surviving to age 40 (% of cohort) 1995-2000 ^a	Adult illiteracy rate (% age 15 and above) 1999	Population not using improved water sources (%) 1999	Underweight children under age five (%) 1995-2000 ^b	Population below income poverty line (%)		HPI-1 rank minus income poverty rank ^c	
	Rank	Value (%)					\$1 a day (1993 PPP US\$) 1983-99 ^b	National poverty line 1984-99 ^b		
151	Malawi	74	43.4	50.4	40.8	43	30	..	54.0	..
152	Rwanda	76	44.2	51.9	34.2	59	27	35.7	51.2	5
153	Mali	83	47.8	38.5	60.2	35	40	72.8	..	-4
154	Central African Republic	81	46.1	45.3	54.6	40	27	66.6	..	-4
155	Chad	87	53.1	41.0	59.0	73	39	..	64.0	..
156	Guinea-Bissau	86	49.6	42.2	62.3	51	23 ^d
157	Mozambique	84	48.3	49.2	56.8	40	26	37.9	..	8
158	Ethiopia	88	57.2	43.6	62.6	76	47	31.3	..	15
159	Burkina Faso	43.0	77.0	..	36	61.2
160	Burundi	50.1	53.1	..	37 ^d	..	36.2	..
161	Niger	90	63.6	41.4	84.7	41	50	61.4	63.0	5
162	Sierra Leone	51.6	..	72	29 ^d	57.0	68.0	..

Note: As a result of revisions in data and methodology, the HPI-1 results in this table are not comparable to those in *Human Development Report 2000*. For further details see technical note 1. The human poverty index has been calculated for UN member countries with reliable data in each of its components, which include Afghanistan (HPI-1 value, 60.2%; HPI-1 rank, 89) and Cuba (HPI-1 value, 4.6%; HPI-1 rank, 4).

a. Data refer to the probability at birth of not surviving to age 40, times 100. Data refer to estimates for the period specified.

b. Data refer to the most recent year available during the period specified.

c. Income poverty refers to the percentage of the population living on less than \$1 (PPP US\$) a day. The rankings are based on countries with available data for both indicators. A positive figure indicates that the country performs better in income poverty than in human poverty, a negative the opposite.

d. Data refer to a year or period other than that specified, differ from the standard definition or refer to only part of a country.

e. UNESCO 2001a.

Source: Column 1: determined on the basis of the HPI-1 values in column 2; column 2: calculated on the basis of data in columns 3-6; see technical note 1 for details; column 3: UN 2001d; column 4: unless otherwise noted, UNESCO 2000a; column 5: calculated on the basis of data on population using improved water sources from UNICEF (2000); column 6: UNICEF 2000; columns 7 and 8: World Bank 2001b; column 9: calculated on the basis of data in columns 1 and 7.

Source: Human Development Report (UNDP, 2001, p.149-151)

APPENDIX H

Questionnaire (Study 1)**Community-based tourism survey****Section 1**

When you think of “community-based tourism,” what are the main characteristics (either negative or positive) which come to mind?

POSITIVE	NEGATIVE
1	1
2	2
3	3
4	4
5	5

Section 2

Please assess how well the following phrases describe “community-based tourism.”

	Describes it well	Partly describes	Does not describe it very well
Leadership by a management authority			
Bottom-up or ‘grass-roots’ control of the activity			
Shared management authority and responsibility among all stakeholders			
Protection of environmental, cultural, and social integrity			
Local income generation and equitable distribution of wealth			
Local participation in decision making			
Substantial investment in local human development and education			
Assurance of a high-quality visitor experience			
Solid financial returns to both investors and the community			

Please indicate who should take the most responsible for community-based tourism development. (choose only one from the list)

- | | |
|---------------------------------------|-----------------------------------|
| Local communities | Non government organizations |
| Local enterprises | National government |
| Local government | Tourists |
| Tour operators/ tourism business | |

Section 3

Which definition of “community” best fits with the context of community-based tourism from the given list? (Please choose only one)

Community is...

- A group of people living together, belonging and adapting to a specific topographical location, a process that produces distinctive community characteristics.
- A social system, which emphasises the roles and institutions that govern society, social relations and the primacy of group membership.
- The social interactions of individuals: the sum of the clustered interactions of people and organisations occupying a restricted geographic area.
- The opposing forces in groups of people: socially differentiated, diverse and often conflicting values and resource priorities pervade social life and may be struggled or bargained over.

- Interest-based, non-place based : collection of individuals who are linked by bonds of common interest
not place, existing within and across spatial communities.
- A definition of your own,
e.g.....

Which definition of “development” best fits with the context of community-based tourism from the given list? (Please choose only one)

Development is...

- Economic growth which usually be measured by Gross National Product, employment structure and food production.
- Modernisation: the vision of better life- a life materially richer, institutionally more “modern” and technologically more efficient, an array of means to achieve that vision.
- Distributive justice: a process of change and improvement, which affects all individuals in a region.
- A progressive transformation of economy and society: a process which enables human beings to realise their potential, build self confidence, and lead lives of dignity and fulfilment. It is a movement away from political, economic and social oppression.
- A definition of your own, e.g.....

Section 4

What would be the first step you think should be taken to develop community-based tourism in a community where tourism is just starting?

.....

.....

.....

.....

Section 5

Have you experienced specific destinations that have successful community-based tourism?

- No
- Yes, if yes please identify **ONE** successful CBT example (*in the developing world*) from your own experience and why it is considered successful?

Place.....

Prominent form of tourism offering (e.g. ecotourism, cultural tourism, farm tourism, etc.)

Area of the world ..:

(Africa, Americas, East Asia/ Pacific, Europe, Middle East, South Asia)

Reasons for the success

.....

.....

.....

.....

-----If you would like a copy of a report produced in this study please include your name and address on a separate page below. All respondents completing this section will be eligible for a prize draw to compensate for their valuable time. Thank you for your kind cooperation-----

APPENDIX I

Questionnaire (Study 2- Three Stakeholders: English/ Thai/ Indonesian Version)

COMMUNITY-BASED TOURISM SURVEY

SECTION 1

Please look at all four scenarios on these pages. Please read the text in each case and answer the questions that follow.

Scenario A

- Tourism is an important business of this community.
- Tourism is controlled by a few operators.
- Tourists who visit here are from different cultures and countries.
- Many tourists come to visit so the community must manage and adjust to the high demand.
- Attractions are the local life style and culture.
- There is no peak time of visiting.
- The main benefits are for local guides, for people managing homestays, and for retailers selling local goods.
- Some accommodation has been built in a vernacular style to meet the demand. These lodges are both locally and privately owned.
- The agents help promote the area to a moderate level.
- In this community, tourism is managed by a few operators.
- Government does sometimes provide support.



Scenario B

- Tourism is the main business of this community.
- Tourism is controlled by experienced private sectors groups.
- A few groups of tourists are dominant markets to the area.
- There is a high volume of tourists, who are mostly on packages.
- Attractions are set up just for tourists and there are daily culture shows to impress these visitors.
- There are high and low seasons. The community receives large tourist income especially during the peak period of a year.
- Locals who can work for tour companies, or sell souvenirs to tourists do benefit from tourism activities.
- Different types of accommodation in the area are offered for tourists' choices. These are owned by outside investors.
- There is high level of promotion to the area.
- In this community, tourism is managed by the external professional agencies.
- Government mainly facilitates the private sectors in operating tourism in the community.



Scenario C

- Tourism complements the existing community business and activities of this community.
- Tourism is controlled by residents for the entire tourism process.
- Tourists who visit here are from different cultures and countries.
- There is a high demand of tourists who want to visit but the destination can accept few tourists at a time.
- Tourists experience the local culture through sharing traditional foods, music and lifestyle.
- There is no high-low season.
- Locals make handicrafts and souvenirs to sell and have been trained as guides besides the main activities.
- Accommodation provided is local houses in the community area with local control and owned.
- Low volume marketing is enough for the area.
- In this community, tourism is managed by locally-elected committee with occasional help from outside consultants.
- The community collaborates closely with private and government sector in tourism development.



Scenario D

- Tourism is the main income of this community.
- Tourism is controlled by a private sector with community inputs in some management decisions.
- Some groups of tourists are dominant markets to the area.
- High volume of tourists come to visit the community but under the control and high regulations.
- Attractions here are separated from the community. If tourists want to experience traditional cultures, they should come at the particular time of the year.
- There are high and low seasons.
- The tour companies offer cultural visits to traditional village, where the locals sell handicrafts and souvenirs.
- In the tourist area, accommodations and basic infrastructure are built to sufficiently service tourists and community needs. Most of accommodations are privately owned but benefits are partly distributed to provide incentive for conservation.
- The community is promoted and marketed in national and international tourism fairs.
- In this community, tourism is managed by private sector-community partnership.
- Government also provides support to facilitate both private sectors and the community.



Having read all the scenarios, please rank them as follows:

The **best** example of CBT is Scenario _____
 The **next best** example of CBT is Scenario _____
 The **next best** example of CBT is Scenario _____
 The **next best** example of CBT is Scenario _____

Why is the scenario you have chosen in the first rank the best example of community-based tourism?

.....

.....

.....

.....

.....

Please fill in the given space about the community-based tourism from your perspective and experience.

Successful community-based tourism should

.....

.....

.....

How much would you be willing to pay daily within the community (this is not include other travel costs) when visiting a community-based destination? (please choose one)
 The answers provided are in Australian dollar.

- | | | |
|--------------------|------------------|------------------|
| a. less than \$20 | b. \$20 - \$50 | c. \$50 - \$100 |
| d. \$100 - \$200 | e. \$200 - \$300 | f. \$300 - \$500 |
| g. more than \$500 | | |

Please circle the level of your agreement on each sentence stated about CBT.

	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
CBT will bring more money to the community	1	2	3	4	5
If under community control, CBT will be okay	1	2	3	4	5
CBT generates sustainability	1	2	3	4	5
CBT destroys community identities	1	2	3	4	5
CBT provides chance for community involvement	1	2	3	4	5
CBT makes community life difficult	1	2	3	4	5
CBT encourages multiple cooperation	1	2	3	4	5
CBT is environmental destroyer	1	2	3	4	5
CBT is just for the rich	1	2	3	4	5
CBT is a good concept	1	2	3	4	5
CBT is the exchange of cultures	1	2	3	4	5
CBT has practical problems	1	2	3	4	5
CBT is unrealistic	1	2	3	4	5
CBT provides high quality service/product	1	2	3	4	5
CBT has its limitation	1	2	3	4	5

SECTION 2

Which one of these management characteristics describes community-based tourism well from your point of view. (please choose one)

- Bottom-up or 'grass-roots' control of the activity (community control)
- Shared management authority and responsibility among all stakeholders

Please indicate who should take the most responsible for community-based tourism development. (please choose one)

- Local communities
- Local enterprises
- Local government
- Tour operators/ tourism business
- Non government organisations
- National government
- Tourists

SECTION 3

Please rank the item below from most important (1) to the least important (9) as the first step taken to develop community-based tourism in a community where tourism. Consider the situation where tourism is just starting in the area.

_____	Get the leading institutions and expert assistance to local people	_____	Get all people involve to work together
_____	Form organisational structure (e.g. Committees of Tourism Development)	_____	Get community input and support in tourism development
_____	Identify key leader to do the work	_____	Develop education and training program for community
_____	Make community aware of costs and benefits of tourism	_____	Understand what resources the community can offer
_____	Develop a tourism plan with clear goals and objectives		

From your point of view, please rank in each item the **most important (1)** to the **least important (7)** benefit that a community should gain from having community-based tourism in their community.

_____	New infrastructure/ facilities	_____	More money in a community
_____	Equality of opportunities	_____	Uplifting life of the poorest section of a community
_____	Freedom to involve in tourism management	_____	Protection of environmental resources
_____	Community recognition		

SECTION 4

Do you consider your position to be that of.....

- a. Decision-maker
- b. Operator
- c. Visitor
- d. (others).....

Age..... **Gender**..... **Country**
.....

Current position.....Year(s) of this
position.....

-----**THANK YOU**-----

แบบสอบถามการท่องเที่ยวชุมชน

ส่วนที่ 1

กรุณาอ่านเรื่องราวการท่องเที่ยวของหมู่บ้านทั้งสี่เรื่อง และตอบคำถามที่ตามมาตามความคิดของท่าน

ชุมชน ก.

- การท่องเที่ยวเป็นธุรกิจที่สำคัญของชุมชนนี้
- การท่องเที่ยวที่นี่ควบคุมโดยกลุ่มผู้ชำนาญการท่องเที่ยว
- นักท่องเที่ยวที่เดินทางมาที่นี่มาจากหลากหลายวัฒนธรรมและประเทศ
- นักท่องเที่ยวมาเที่ยวในชุมชนเป็นจำนวนมาก ดังนั้นชุมชนจึงบริหารและปรับตามความต้องการของนักท่องเที่ยวที่มีมาก
- จุดขายทางการท่องเที่ยวคือวิถีชีวิตและวัฒนธรรมของชุมชน
- ความต่างของจำนวนนักท่องเที่ยวในหนึ่งปีมีไม่มาก
- รายได้ส่วนใหญ่จะเป็นของไกด์ท้องถิ่น เจ้าของและคนจัดการบ้านโฮมสเตย์และผู้ขายสินค้าท้องถิ่น
- ที่พักนักท่องเที่ยวส่วนใหญ่จะปลูกสร้างแบบท้องถิ่นตามความนิยม ซึ่งมีทั้งชุมชนและ เอกชน เป็นเจ้าของ
- การ โฆษณาชุมชนนี้ จะเป็นในระดับกลาง
- กลุ่มตัวแทนด้านการท่องเที่ยวจะเป็นผู้จัดการการท่องเที่ยวในชุมชนนี้
- รัฐบาลจะช่วยเหลือการท่องเที่ยวของชุมชนบ้างในบางโอกาส



ชุมชน ข.

- การท่องเที่ยวเป็นธุรกิจหลักของชุมชนนี้
- การท่องเที่ยวที่นี้ควบคุมโดยหน่วยงานเอกชนผู้มีประสบการณ์ความชำนาญ
- นักท่องเที่ยวที่เดินทางมาที่นี้เป็นกลุ่มตลาดหลักไม่หลากหลายมาก
- นักท่องเที่ยวที่มาเที่ยวในชุมชนเป็นจำนวนมาก ซึ่งส่วนใหญ่มาพร้อมกับบริษัททัวร์
- จุดขายทางการท่องเที่ยวจะจัดขึ้นเพื่อขายนักท่องเที่ยว และจะมีการแสดงศิลปวัฒนธรรมประจำวัน เพื่อสร้างความประทับใจให้นักท่องเที่ยว
- ในแต่ละปีจะมีช่วงที่นักท่องเที่ยวมาเที่ยวมากและน้อย ในช่วงที่มีนักท่องเที่ยวมาก ชุมชนจะได้รับรายได้จากการท่องเที่ยวเป็นจำนวนมาก
- รายได้ส่วนใหญ่จะเป็นของผู้ที่ทำงานกับบริษัททัวร์ และผู้ที่ขายของที่ระลึก
- ที่พักนักท่องเที่ยวจะปลูกสร้างหลากหลายแบบ เพื่อให้นักท่องเที่ยวได้เลือก ซึ่งมีนักท่องเที่ยวภายนอกเป็นเจ้าของ
- จะมีการโฆษณาเกี่ยวกับชุมชนนี้ค่อนข้างมาก
- ตัวแทนผู้ชำนาญทางการท่องเที่ยวภายนอกชุมชนจะเป็นผู้จัดการการท่องเที่ยวของชุมชนนี้
- รัฐบาลจะช่วยเหลือเอกชนที่บริหารการท่องเที่ยวในชุมชนนี้



ชุมชน ค.

- การท่องเที่ยวเป็นธุรกิจเสริมจากรายได้และกิจกรรมหลักของชุมชนนี้
- การท่องเที่ยวที่นี้ควบคุมโดยชุมชนในท้องถิ่นทุกๆขั้นตอน
- นักท่องเที่ยวที่เดินทางมาที่นี้มาจากหลากหลายวัฒนธรรมและเชื้อชาติ
- นักท่องเที่ยวต้องการมาเที่ยวที่นี้เป็นจำนวนมาก แต่ชุมชนจะสามารถรับนักท่องเที่ยวในจำนวนจำกัดในแต่ละครั้ง
- จุดขายทางการท่องเที่ยวคือประสบการณ์ที่นักท่องเที่ยวจะได้รับจากวัฒนธรรมของชุมชนเช่น อาหารดนตรี และวิถีชีวิตพื้นบ้าน
- ความต่างของจำนวนนักท่องเที่ยวในหนึ่งปีมีไม่มาก
- รายได้ส่วนใหญ่จะเป็นของชุมชนที่ผลิตผลิตภัณฑ์พื้นบ้าน ขายของที่ระลึก และไกด์ท้องถิ่น ซึ่งเป็นรายได้เสริมจากรายได้หลัก
- ที่พัก นักท่องเที่ยวก็คือบ้านของคนในชุมชนที่ควบคุมและเป็นเจ้าของ
- ชุมชนนี้มีการโฆษณาทางการตลาดน้อย
- กลุ่มคณะกรรมการการท่องเที่ยวซึ่งเป็นตัวแทนของชุมชนจะเป็นผู้จัดการการท่องเที่ยวในชุมชน ซึ่งได้รับคำปรึกษาจากที่ปรึกษานอกชุมชนบางโอกาส
- ชุมชนจะร่วมมือกับรัฐบาลและเอกชนในการพัฒนาการท่องเที่ยว



ชุมชน ง.

- การท่องเที่ยวเป็นรายได้หลักของชุมชนนี้
- การท่องเที่ยวที่นี้ควบคุมโดยเอกชนซึ่งจะมีการขอความเห็นจากชุมชนในการบริหารการท่องเที่ยวในบางครั้ง
- บางกลุ่มของนักท่องเที่ยวที่เดินทางมาที่นี่จะเป็นกลุ่มตลาดหลัก
- นักท่องเที่ยวที่มาเที่ยวในชุมชนเป็นจำนวนมาก แต่อยู่ภายใต้การควบคุมและข้อกำหนดการปฏิบัติที่เคร่งครัด
- แหล่งการท่องเที่ยวจะแยกออกจากที่อยู่ของชุมชน หากนักท่องเที่ยวต้องการชมประเพณีวัฒนธรรมของชุมชน จะต้องมาชมในช่วงเทศกาลจริงๆ ในแต่ละปี
- ในแต่ละปีจะมีช่วงที่นักท่องเที่ยวมาชมประเพณีวัฒนธรรมในชุมชนซึ่งจะมีของพื้นบ้านและของที่ระลึกจำหน่าย โดยชุมชน
- ที่พักและสิ่งอำนวยความสะดวกจะอยู่ในแหล่งท่องเที่ยวเพื่ออำนวยความสะดวกแก่นักท่องเที่ยว และชุมชน ที่พักส่วนใหญ่จะเป็นของเอกชน แต่จะจัดสรรบางส่วนจากรายได้เพื่อการฟื้นฟูอนุรักษ์ชุมชน
- จะมีการโฆษณาชุมชนนี้ทั้งในระดับชาติและนานาชาติ
- เอกชนจะร่วมกับชุมชนในการบริหารจัดการการท่องเที่ยว
- รัฐบาลให้ความสนับสนุนทั้งทางด้านเอกชนและชุมชน



จากการที่ได้อ่านเรื่องการท่องเที่ยวของทั้งสี่ชุมชน กรุณาจัดเรียงลำดับดังนี้

ชุมชนที่มี “การท่องเที่ยวชุมชน” ที่ดีที่สุด คือชุมชน _____

ชุมชนที่มี “การท่องเที่ยวชุมชน” ที่ดีรองลงมา คือชุมชน _____

ชุมชนที่มี “การท่องเที่ยวชุมชน” ที่ดีรองลงมา คือชุมชน _____

ชุมชนที่มี “การท่องเที่ยวชุมชน” ที่ดีรองลงมา คือชุมชน _____

กรุณาอธิบายว่าเพราะเหตุใดชุมชนที่ท่านเลือกให้อันดับที่หนึ่งเป็น “การท่องเที่ยวชุมชน” ที่ดีที่สุด

.....

.....

.....

.....

กรุณาเติมคำตอบในช่องว่างเกี่ยวกับการท่องเที่ยวชุมชนจากมุมมองและประสบการณ์ของท่าน

การท่องเที่ยวชุมชนที่ถือว่าประสบความสำเร็จจะต้อง

.....

.....

.....

.....

จำนวนเงินเท่าใดในการใช้จ่ายรายวัน ที่ท่านเต็มใจจะจ่ายในการมาเที่ยวในชุมชนที่มีการจัดการการท่องเที่ยว (ค่าใช้จ่ายนี้ไม่ได้รวมถึงค่าเดินทางมาชุมชน) (กรุณาเลือกเพียง ๑ ข้อ)

- | | |
|-----------------------|-----------------------|
| ก. น้อยกว่า ๕๐๐ บาท | ข. ๕๐๐ - ๑,๒๕๐ บาท |
| ค. ๑,๒๕๐ - ๒,๕๐๐ บาท | ง. ๒,๕๐๐ - ๕,๐๐๐ บาท |
| จ. ๕,๐๐๐ - ๗,๕๐๐ บาท | ฉ. ๗,๕๐๐ - ๑๒,๕๐๐ บาท |
| ช. มากกว่า ๑๒,๕๐๐ บาท | |

กรูณาวางกลมความคิดเห็นของท่านเกี่ยวกับ “การท่องเที่ยวชุมชน” ในแต่ละข้อ

	เห็นด้วย อย่างมาก	เห็นด้วย	ไม่ทราบ	ไม่ เห็นด้วย	ไม่เห็นด้วย อย่างมาก
การท่องเที่ยวชุมชนจะนำเงินมาสู่ชุมชน	1	2	3	4	5
หากมีการควบคุม การท่องเที่ยวชุมชนจะเป็นไปด้วยดี	1	2	3	4	5
การท่องเที่ยวชุมชนนำมาซึ่งการพัฒนาที่ยั่งยืน	1	2	3	4	5
การท่องเที่ยวชุมชนทำลายเอกลักษณ์ของชุมชน	1	2	3	4	5
การท่องเที่ยวชุมชนทำให้ชุมชนมีโอกาสในการ มีส่วนร่วม	1	2	3	4	5
การท่องเที่ยวชุมชนทำให้การดำเนินชีวิตของ ชุมชนยากขึ้น	1	2	3	4	5
การท่องเที่ยวชุมชนสนับสนุนการร่วมมือจาก หลายฝ่าย	1	2	3	4	5
การท่องเที่ยวชุมชนทำลายสิ่งแวดล้อม	1	2	3	4	5
การท่องเที่ยวชุมชนให้ประโยชน์สำหรับ คนมีเงินเท่านั้น	1	2	3	4	5
การท่องเที่ยวชุมชนเป็นสิ่งที่ดี	1	2	3	4	5
การท่องเที่ยวชุมชนทำให้มีการแลกเปลี่ยน วัฒนธรรม	1	2	3	4	5
การท่องเที่ยวชุมชนมีปัญหาในทางปฏิบัติ	1	2	3	4	5
การท่องเที่ยวชุมชนเป็นเพียงอุดมคติ	1	2	3	4	5
การท่องเที่ยวชุมชนนำเสนอสินค้าและ การบริการที่มีคุณภาพสูง	1	2	3	4	5
การท่องเที่ยวชุมชนมีข้อจำกัด	1	2	3	4	5

ส่วนที่ 2

ลักษณะการบริหารจัดการข้อใดที่ท่านเห็นว่าบรรยาย “การท่องเที่ยวชุมชน” ได้ดีที่สุด (เลือกเพียง 1 ข้อ)

- การจัดการจาก “ล่างสู่บน” ซึ่งเป็นการควบคุมและจัดการ โดยชุมชนเป็นหลัก
- การจัดการ “ร่วมกัน” ซึ่งเป็นการร่วมกันควบคุมจัดการ โดยทุกฝ่ายที่มีส่วนร่วม

กรุณาเลือกว่าใครควรจะเป็นผู้รับผิดชอบในการพัฒนา “การท่องเที่ยวชุมชน” มากที่สุด (เลือกเพียง 1 ข้อ)

- ชุมชนท้องถิ่น
- นักลงทุนในท้องถิ่น
- รัฐบาลท้องถิ่น
- ผู้จัดการทัวร์และนักธุรกิจทางการท่องเที่ยว
- NGO (องค์กรอาสาสมัคร)
- รัฐบาลส่วนกลาง (ระดับประเทศ)
- นักท่องเที่ยว

ส่วนที่ 3

กรุณาจัดลำดับความสำคัญ (จาก 1 = สำคัญที่สุด ถึง 9 = สำคัญน้อยที่สุด) ซึ่งเป็นขั้นตอนที่ควรทำ หากจะมีการพัฒนาการท่องเที่ยวชุมชน ที่เพิ่งเริ่มจะมีการท่องเที่ยวในระยะแรก

- | | |
|--|---|
| <p>_____ ขอความสนับสนุนจากองค์กรนำทางด้านท่องเที่ยว</p> | <p>_____ รวบรวมทุกฝ่ายที่มีส่วนเกี่ยวข้องเข้ามาทำงานร่วมกัน</p> |
| <p>_____ ก่อตั้งคณะกรรมการในรูปแบบองค์กรบริหารการท่องเที่ยวในชุมชน</p> | <p>_____ ขอความเห็นและการสนับสนุนจากชุมชนในการพัฒนาการท่องเที่ยว</p> |
| <p>_____ หาผู้นำหลักในการที่จะดำเนินการท่องเที่ยวในชุมชน</p> | <p>_____ พัฒนาโครงการการศึกษาและฝึกอบรมด้านท่องเที่ยวแก่ชุมชน</p> |
| <p>_____ ทำความเข้าใจให้แก่ชุมชนในด้านผลกระทบ และผลประโยชน์จากการท่องเที่ยว</p> | <p>_____ ศึกษาทรัพยากรที่ชุมชนมีและนำมาใช้ได้</p> |
| <p>_____ วางแผนงานบริหารการท่องเที่ยวซึ่งมีเป้าหมายและจุดประสงค์ที่ชัดเจน</p> | |

จากความคิดเห็นของท่าน กรุณาเรียงลำดับผลประโยชน์ที่ชุมชนควรจะได้รับจาก “การท่องเที่ยวชุมชน” จาก 1 (สำคัญที่สุด) ถึง 7 (สำคัญน้อยที่สุด)

- | | |
|--|--|
| <p>_____ สิ่งก่อสร้างและสิ่งอำนวยความสะดวกใหม่ๆ</p> | <p>_____ ได้เงินและรายได้สู่ชุมชน</p> |
| <p>_____ ได้รับโอกาสที่เท่าเทียม</p> | <p>_____ พัฒนาคุณภาพชีวิตชุมชนซึ่งครอบคลุมถึงชุมชนที่มีโอกาสและรายได้น้อยที่สุด</p> |

_____ อีสาระในการที่จะร่วมจัดการการท่องเที่ยว _____ อนุรักษ์ทรัพยากรสิ่งแวดล้อมในชุมชน
 _____ ชุมชนได้เป็นที่รู้จักทั่วไปแก่ภายนอก

ส่วนที่ 4

ท่านจัดว่าท่านอยู่ในกลุ่มใดต่อไปนี้

- ก. นักบริหารจัดการการท่องเที่ยว
- ข. นักลงทุนหรือนักธุรกิจด้านการท่องเที่ยว
- ค. นักท่องเที่ยว
- ง. (อื่นๆ) _____

อายุ เพศ ประเทศ

อาชีพ..... ระยะเวลาในอาชีพนี้

-----ขอบคุณในความร่วมมือค่ะ-----

SURVEI PARIWISATA BERBASIS MASYARAKAT (P B M)

BAGIAN 1

Lihatlah keempat skenario di bawah ini. Bacalah setiap kasus dan jawablah pertanyaan-pertanyaan yang ada.

Skenario A

- Pariwisata merupakan bisnis yang penting bagi masyarakat setempat.
- Pariwisata dikontrol oleh beberapa operator/biro wisata
- Turis yang berkunjung, datang dari berbagai kebudayaan dan negara.
- Banyak turis datang untuk berkunjung sehingga masyarakat harus menangani dan menyesuaikan diri kepada permintaan yang tinggi.
- Atraksi wisata yang ada merupakan gaya hidup dan kebudayaan setempat.
- Tidak ada periode kunjungan tinggi/rendah.
- Keuntungan utama dinikmati guide lokal, orang-orang yang menangani *homestay*, dan para penjual barang-barang lokal.
- Beberapa akomodasi telah dibangun dengan gaya daerah/asli rakyat untuk memenuhi permintaan. Penginapan ini dimiliki oleh masyarakat setempat dan perorangan.
- Agen-agen wisata membantu mempromosikan area ini dengan cukup gencar
- Di komunitas ini, pariwisata ditangani oleh beberapa operator/biro wisata
- Pemerintah kadangkala memberikan bantuan/dukungan.



Skenario B

- Pariwisata merupakan bisnis utama masyarakat setempat.
- Pariwisata dikontrol oleh pihak swasta yang berpengalaman.
- Beberapa kelompok turis merupakan pasar yang dominan bagi daerah tersebut.
- Kedatangan jumlah turis tinggi dan kebanyakan dari mereka mengikuti paket tur.
- Atraksi wisata dikemas untuk turis dan diadakan secara teratur untuk membuat para turis tersebut terkesan.
- Ada musim kunjungan tinggi dan rendah. Masyarakat menerima pendapatan besar dari turis, khususnya pada musim kunjungan tinggi.
- Penduduk setempat yang bekerja pada biro perjalanan dan yang menjual souvenir mendapat keuntungan dari kegiatan wisata yang ada.
- Berbagai tipe pilihan akomodasi disediakan di area tersebut. Penginapan yang ada dimiliki investor dari luar.
- Tingkat promosi untuk area ini tinggi.
- Di komunitas ini, pariwisata ditangani oleh agen profesional dari luar daerah.
- Pemerintah memberikan fasilitas khususnya bagi pihak swasta yang menjalankan kegiatan wisata di komunitas ini



Skenario C

- Kegiatan pariwisata yang ada melengkapi bisnis dan kegiatan masyarakat setempat
- Seluruh proses kegiatan pariwisata dikontrol oleh penduduk yang tinggal di komunitas tersebut
- Turis yang berkunjung, datang dari berbagai kebudayaan dan negara.
- Permintaan untuk berkunjung tinggi, tetapi tempat yang dituju hanya dapat menerima beberapa turis dalam satu periode waktu.
- Turis yang berkunjung mendapatkan pengalaman dari kebudayaan lokal dengan mencoba langsung makanan tradisional, musik, dan gaya hidup.
- Tidak ada musim kunjungan tinggi/rendah.
- Penduduk setempat membuat kerajinan tangan dan souvenir untuk dijual dan mereka dilatih untuk menjadi *guide* disamping aktivitas utama mereka.
- Akomodasi yang ada merupakan rumah penduduk setempat yang dikontrol masyarakat setempat sendiri.
- Tidak dibutuhkan pemasaran/promosi yang tinggi untuk area ini
- Di komunitas ini, pariwisata ditangani oleh komite lokal yang dipilih masyarakat sendiri dengan dibantu para konsultan dari luar daerah.
- Masyarakat bekerjasama erat dengan pihak swasta dan pemerintah dalam mengembangkan kepariwisataan.



Skenario D

- Sektor pariwisata memberikan pendapatan utama bagi masyarakat setempat.
- Pariwisata dikontrol oleh pihak swasta dengan masukan dari masyarakat untuk beberapa keputusan manajemen.
- Beberapa kelompok turis merupakan pasar yang dominan bagi area ini.
- Jumlah turis yang mengunjungi masyarakat ini tinggi, tetapi dibawah kontrol dan peraturan yang ketat.
- Atraksi wisata yang ada terpisah dari kegiatan masyarakat. Jika turis ingin melihat dan merasakan kebudayaan setempat, mereka harus datang pada waktu-waktu tertentu.
- Ada musim kunjungan tinggi dan rendah
- Biro perjalanan wisata menawarkan kunjungan kebudayaan ke desa tradisional dengan mengunjungi tempat penjualan kerajinan dan souvenir penduduk local.
- Di area pusat wisata, akomodasi dan infrastruktur dasar dibangun untuk memenuhi kebutuhan turis dan masyarakat setempat. Kebanyakan akomodasi yang ada dimiliki secara privat, tetapi sebagian keuntungan diberikan/disumbangkan untuk usaha konservasi
- Pariwisata di komunitas ini dipromosikan dan dipasarkan di pameran pariwisata nasional maupun internasional.
- Di komunitas ini, pariwisata ditangani bersama oleh sektor privat dan masyarakat setempat.
- Pemerintah juga memberikan dukungan untuk memfasilitasi pihak swasta maupun masyarakat.



Setelah membaca semua skenario yang ada, mohon memberikan penilaian peringkat sebagai berikut :

Contoh terbaik dari PBM	adalah Skenario _____
Contoh terbaik kedua dari PBM	adalah Skenario _____
Contoh terbaik ketiga dari PBM	adalah Skenario _____
Contoh terbaik keempat dari PBM	adalah Skenario _____

Mengapa skenario tersebut yang anda pilih sebagai pilihan terbaik pertama sebagai contoh pariwisata berbasis masyarakat (PBM)?

.....

.....

.....

.....

.....

Isilah bagian yang telah disediakan berdasarkan pandangan dan pengalaman anda.

Pariwisata berbasis masyarakat yang sukses seharusnya

.....

.....

.....

Berapa banyak anda bersedia membayar untuk komunitas yang anda kunjungi (tidak termasuk biaya perjalanan lain) saat anda sedang mengunjungi tujuan wisata yang kegiataannya berbasis masyarakat? (Pilih satu jawaban saja).

- | | |
|---------------------------------|---------------------------------|
| a. Kurang dari 108,000 rupiah | b. 108,000- 270,000 rupiah |
| c. 270,000- 540,000 rupiah | d. 540,000 – 1,080,000 rupiah |
| e. 1,080,000 – 1,620,000 rupiah | f. 1,620,000 – 2,700,000 rupiah |
| g. lebih dari 2,700,000 rupiah | |

Lingkarilah angka yang ada mulai dari angka 1 jika anda sangat setuju hingga angka 5 jika anda sangat tidak setuju

	Sangat Setuju	Setuju	Tidak yakin	Tidak setuju	Sangat tidak setuju
PBM akan membawa lebih banyak pemasukan bagi masyarakat	1	2	3	4	5
Di bawah kontrol masyarakat, PBM akan cukup baik berjalan	1	2	3	4	5
PBM bisa berlangsung untuk jangka panjang	1	2	3	4	5
PBM merusak identitas masyarakat setempat	1	2	3	4	5
PBM memberikan kesempatan bagi masyarakat untuk terlibat	1	2	3	4	5
PBM menyulitkan kehidupan masyarakat	1	2	3	4	5
PBM mendorong beragam kerjasama	1	2	3	4	5
PBM merusak lingkungan	1	2	3	4	5
PBM hanya untuk orang-orang kaya	1	2	3	4	5
PBM adalah konsep yang baik	1	2	3	4	5
PBM merupakan bentuk pertukaran budaya	1	2	3	4	5
PBM bermasalah di dalam prakteknya	1	2	3	4	5
PBM tidak realistik	1	2	3	4	5
PBM memberikan kualitas produk/servis yang tinggi	1	2	3	4	5
PBM memiliki keterbatasan	1	2	3	4	5

BAGIAN 2

Manajemen yang bagaimana seharusnya dalam menjalankan/menangani pariwisata berbasis masyarakat - menurut pandangan anda (Pilih satu jawaban saja)

.....Kontrol dari masyarakat (*bottom-up/grass-roots*)

.....Wewenang penanganan dan tanggung jawab ditanggung bersama oleh seluruh pihak yang terlibat

Siapa yang menurut anda harus memikul tanggung jawab untuk pengembangan pariwisata berbasis masyarakat

.... masyarakat setempat

.... pengusaha lokal

.... Pemerintah lokal

.... Tur operator/bisnis usaha wisata

.... Organisasi non-pemerintah

.... Pemerintah nasional

.... Turis

BAGIAN 3

Please rank the item below from most important (1) to the least important (9) as the first step taken to develop community-based tourism in a community where tourism is just starting in the area.

_____	Meminta institusi ternama dan bantuan ahli untuk membantu masyarakat	_____	Mengupayakan keterlibatan semua orang untuk bekerja sama
_____	Membentuk organinasi (Contoh : Komite Pengembangan Pariwisata)	_____	Menghimpun masukan dan meminta dukungan masyarakat untuk pengembangan pariwisata
_____	Mencari tokoh utama/pemimin untuk melaksanakan program	_____	Mengembangkan pendidikan dan program pelatihan untuk masyarakat setempat
_____	Memberikan pemahaman kepada masyarakat mengenai kerugian dan keuntungan dari pariwisata	_____	Memahami sumber daya yang dimiliki oleh masyarakat setempat
_____	Mengembangkan rencana pengembangan pariwisata dengan sasaran dan tujuan yang jelas		

Berikan nilai pada keuntungan PBM yang dapat dinikmati masyarakat mulai dari yang paling penting (1) sampai yang paling tidak penting (7) - berdasarkan pandangan anda

_____	Infrastruktur/fasilitas baru	_____	Masyarakat mendapatkan lebih banyak uang
_____	Kesempatan yang sama	_____	Meningkatkan hidup anggota masyarakat yang masih miskin
_____	Kebebasan dalam keterlibatan manajemen pariwisata	_____	Perlindungan terhadap sumber daya alam
_____	Pengakuan terhadap masyarakat		

BAGIAN 4

Anda memandang posisi anda sebagai

a. Pengambil keputusan

b. Operator wisata/biro wisata

c. Pengunjung

d. (lainnya).....

Usia.....

Jenis Kelamin.....

Negara asal.....

Pekerjaan.....

Lama anda bekerja.....

-----**THANK YOU**-----

Note: There are Form A and B of the questionnaire but the only difference between the two versions was the difference order of the four scenarios in section one. Therefore, the illustration of the questionnaire here was based on Form A version.

APPENDIX J

Questionnaire (Study 3- The Communities: Thai/ Indonesian Version)

แบบสอบถามการท่องเที่ยวชุมชน

กรุณาอ่านเรื่องราวการท่องเที่ยวของหมู่บ้านทั้งสี่เรื่อง และตอบคำถามที่ตามมาตามความคิดของท่าน

ชุมชน ก.

- การท่องเที่ยวเป็นธุรกิจที่สำคัญของชุมชนนี้
- การท่องเที่ยวที่นี้ควบคุมโดยกลุ่มผู้ชำนาญทางการท่องเที่ยว
- นักท่องเที่ยวที่เดินทางมาที่นี้มาจากหลากหลายวัฒนธรรมและประเทศ
- นักท่องเที่ยวมาเที่ยวในชุมชนเป็นจำนวนมาก ดังนั้นชุมชนจึงบริหารและปรับตามความต้องการของนักท่องเที่ยวที่มีมาก
- จุดขายทางการท่องเที่ยวคือวิถีชีวิตและวัฒนธรรมของชุมชน
- ความต่างของจำนวนนักท่องเที่ยวในหนึ่งปีมีไม่มาก
- รายได้ส่วนใหญ่จะเป็นของไกด์ท้องถิ่น เจ้าของและคนจัดการบ้านโฮมสเตย์และผู้ขายสินค้าท้องถิ่น
- ที่พักนักท่องเที่ยวส่วนใหญ่จะปลูกสร้างแบบท้องถิ่นตามความนิยม ซึ่งมีทั้งชุมชนและ เอกชนเป็นเจ้าของ
- การโฆษณาชุมชนนี้ จะเป็นในระดับกลาง
- กลุ่มตัวแทนด้านการท่องเที่ยวจะเป็นผู้จัดการการท่องเที่ยวในชุมชนนี้
- รัฐบาลจะช่วยเหลือการท่องเที่ยวของชุมชนบ้างในบางโอกาส



ชุมชน ข.

- การท่องเที่ยวเป็นธุรกิจหลักของชุมชนนี้
- การท่องเที่ยวที่นี้ควบคุมโดยหน่วยงานเอกชนผู้มีประสบการณ์ความชำนาญ
- นักท่องเที่ยวที่เดินทางมาที่นี้เป็นกลุ่มตลาดหลักไม่หลากหลายมาก
- นักท่องเที่ยวที่มาเที่ยวในชุมชนเป็นจำนวนมาก ซึ่งส่วนใหญ่มากับบริษัททัวร์
- จุดขายทางการท่องเที่ยวจะจัดขึ้นเพื่อขายนักท่องเที่ยว และจะมีการแสดงศิลปวัฒนธรรมประจำวัน เพื่อสร้างความประทับใจให้นักท่องเที่ยว
- ในแต่ละปีจะมีช่วงที่นักท่องเที่ยวมาเที่ยวมากและน้อย ในช่วงที่มีนักท่องเที่ยวมาก ชุมชนจะได้รับรายได้จากการท่องเที่ยวเป็นจำนวนมาก
- รายได้ส่วนใหญ่จะเป็นของผู้ที่ทำงานกับบริษัททัวร์ และผู้ที่ขายของที่ระลึก
- ที่พักนักท่องเที่ยวจะปลูกสร้างหลากหลายแบบ เพื่อให้นักท่องเที่ยวได้เลือก ซึ่งมีนักลงทุนภายนอกเป็นเจ้าของ
- จะมีการโฆษณาเกี่ยวกับชุมชนนี้ค่อนข้างมาก
- ตัวแทนผู้นำชุมชนทางการท่องเที่ยวภายนอกชุมชนจะเป็นผู้จัดการการท่องเที่ยวของชุมชนนี้
- รัฐบาลจะช่วยเหลือเอกชนที่บริหารการท่องเที่ยวในชุมชนนี้



ชุมชน ค.

- การท่องเที่ยวเป็นธุรกิจเสริมจากรายได้และกิจกรรมหลักของชุมชนนี้
- การท่องเที่ยวที่นี้ควบคุมโดยชุมชนในท้องถิ่นทุกๆขั้นตอน
- นักท่องเที่ยวที่เดินทางมาที่นี้มาจากหลากหลายวัฒนธรรมและเชื้อชาติ
- นักท่องเที่ยวต้องการมาเที่ยวที่นี้เป็นจำนวนมาก แต่ชุมชนจะสามารถรับนักท่องเที่ยวในจำนวนจำกัดในแต่ละครั้ง
- จุดขายทางการท่องเที่ยวคือประสบการณ์ที่นักท่องเที่ยวจะได้รับจากวัฒนธรรมของชุมชนเช่น อาหารดนตรี และวิถีชีวิตพื้นบ้าน
- ความต่างของจำนวนนักท่องเที่ยวในหนึ่งปีมีไม่มาก
- รายได้ส่วนใหญ่จะเป็นของชุมชนที่ผลิตผลิตภัณฑ์พื้นบ้าน ขายของที่ระลึก และไกด์ท้องถิ่น ซึ่งเป็นรายได้เสริมจากรายได้หลัก
- ที่พัก นักท่องเที่ยวก็คือบ้านของคนในชุมชนที่ควบคุมและเป็นเจ้าของ
- ชุมชนนี้มีการโฆษณาทางการตลาดน้อย
- กลุ่มคณะกรรมการการท่องเที่ยวซึ่งเป็นตัวแทนของชุมชนจะเป็นผู้จัดการการท่องเที่ยวในชุมชน ซึ่งได้รับคำปรึกษาจากที่ปรึกษานอกชุมชนบางโอกาส
- ชุมชนจะร่วมมือกับรัฐบาลและเอกชน ในการพัฒนาการท่องเที่ยว



ชุมชน ง.

- การท่องเที่ยวเป็นรายได้หลักของชุมชนนี้
- การท่องเที่ยวที่นี้ควบคุมโดยเอกชนซึ่งจะมีการขอความเห็นจากชุมชนในการบริหารการท่องเที่ยวในบางครั้ง
- บางกลุ่มของนักท่องเที่ยวที่เดินทางมาที่นี่จะเป็นกลุ่มตลาดหลัก
- นักท่องเที่ยวที่มาเที่ยวในชุมชนเป็นจำนวนมาก แต่อยู่ภายในการควบคุมและข้อกำหนดการปฏิบัติที่เคร่งครัด
- แหล่งการท่องเที่ยวจะแยกออกจากที่อยู่ของชุมชน หากนักท่องเที่ยวต้องการชมประเพณีวัฒนธรรมของชุมชน จะต้องมาชมในช่วงเทศกาลจริงๆ ในแต่ละปี
- ในแต่ละปีจะมีช่วงที่นักท่องเที่ยวมามากและน้อย
- บริษัททัวร์จะเป็นผู้นำนักท่องเที่ยวชมประเพณีวัฒนธรรมในชุมชนซึ่งจะมีของพื้นบ้านและของที่ระลึกจัดขาย โดยชุมชน
- ที่พักและสิ่งอำนวยความสะดวกจะอยู่ในแหล่งท่องเที่ยวเพื่ออำนวยความสะดวกแก่นักท่องเที่ยว และชุมชน ที่พักส่วนใหญ่จะเป็นของเอกชน แต่จะจัดสรรบางส่วนของรายได้เพื่อการฟื้นฟูอนุรักษ์ชุมชน
- จะมีการโฆษณาชุมชนนี้ทั้งในระดับชาติและนานาชาติ
- เอกชนจะร่วมกับชุมชนในการบริหารจัดการการท่องเที่ยว
- รัฐบาลให้ความสนับสนุนทั้งทางด้านเอกชนและชุมชน



จากการที่ได้อ่านเรื่องการท่องเที่ยวของทั้งสี่ชุมชน กรุณาจัดเรียงลำดับดังนี้

ชุมชนที่มี “การท่องเที่ยวชุมชน” ที่ดีที่สุด คือชุมชน _____

ชุมชนที่มี “การท่องเที่ยวชุมชน” ที่ดีรองลงมา คือชุมชน _____

ชุมชนที่มี “การท่องเที่ยวชุมชน” ที่ดีรองลงมา คือชุมชน _____

ชุมชนที่มี “การท่องเที่ยวชุมชน” ที่ดีรองลงมา คือชุมชน _____

กรุณาอธิบายว่าเพราะเหตุใดชุมชนที่ท่านเลือกให้อันดับที่หนึ่งเป็น “การท่องเที่ยวชุมชน” ที่ดีที่สุด

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กรุณาเติมคำตอบในช่องว่างเกี่ยวกับการท่องเที่ยวชุมชนจากมุมมองและประสบการณ์ของท่าน

การท่องเที่ยวชุมชนที่ถือว่าประสบความสำเร็จจะต้อง

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กรุณาวางกลมความคิดเห็นของท่านเกี่ยวกับ “การท่องเที่ยวชุมชน” ในแต่ละข้อ

	เห็นด้วย อย่างมาก	เห็นด้วย	ไม่ทราบ	ไม่ เห็นด้วย	ไม่เห็นด้วย อย่างมาก
การท่องเที่ยวชุมชนจะนำเงินมาสู่ชุมชน	1	2	3	4	5
หากมีการควบคุม การท่องเที่ยวชุมชนจะเป็นไปด้วยดี	1	2	3	4	5
การท่องเที่ยวชุมชนนำมาซึ่งการพัฒนาที่ยั่งยืน	1	2	3	4	5
การท่องเที่ยวชุมชนทำลายเอกลักษณ์ของชุมชน	1	2	3	4	5
การท่องเที่ยวชุมชนทำให้ชุมชนมีโอกาสในการ มีส่วนร่วม	1	2	3	4	5
การท่องเที่ยวชุมชนทำให้การดำเนินชีวิตของ ชุมชนยากขึ้น	1	2	3	4	5
การท่องเที่ยวชุมชนสนับสนุนการร่วมมือจาก หลายๆฝ่าย	1	2	3	4	5
การท่องเที่ยวชุมชนทำลายสิ่งแวดล้อม	1	2	3	4	5
การท่องเที่ยวชุมชนให้ประโยชน์สำหรับ คนมีเงินเท่านั้น	1	2	3	4	5
การท่องเที่ยวชุมชนเป็นสิ่งที่ดี	1	2	3	4	5
การท่องเที่ยวชุมชนทำให้มีการแลกเปลี่ยน วัฒนธรรม	1	2	3	4	5
การท่องเที่ยวชุมชนมีปัญหาในทางปฏิบัติ	1	2	3	4	5
การท่องเที่ยวชุมชนเป็นเพียงอุดมคติ	1	2	3	4	5
การท่องเที่ยวชุมชนนำเสนอสินค้าและ การบริการที่มีคุณภาพสูง	1	2	3	4	5
การท่องเที่ยวชุมชนมีข้อจำกัด	1	2	3	4	5

ส่วนที่ 2

ท่านต้องการที่จะมีการท่องเที่ยวชุมชนในชุมชนของท่านหรือไม่

.....ต้องการ

.....ไม่ต้องการ

เพราะเหตุใด.....
.....

ลักษณะการบริหารจัดการข้อใดที่ท่านเห็นวาทรราย “การท่องเที่ยวชุมชน” ได้ดีที่สุด (เลือกเพียง 1 ข้อ)

- การจัดการจาก “ล่างสู่บน” ซึ่งเป็นการควบคุมและจัดการ โดยชุมชนเป็นหลัก
 การจัดการ “ร่วมกัน” ซึ่งเป็นการร่วมกันควบคุมจัดการ โดยทุกฝ่ายที่มีส่วนร่วม

กรุณาเลือกว่าใครควรจะเป็นผู้รับผิดชอบในการพัฒนา “การท่องเที่ยวชุมชน” มากที่สุด (เลือกเพียง 1 ข้อ)

- | | |
|---|-----------------------------------|
| ชุมชนท้องถิ่น | NGO (องค์กรอาสาสมัคร) |
| นักลงทุนในท้องถิ่น | รัฐบาลส่วนกลาง (ระดับประเทศ) |
| รัฐบาลท้องถิ่น | นักท่องเที่ยว |
| ผู้จัดการทัวร์และนักธุรกิจทางการท่องเที่ยว | |

ส่วนที่ 3

กรุณาจัดลำดับความสำคัญ (จาก 1 = สำคัญที่สุด ถึง 9 = สำคัญน้อยที่สุด) ซึ่งเป็นขั้นตอนที่ควรทำ หากจะมีการพัฒนาทางการท่องเที่ยวชุมชน ที่เพิ่งเริ่มจะมีการท่องเที่ยวในระยะแรก

<p>_____ <input type="text"/></p> <p>_____ <input type="text"/></p> <p>_____ <input type="text"/></p> <p>_____ <input type="text"/></p> <p>_____ <input type="text"/></p>	<p>_____ <input type="text"/></p> <p>_____ <input type="text"/></p> <p>_____ <input type="text"/></p> <p>_____ <input type="text"/></p> <p>_____ <input type="text"/></p>
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จากความคิดเห็นของท่าน กรุณาเรียงลำดับผลประโยชน์ที่ชุมชนควรจะได้รับจาก “การท่องเที่ยวชุมชน” จาก 1 (สำคัญที่สุด) ถึง 7 (สำคัญน้อยที่สุด)

_____ สิ่งก่อสร้างและสิ่งอำนวยความสะดวกใหม่ๆ _____ ได้เงินและรายได้สู่ชุมชน
 _____ ได้รับโอกาสที่เท่าเทียม _____ พัฒนาคุณภาพชีวิตชุมชนซึ่งครอบคลุมถึง
 ชุมชนที่มีโอกาสและรายได้น้อยที่สุด
 _____ อีสาระในการที่จะร่วมจัดการการท่องเที่ยว _____ อนุรักษ์ทรัพยากรสิ่งแวดล้อมในชุมชน
 _____ ชุมชนได้เป็นที่รู้จักทั่วไปแก่ภายนอก

หากรัฐบาลในท้องถิ่นของท่านต้องการช่วยวางแผนพัฒนาการท่องเที่ยวในชุมชนของท่าน
 ท่านจะมีคำถามอะไรจะซักถามรัฐบาลท้องถิ่นก่อนการพัฒนา เพื่อให้แน่ใจว่าการท่องเที่ยวชุมชน
 จะดำเนินไปในทางที่ถูกต้อง

คำถามที่ 1

.....

คำถามที่ 2

.....

คำถามที่ 3

.....

ส่วนที่ 4

ตำแหน่งและความรับผิดชอบของท่านในชุมชนคือ

.....

อายุ เพศ ประเทศ

.....

ระยะเวลาที่ตั้งถิ่นฐานอยู่ในชุมชน.....

ขอบคุณค่ะที่ให้ความร่วมมือ

SURVEI MASYARAKAT

BAGIAN 1

Lihatlah keempat skenario di bawah ini. Bacalah setiap kasus dan jawablah pertanyaan-pertanyaan yang ada.

Skenario A

- Pariwisata merupakan bisnis yang penting bagi masyarakat setempat.
- Pariwisata dikontrol oleh beberapa operator/biro wisata
- Turis yang berkunjung, datang dari berbagai kebudayaan dan negara.
- Banyak turis datang untuk berkunjung sehingga masyarakat harus menangani dan menyesuaikan diri kepada permintaan yang tinggi.
- Atraksi wisata yang ada merupakan gaya hidup dan kebudayaan setempat.
- Tidak ada periode kunjungan tinggi/rendah.
- Keuntungan utama dinikmati guide lokal, orang-orang yang menangani *homestay*, dan para penjual barang-barang lokal.
- Beberapa akomodasi telah dibangun dengan gaya daerah/asli rakyat untuk memenuhi permintaan. Penginapan ini dimiliki oleh masyarakat setempat dan perorangan.
- Agen-agen wisata membantu mempromosikan area ini dengan cukup gencar
- Di komunitas ini, pariwisata ditangani oleh beberapa operator/biro wisata
- Pemerintah kadangkala memberikan bantuan/dukungan.



Skenario B

- Pariwisata merupakan bisnis utama masyarakat setempat.
- Pariwisata dikontrol oleh pihak swasta yang berpengalaman.
- Beberapa kelompok turis merupakan pasar yang dominan bagi daerah tersebut.
- Kedatangan jumlah turis tinggi dan kebanyakan dari mereka mengikuti paket tur.
- Atraksi wisata dikemas untuk turis dan diadakan secara teratur untuk membuat para turis tersebut terkesan.
- Ada musim kunjungan tinggi dan rendah. Masyarakat menerima pendapatan besar dari turis, khususnya pada musim kunjungan tinggi.
- Penduduk setempat yang bekerja pada biro perjalanan dan yang menjual souvenir mendapat keuntungan dari kegiatan wisata yang ada.
- Berbagai tipe pilihan akomodasi disediakan di area tersebut. Penginapan yang ada dimiliki investor dari luar.
- Tingkat promosi untuk area ini tinggi.
- Di komunitas ini, pariwisata ditangani oleh agen profesional dari luar daerah.
- Pemerintah memberikan fasilitas khususnya bagi pihak swasta yang menjalankan kegiatan wisata di komunitas ini



Skenario C

- Kegiatan pariwisata yang ada melengkapi bisnis dan kegiatan masyarakat setempat
- Seluruh proses kegiatan pariwisata dikontrol oleh penduduk yang tinggal di komunitas tersebut
- Turis yang berkunjung, datang dari berbagai kebudayaan dan negara.
- Permintaan untuk berkunjung tinggi, tetapi tempat yang dituju hanya dapat menerima beberapa turis dalam satu periode waktu.
- Turis yang berkunjung mendapatkan pengalaman dari kebudayaan lokal dengan mencoba langsung makanan tradisional, musik, dan gaya hidup.
- Tidak ada musim kunjungan tinggi/rendah.
- Penduduk setempat membuat kerajinan tangan dan souvenir untuk dijual dan mereka dilatih untuk menjadi *guide* disamping aktivitas utama mereka.
- Akomodasi yang ada merupakan rumah penduduk setempat yang dikontrol masyarakat setempat sendiri.
- Tidak dibutuhkan pemasaran/promosi yang tinggi untuk area ini
- Di komunitas ini, pariwisata ditangani oleh komite lokal yang dipilih masyarakat sendiri dengan dibantu para konsultan dari luar daerah.
- Masyarakat bekerjasama erat dengan pihak swasta dan pemerintah dalam mengembangkan kepariwisataan.



Skenario D

- Sektor pariwisata memberikan pendapatan utama bagi masyarakat setempat.
- Pariwisata dikontrol oleh pihak swasta dengan masukan dari masyarakat untuk beberapa keputusan manajemen.
- Beberapa kelompok turis merupakan pasar yang dominan bagi area ini.
- Jumlah turis yang mengunjungi masyarakat ini tinggi, tetapi dibawah kontrol dan peraturan yang ketat.
- Atraksi wisata yang ada terpisah dari kegiatan masyarakat. Jika turis ingin melihat dan merasakan kebudayaan setempat, mereka harus datang pada waktu-waktu tertentu.
- Ada musim kunjungan tinggi dan rendah
- Biro perjalanan wisata menawarkan kunjungan kebudayaan ke desa tradisonal dengan mengunjungi tempat penjualan kerajinan dan souvenir penduduk local.
- Di area pusat wisata, akomodasi dan infrastruktur dasar dibangun untuk memenuhi kebutuhan turis dan masyarakat setempat. Kebanyakan akomodasi yang ada dimiliki secara privat, tetapi sebagian keuntungan diberikan/disumbangkan untuk usaha konservasi
- Pariwisata di komunitas ini dipromosikan dan dipasarkan di pameran pariwisata nasional maupun internasional.
- Di komunitas ini, pariwisata ditangani bersama oleh sektor privat dan masyarakat setempat.
- Pemerintah juga memberikan dukungan untuk memfasilitasi pihak swasta maupun masyarakat.



Setelah membaca semua skenario yang ada, mohon memberikan penilaian peringkat sebagai berikut :

Contoh terbaik dari PBM	adalah Skenario _____
Contoh terbaik kedua dari PBM	adalah Skenario _____
Contoh terbaik ketiga dari PBM	adalah Skenario _____
Contoh terbaik keempat dari PBM	adalah Skenario _____

Mengapa skenario tersebut yang anda pilih sebagai pilihan terbaik pertama sebagai contoh pariwisata berbasis masyarakat (PBM)?

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.....

Isilah bagian yang telah disediakan berdasarkan pandangan dan pengalaman anda.

Pariwisata berbasis masyarakat yang sukses seharusnya

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.....

.....

.....

Lingkarkanlah angka yang ada mulai dari angka 1 jika anda sangat setuju hingga angka 5 jika anda sangat tidak setuju

	Sangat Setuju	Setuju	Tidak yakin	Tidak setuju	Sangat tidak setuju
PBM akan membawa lebih banyak pemasukan bagi masyarakat	1	2	3	4	5
Di bawah kontrol masyarakat, PBM akan cukup baik berjalan	1	2	3	4	5
PBM bisa berlangsung untuk jangka panjang	1	2	3	4	5
PBM merusak identitas masyarakat setempat	1	2	3	4	5
PBM memberikan kesempatan bagi masyarakat untuk terlibat	1	2	3	4	5
PBM menyulitkan kehidupan masyarakat	1	2	3	4	5
PBM mendorong beragam kerjasama	1	2	3	4	5
PBM merusak lingkungan	1	2	3	4	5
PBM hanya untuk orang-orang kaya	1	2	3	4	5
PBM adalah konsep yang baik	1	2	3	4	5
PBM merupakan bentuk pertukaran budaya	1	2	3	4	5
PBM bermasalah di dalam Prakteknya	1	2	3	4	5
PBM tidak realistic	1	2	3	4	5
PBM memberikan kualitas produk/ servis yang tinggi	1	2	3	4	5
PBM memiliki keterbatasan	1	2	3	4	5

BAGIAN 2

Would you like to have/ continually have tourism in your community?

Apakah anda ingin memiliki/terus memiliki pariwisata didalam komunitas anda?

.....Ya

....Tidak

Mengapa?

.....

.....

.....

.....

Manajemen yang bagaimana seharusnya dalam menjalankan/menangani pariwisata berbasis masyarakat - menurut pandangan anda (Pilih satu jawaban saja)

-Kontrol dari masyarakat (*bottom-up/grass-roots*)
Wewenang penanganan dan tanggung jawab ditanggung bersama oleh seluruh pihak yang terlibat

Siapa yang menurut anda harus memikul tanggung jawab untuk pengembangan pariwisata berbasis masyarakat

- masyarakat setempat
 pengusaha lokal
 Pemerintah lokal
 Tur operator/bisnis usaha wisata
- Organisasi non-pemerintah
 Pemerintah nasional
 Turis

BAGIAN 3

Please rank the item below from most important (1) to the least important (9) as the first step taken to develop community-based tourism in a community where tourism. Consider the situation where tourism is just starting in the area.

- | | | | |
|-------|---|-------|--|
| _____ | Meminta institusi ternama dan bantuan ahli untuk membantu masyarakat | _____ | Mengupayakan keterlibatan semua orang untuk bekerja sama |
| _____ | Membentuk organinasi (Contoh : Komite Pengembangan Pariwisata) | _____ | Menghimpun masukan dan meminta dukungan masyarakat untuk pengembangan pariwisata |
| _____ | Mencari tokoh utama/pemimin untuk melaksanakan program | _____ | Mengembangkan pendidikan dan program pelatihan untuk masyarakat setempat |
| _____ | Memberikan pemahaman kepada masyarakat mengenai kerugian dan keuntungan dari pariwisata | _____ | Memahami sumber daya yang dimiliki oleh masyarakat setempat |
| _____ | Mengembangkan rencana pengembangan pariwisata dengan sasaran dan tujuan yang jelas | | |

Berikan nilai pada keuntungan PBM yang dapat dinikmati masyarakat mulai dari yang paling penting (1) sampai yang paling tidak penting (7) - berdasarkan pandangan anda

_____ Infrastruktur/fasilitas baru	_____ Masyarakat mendapatkan lebih banyak uang
_____ Kesempatan yang sama	_____ Meningkatkan hidup anggota masyarakat yang masih miskin
_____ Kebebasan dalam keterlibatan manajemen pariwisata	_____ Perlindungan terhadap sumber daya alam
_____ Pengakuan terhadap masyarakat	

Apabila pemerintah daerah anda bersedia membantu anda merencanakan pariwisata di komunitas anda, apakah pertanyaan-pertanyaan yang ingin anda sampaikan untuk menyakinkan bahwa pengembangan pariwisata di komunitas anda akan menuju tujuan yang tepat?

Pertanyaan 1

.....

Pertanyaan 2

.....

Pertanyaan 3

.....

BAGIAN 4

Posisi/tanggung jawab anda didalam komunitas

.....

Usia.....

Jenis Kelamin.....

Negara asal.....

Pekerjaan.....

Lamanya anda tinggal di komunitas ini (tahun).....

-----**THANK YOU**-----

Note: There are Form A and B of the questionnaire but the only difference between the two versions was the difference order of the four scenarios in section one. Therefore, the illustration of the questionnaire here was based on Form A version.

APPENDIX K

Mae Kampong's SWOT Analysis

Strengths:

1. The unique way of life such as "Miang" plantation
2. The benefit from beautiful natural resources such as waterfalls and several creeks which are suitable as tourist destinations
3. It is cool the whole year round which affects the simple way of life of the community. This makes the tourists feel more welcome when they arrive in the village.
4. Everyone in the community has a feeling of community ownership so they all love and conserve their environment and resources.
5. The community does not want to adjust to the demand of tourists and want to maintain the community's identity and local tradition.
6. The community is satisfied with the better economic status and opportunities. They therefore try to improve and accommodate tourists in the way of cleanliness of the house and learn English.

Weaknesses:

1. There are only 13 houses which can accept tourists and could accept 60 tourists at the maximum.
2. There are 6 tourism leaders of the village. They are all men who graduated from primary school. All of them have "Miang" plantation as their main career. They have never been educated about guiding or English speaking. They have knowledge about the community, about nature and about tradition but would not be able to answer questions or communicate with international tourists.

Opportunities:

1. The facets of loving nature as well as unique local traditions provide good opportunities for outside people to come to visit.
2. It can be based on sustainable tourism which has eco-tourism as the main form and style of the activities.
3. Ecotourism styles could encourage everyone to love and protect the natural environment and forest as in the community of Mae Kampong.

Limitation:

Mae Kampong village is a small village with only 130 houses so it is hard to expand the area to welcome tourists. The community should be aware of the impact and not to concentrate on only the benefit without considering local identity and character issues because it will reduce the tourism value of the village.

APPENDIX L

Reasons for “Best CBT” from the four communities

Characteristic	Desa Wirun	Seloliman	Koh Pratong	Mae Kampong
Markets Volume and Mode	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Many people come (1) 	<ul style="list-style-type: none"> • Large amount of tourists (4) 	<ul style="list-style-type: none"> • Many tourists (2)
Seasonality/ origins	<ul style="list-style-type: none"> • Tourists are from different countries (1) • No distinct seasonality (1) 	<ul style="list-style-type: none"> • Tourists from many cultures/ countries (2) 	<ul style="list-style-type: none"> • Tourists from many cultures/ countries (6) 	<ul style="list-style-type: none"> • Tourists from many cultures/ countries (both domestic and international) (2)
Attractions Emphasis	<ul style="list-style-type: none"> • Make community well known to national and international market (3) • Moderate promotion (1) 	<ul style="list-style-type: none"> • Promote in national and international exhibition (2) 	<ul style="list-style-type: none"> • Medium level promotion (2) • High level of promotion (1) • More promotion (2) 	<ul style="list-style-type: none"> • Good public relations (1) • High level of promotion (2) • Promote nationally and internationally (4) • Low level of promotion (1)
Character	<ul style="list-style-type: none"> • Various tourism attractions to attract tourists (2) • Perform community culture/ food (4) 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Community is the attraction (3) • Attractions are cultures, tradition and food (17) • Good selling points (1) 	<ul style="list-style-type: none"> • Attractions are cultures, tradition, life style, arts and food and resources and souvenir (15) • Ecotourism (2)
Orientation	<ul style="list-style-type: none"> • Exchange between tourist and local (1) 	<ul style="list-style-type: none"> • Exchange between tourist and local (1) 	<ul style="list-style-type: none"> • Interaction/ exchange between locals and tourists (8) • Tourists are beneficial to community (from their knowledge and confidence) (2) • Service to match tourists who come (3) 	<ul style="list-style-type: none"> • Interaction/ exchange between locals and tourists/ welcoming guests (9) • Serve tourist demand (4)
Accommodation Architecture/ Ownership	<ul style="list-style-type: none"> • Community business (1) 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Own by private sector (1) • Own by community (local houses) (1) • Several styles of accommodation (2) 	<ul style="list-style-type: none"> • Homestay at local houses (6) • Accommodations are in local style (1)
Density	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Want to be crowded place (1) 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
Size	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Large scale (2) 	<ul style="list-style-type: none"> •
Economic status Role of tourism	<ul style="list-style-type: none"> • Tourism as main income will urge economic activity and national income (6) • Tourism is important for local people (2) 	<ul style="list-style-type: none"> • Additional income/ completing existing activities (3) • Tourism is the main income (1) • Tourism is important for local people (1) 	<ul style="list-style-type: none"> • Tourism is community main business/ income (7) • Tourism is additional income (13) • Tourism is important business (3) 	<ul style="list-style-type: none"> • Tourism is additional income (15) • Community main business (4)
Linkages	<ul style="list-style-type: none"> • Export-import products 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Internal linkage (not

	<ul style="list-style-type: none"> marketed (2) Require external developer (1) 			<ul style="list-style-type: none"> forcing by outside power) (2)
Regulation Control	<ul style="list-style-type: none"> Involve the community in tourism (11) Cooperation of community, private sector, and government (6) Cooperation of community and government (2) Need help/ control from professionals/ government (4) 	<ul style="list-style-type: none"> Involve the community in tourism/ control by local (14) Cooperation of community, private sector, and government (6) Manage by private sector /people from outside (5) 	<ul style="list-style-type: none"> Involve the community/ manage by community or leaders (17) Cooperation of community and government (1) Cooperation of private sector and community (1) Cooperation from every parts (2) Professionals control tourism (4) 	<ul style="list-style-type: none"> Involve the community/ manage and control by community/ committee /leader (28) Control by expert (3) Help/ consult by expert (5) Cooperation of community, private sector, and government (1) Cooperation between community and government (1)
Amount	<ul style="list-style-type: none"> Have rule to control tourism not to effect culture/ tradition (1) 	<ul style="list-style-type: none"> Program which maintain culture (1) Facilitate private and local (1) Preserve environment (1) 	<ul style="list-style-type: none"> Strict regulations to maintain cultures (6) Government facilitate operators (2) Conserve natural resources (2) 	<ul style="list-style-type: none"> Clear regulation to control impacts (1) Maintain community ways of life/ culture/ suitable for the community (5) Environment conservation (2)
Emphasis	<ul style="list-style-type: none"> Community benefit (income, job, life quality, family welfare) (13) Area is developed (1) Prosperity of local society (1) Benefits all sectors (2) 	<ul style="list-style-type: none"> Community benefit (income, job, life quality, future, knowledge of tourism business) (25) Development of a community (1) 	<ul style="list-style-type: none"> Community benefit (income, job, economy, facilities, living standard) (31) Tourism will develop the community (2) Strengthen the community power (2) 	<ul style="list-style-type: none"> Community benefit (income, job, life quality, education) (18) Benefit both community and private sectors (1) Community solidarity (4) Sustainable community and development (5)
Management Strategies	<ul style="list-style-type: none"> Government support tourism (1) Good security system (1) 	<ul style="list-style-type: none"> Clear purpose (1) Support from government and private sector (2) 	<ul style="list-style-type: none"> Good planning, system and control (2) Carrying capacity control/ limit tourist number (7) Support by government (5) 	<ul style="list-style-type: none"> Support by government (2) Carrying capacity control/ limit tourist number (1)
Other description	<ul style="list-style-type: none"> Have good resources but do not have facilities to support / less information (2) 	<ul style="list-style-type: none"> Suitable for the respondents' satisfaction and society or community situation (15) Good for all society (2) 		<ul style="list-style-type: none"> It is the best community (1) Have the best process (2)

(N) = case (s) stated by the respondents

APPENDIX M

Reasons for why respondents want and do not want tourism in the community

Themes	Desa Wirun	Seloliman	Koh Pratong	Mae Kampong
1. Community benefits	25	19	34	40
- Income increasing/ increase family welfare				
- Additional income to community				
- it is community main business	1	1		
- community development/ prosperity	2	9	24	14
- develop community as well known destination	1	6	13	4
- better local economic condition	3	5		2
- better living standard	6	4	3	3
- Work opportunities/ investment opportunities	6	3	9	2
- community gain more experiences/ extending community point of view (perception)	7	6	11	20
- exchange/ building relationship with people outside their region				
- educate a community (about tourism, culture)/ knowledge	2	2	1	2
- preserving the environment/ resources	5		8	2
- development and preserve of local culture	5	1	2	2
- show local culture and community capacity/ community proud of their resources (i.e. identities)	4	1	6	7
- Build community solidarity		3		
- For the next generation		3	1	1
2. Management	4	1	1	1
- community involvement/ management in tourism activities				
- Cooperated development			1	
- Integrated benefits				1
3. Other benefits	8			
- extra income/ benefit to government/ nation				
- income to local government		1		
- reflect country's security for foreign people	1			
- Harmony in society	1			
- More tourists visiting			5	2
4. With some condition	1	3	1	
- if people can keep the security of the neighbourhood				
- tourism should not harm the community or activities/ careers				
- should know that tourism gives both advantages and disadvantages	1			
- Tourism should be well developed/ managed			2	1
1. Other (in general)		8		
- Tourism is important				
- "People need tourism"				
- Can give benefits		3		

DON'T WANT TOURISM	Desa Wirun	Seloliman	Koh Pratong	Mae Kampong
- Increase community expense	1			
- Bad impacts (economical, cultural, social, and human resources)	1	-	-	1
- Ruin local identity	-	2	-	1
- Change pattern of society	-	2	-	-
- Want to preserve agriculture society	-			
- Ruin nature	-	1	-	-
- Community's ways of life will be more difficult	-	-	-	1
- Will be less calm and safety because of more strangers	-	-	-	1

APPENDIX N

The agreement on CBT characteristics

	Strongly agree	Agree	Undecided	Disagree	Strongly disagree	Professional perspective
CBT will bring more money to the community	1.66 (0.71)					B
If under community control, CBT will be okay	1.96 (0.78)					OP
CBT generate sustainability	2.06 (0.89)					B
CBT provides chances for community involvement	1.80 (0.82)					OP
CBT encourages multiple cooperation	1.81 (0.77)					B
CBT is a good concept	1.77 (0.71)					OP
CBT is the exchange of cultures	2.12 (0.97)					OP
CBT provides high quality service/product	2.40 (0.98)					ON
CBT destroys community identities	3.65 (1.05)					OP
CBT makes community life difficult	3.67 (1.02)					B
CBT is environmental destroyer	3.66 (1.02)					B
CBT is just for the rich	3.95 (0.97)					B
CBT has practical problems	2.98 (1.00)					ON
CBT is unrealistic	3.46 (0.95)					ON
CBT has its limitation	2.63 (1.04)					ON

1 = Strongly agree, 2 = Agree, 3 = Undecided, 4 = Disagree, 5 = Strongly Disagree/ (Standard Deviation)
 B = Both positive and negative; OP = Only positive; ON = Only negative