A COMMUNITY BASED ASSESSMENT: AN ANALYSIS OF COMMUNITY BASED TOURISM COOPERATIVES IN KALACHE AND HULGOL INDIA

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This study incorporated a community based assessment with a focus on community based tourism in Kalache and Hulgol, India. Kalache and Hulgol are two agrarian based communities located in the environmentally significant region of the Western Ghats. Each of these communities has considered community based tourism as a means to reduce urban youth outmigration, to diversify economic resources, and to encourage the empowerment of women. The primary goals of this study were to understand the community issues and objectives, to determine the level of support for tourism development, to determine participant attitudes toward tourism, and to determine the obstacles to tourism development. The findings of this project address the complexity of operating in the tourism industry, the impacts of tourism, and the use of community based tourism models in support of sustainable tourism.
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CHAPTER 1

OVERVIEW OF APPLIED THESIS PROJECT

1.1 Introduction

This paper is the conclusion of 24 months of information gathering, data collection, and analysis completed for the Spice Route Tourism Cooperative in the communities of Kalache and Hulgol, India. Kalache and Hulgol are located in the Western Ghats, in the Indian State of Karnataka. The Western Ghats are known as one of 36 biodiversity hotspots worldwide (Conservation Gateway 2016:1). Tourists are attracted to the Western Ghats for its rich biodiversity, history, and unique cultural traditions. In response to recent growth in the Western Ghats tourism industry, the Spice Route Cooperative was formed in the community of Hulgol in 2010. The community based tourism (CBT) cooperative was formed to promote community involvement in the tourism decision making process, while also ensuring an equitable share of the benefits resulting from tourism. The CBT cooperative utilizes a bottom-up approach involving the community in all planning and decision making stages of CBT.

After five years of operating in the community of Hulgol, the Spice Route Cooperative decided to complete an assessment of a secondary CBT destination. The actual community based assessment was developed over the course of a six plus months, as I exchanged emails and phone calls with both key stakeholders and the Spice Route Cooperative. The Spice Route Cooperative decided to initiate an assessment to assist in the development of a secondary CBT area. The Spice Route Cooperative has recognized that CBT is more successful when it is part of a network of tourism destinations. It is the long term goal of the Spice Route Cooperative to assist other communities in forming a small network of CBT destinations, which could be used
in conjunction with surrounding tourism destinations to form a tourism trail. Currently, it is
difficult to travel for extended period of time in this region of Karnataka due to limited lodging
options. A tourism trail with lodging options would give tourists the opportunity to travel for an
extended period of time through Northern and Central Karnataka.

As a part of this study Kalache, a previously undeveloped tourist destination was chosen
as the primary research site. Kalache was chosen as the research site by the Spice Route
Cooperative for three primary reasons. First, Kalache’s community leaders expressed an
interest to the Spice Route Cooperative of potentially developing tourism in their community,
before outside interests had an opportunity to do so. Kalache community leaders and Spice
Route Cooperative stakeholders recently worked together as there was a hydro project
constructed near Kalache. This project drew the protest of Kalache community members as
well as number of India’s environmental leaders, one of which is a key stakeholder in the Spice
Route Cooperative. Second, Kalache was chosen as a research site because it is centrally
located in Northern Karnataka, which could assist in the development of a tourism network.
There are two larger road systems that run north to south in Karnataka. One is located on
Karnataka’s coast and the second runs through central Karnataka. Third, Kalache was chosen
because it offers an abundance of nature and cultural tourism activities, which could potentially
draw tourists to the area, outlined in appendix D.

A community based assessment with a focus on CBT issues was conducted in Kalache
incorporating in-depth interviews, a group interview, and surveys. As a part of the community
based assessment process, background information was first gathered to understand
community issues and objectives. The community based assessment was then used to provide
insight into the level of support for tourism development in Kalache, participant attitudes toward tourism measured in terms of social, economic, and environmental factors, and participant attitudes toward the obstacles of tourism development in Kalache. Last, an assessment of tourism policies, markets, labor force, infrastructure, and attractions was conducted to assist the Spice Route Cooperative in determining the future tourism development needs of Kalache.

As a second part to this research project, a briefer assessment was also completed in the community of Hulgol, which incorporated surveys, in-depth interviews and a group interview. This assessment measured participant attitudes toward tourism in terms of social, economic, and environmental factors, as well as participant attitudes towards the future obstacles to tourism development in Hulgol. The Hulgol assessment also provided additional insight into participant reported economic, social, and environmental impacts realized as a result of tourism.

1.2 Theoretical Perspectives

In this study, the researcher has used a systems-based approach building on Przeclawski’s interdisciplinary approach to studying tourism, which encompasses issues that are social, economic, and environmental in nature (Burns 2004:1). Studying social, economic, and environmental returns of a project is also referred to as the triple bottom line (Gutierrez 2014:26). The systems based approach provides a holistic view of tourism through the study of tourism processes, products, impacts, and subsystems. The study of tourism processes allows for an enhanced understanding of travel patterns, ownership patterns, and types of travel.
The study of tourism impacts allows the researcher to gain a more in-depth understanding of the social, economic, and environmental factors related to tourism. The study of tourism subsystems allows for a better understanding of the tourism industry through the identification of producers, consumers, and marketers. Last, the study of tourism products allows for a more advanced understanding of destination attributes, types of tourism, and tourism seasonality.

This study focuses on sustainable tourism development through the use of CBT. Sustainable tourism development aims to respect the local people and culture while also protecting the environment. To achieve sustainable tourism development, there is the needed participation of local stakeholders in all stages of tourism development. The model studied in support of sustainable tourism development in this project is CBT.

CBT is founded on the inclusion of local people in the planning and decision-making processes and on the equitable sharing of benefits derived from tourism. This research builds on the work conducted by Reid on community-based approaches. According to Reid, “employing a community-based approach to tourism development, based on social learning/mobilization framework; can aid in the implementation and sustainability of the development as often such projects have greater community support and buy in from an inclusive list of stakeholders.”

The research conducted focuses on how a community-based approach can assist in the planning, implementation, and development of a sustainable tourism framework. The research also considers what benefits or impacts are realized as a result of CBT. According to Harwood, “the primary purpose of CBT as a community outcome is to provide development opportunities..."
that distribute benefits that otherwise do not exist across a community, these benefits include economic returns, while also empowering a community with the skills and resources to develop a sustainable tourism enterprise” (Harwood 2010:1911).

1.3 Theory and Project Execution

In this study project, the researcher has used a systems based approach to study tourism processes, products, impacts, and subsystems. In support of a systems based approach, the researcher conducted a community based assessment, with a focus on CBT issues. The community based assessment first gathered background information to identify community issues and objectives. Next, the community based assessment was used to provide insight into the level of support for tourism development. Then the community based assessment was used to further understand participant attitudes towards tourism measured in terms of social, economic, and environmental factors. Next, participant attitudes toward the obstacles to tourism development were measured. Last, an assessment of tourism policies, markets, labor force, infrastructure, and attractions was conducted to assist in determining future tourism development needs in Kalache. The community based assessment was completed with a focus on the role of local community participation in CBT planning and development.

1.4 Site Description

This research project was conducted in the two communities of Kalache and Hulgol, located in the Indian state of Karnataka. Each of these communities is located in the
environmentally significant area of the Western Ghats. The Western Ghats is one of 36 biodiversity hotspots worldwide (Conservation Gateway 2016:1). Biodiversity hotspots are identified based on their high level of endemic species, many of which are threatened by habitat loss and human activities. Biodiversity hotspots are incredibly important to the conservation of species and to the security of global biodiversity (Conservation 2016:1). The Western Ghats contains 30% of all plant, fish, herpetofauna, bird, and mammal species found in India, while only comprising about 6% of the total land mass (Viswanath 2011:1).

The state of Karnataka is home to a rich cultural heritage having many archeological sites and natural attractions of note. Some of the most popular attractions include the world heritage sites of Hampi and Pattadakal, 300 km of coastal landscapes, five wildlife national parks, and 22 wildlife sanctuaries (Department of Tourism 2010:24). Karnataka also has the benefit of being between two of the largest national tourist hubs of Goa and Kerala.

Kalache is a small community located in the Western Ghats of Northern Karnataka, India. The area surrounding Kalache is comprised of dense forests, which are protected by the government from any logging or hunting. The community spans a total of six kilometers, which is surrounded by backwaters and the Kali River. The population of the community is approximately 1,000 people. The village’s primary means of sustenance is farming, with most families owning a small plot of land one to two acres in size, where they grow a variety of vegetables and spices.

The community is reliant on a co-operative society, which supplies groceries and other essential items to the people of the area. The co-operative also provides loans to the local community to assist with credit needs. The community has a longstanding history with
cooperatives, and is organized through a cooperative society in a democratic fashion. There is a primary and secondary school in the community, which has been in operation for over 100 years.

Hulgol is located near Kalache, in the Western Ghats in the State of Karnataka. Hulgol is larger than Kalache, with a total population of approximately 6,000 people. The forests that surround Hulgol are protected and are some of the best managed and well preserved in India. The basis of the local economy is farming with the average family owning one to two acres of land. Seasonal activities are determined by propagating, planting, protecting, harvesting, and processing of different spice crops. The main cash crops include areca nut, banana, cardamom, black pepper, vanilla, cocoa, nutmeg, clove, coconut, honey, dried vanilla, and milk products. The spices are sold through the Totagars Cooperative Society, one of the oldest cooperative societies in Karnataka. The cooperative plays a significant role in the community helping to organize people, assisting with the sale of crops, and providing much needed financing for the community.

Tourism in the region is primarily pilgrimage or nature based. The major pilgrimage areas include: the Marikamba Temple, Sashasralinga, Madhukeshwara Temple, Swarnavali Mutt, Vadiraj Mutt, and Jain Mutt (Viswanath 2011:10). Nature based tourism areas include the rock formations at Yana, Unchalli Falls, Magod Falls, and Sathodi Falls.

1.5 Client Description

The client for this research project was the Spice Route Cooperative. The Spice Route Cooperative is a tourism cooperative, which was founded in the city of Hulgol in 2010. The
cooperative was formed in conjunction with the European NGO Village Ways. The Spice Route Cooperative is the first in Karnataka and is registered under the Karnataka Souharda Sahakari Co-Operative Act. This act helps to ensure that the society operates in the interests of its members and also protects the cooperative from outside interests. Cooperatives in Karnataka have a long 100 plus year history with a good reputation for democratic governance and minimal government interference. As Cooperatives are a common place, the community’s residents understand and are comfortable with cooperative structures. Due to a high familiarity with cooperatives, a cooperative structure was a natural fit for Hulgol’s CBT enterprise.

The Spice Route Cooperative was formed to allow for sustainable community management of tourism, ensuring local participation and an equitable distribution of tourism benefits. The Spice Route Cooperative priorities include the conservation of the rich natural heritage and biodiversity of the area, being gender-just, protecting and respecting socio-cultural heritage and rights in communities, being non-exploitive, transparent, democratic, and participatory (Village Ways 2011:1). The Spice Route Cooperative also recognizes that tourism cannot be the only alternative for local economic development; rather than relying solely on tourism development existing livelihoods and skills should be enhanced through tourism development (Village Ways 2011:1).

The Spice Route Cooperative is open to all community members who purchase a minimum of one Rs. 100 share. One Rs. 100 share entitles the member to nominal membership, which includes the right to a dividend, but no voting rights. Regular membership is Rs. 1000 and includes full voting rights. Currently there are a total of 53 members, including
16 nominal members. The cooperative operates under a board of directors, comprised of six regular members including representatives from Hulgol sub committees and from Village Ways. The cooperative has thus far achieved a good gender balance on both the board and sub committees.

The concept of the Spice Route Cooperative Guesthouse differs from a homestay because guests do not stay in the community, but rather stay in a guesthouse near the community. The guesthouse is also unique in that only locally sourced organic food is served to guests. The cooperative is staffed by a combination of house staff and guides. There are six trained guides who operate on a rotational basis. The guides are trained as naturalists and speak English fluently. Many of the guides are the sons of spice farmers or spice farmers themselves, who have an intimate knowledge of spice farming techniques. Significant efforts are made to ensure that the Spice Route Cooperative is inclusive of the entire community.

1.6 Research Aims

In recent years, there has been a shifting focus to collaborative community based tourism models, which have shown success in reducing some of the most significant negative social, economic, and environmental impacts associated with tourism (Johnson 2010:150). Socially, there has often been an “inequality between developers and community members that affects the degree of local control,” in the tourism planning and development process (Johnson 2010:151). Economically, profits from tourism are leaving communities an alarming rate through economic leakage as a result of outside ownership. Environmentally, tourism has been and continues to be the cause for significant depletion of natural resources.
CBT has reduced negative impacts associated with tourism by utilizing a bottom-up approach to promoting local capacity building and community participation (Goh 2015:43). CBT emphasizes local input and control over the type, scale, and intensity of tourism development (Johnson 2010:151). The ability to retain control over tourism through all stages of CBT allows a community to develop tourism according to their own values and interests (Johnson 2010:151). This ability to develop tourism in line with community values is essential to reducing negative impacts from tourism while also promoting positive changes within communities.

My research aims to first understand the community issues and objectives of Kalache to identify where CBT principles can be implemented to socially, economically, and environmentally benefit the community. My research also aims to gain insight into participant support for tourism development, participant attitudes toward tourism measured in terms of social, economic, and environmental factors, and participant attitudes toward the obstacles to tourism development in Kalache. The community of Kalache is facing a number of social, economic, and environmental pressures. Socially, children are leaving the community for large cities at an alarming rate, often in search of better jobs, education, and a global connection. Economically, community members are in need of new ways to increase and diversify their farm based income sources. Environmentally, deforestation, pollution, and littering are impacting surrounding communities as a result of large energy projects and to a lesser degree tourism.

1.7 Client Deliverables

As a part of the research project deliverables a community based assessment report has
been completed with a focus on CBT issues. This report first outlines Kalache community issues and objectives, which include retaining control over the tourism development process, reducing youth outmigration, and diversifying income sources. Next, an assessment of the level of participant support for tourism development in Kalache is provided. Then an assessment of Kalache participant attitudes toward tourism measured in terms of social, economic, and environmental factors is furnished. Participant perceptions of social factors associated with tourism include the development of public facilities and the improvement of infrastructure, the increase in prices of goods, the increase of crime, and the overcrowding of local destinations. Participant perceptions of economic factors associated with tourism include the distribution of tourism costs and benefits in the community, the future economic opportunities of the community, and the changes to income and quality of life resulting from tourism. Participant perceptions of environmental factors associated with tourism include impacts on the environment and natural resources resulting from tourism. Next, an analysis of Kalache participant attitudes toward the obstacles of tourism development is supplied. Last, an assessment of tourism policies, markets, labor force, infrastructure, and attractions is produced to assist in determining future tourism developmental needs in Kalache.

An assessment of Hulgol participant attitudes toward tourism measured in terms of social, economic, and environmental factors is also furnished. The participant perceptions of the social, economic, and environmental factors associated with tourism measured in Hulgol is the same as outlined above. Last, an analysis of Hulgol participant attitudes toward the future obstacles to tourism development is supplied.
The reports and inventories provided are to be used by the Spice Route Cooperative to better understand participant support for tourism development in Kalache. Next, the reports are used to understand motivating factors for community engagement in CBT in Kalache. Then the reports and inventories are used to understand participant attitudes toward tourism, measured in terms of social, economic, cultural, and economic factors in Kalache. Next the reports are used to better understand participant attitudes toward the obstacles to tourism development in Kalache. Last, the inventories provided are used to understand the available natural and cultural resources that could attract tourists, the policies in place which could promote or affect tourism, and the needed infrastructure, training, and labor to support tourism.

1.8 Client Relationship

The introduction to the client was made with the assistance of Dr. Pankaj Jain, professor in the UNT Anthropology Department, in August of 2014. Dr. Jain had a high level of familiarity with the client after touring the Spice Route Cooperative facilities in 2013. During the first six months of the project a number of communications were exchanged between the Spice Route Cooperative and me. As part of these initial conversations, Kalache was identified as a research site which could potentially benefit from CBT.

To prepare for conducting research in Kalache, I gathered background information on the community and developed potential research questions. I also developed a proposal and a community based assessment that could be conducted in the community of Kalache. Once the preparatory work was completed, I spent 3 weeks in the communities of Kalache and Hulgol
conducting the community based assessment. The community based assessment process included interviews, group interviews, and surveys with a total of 50 Kalache community members and a total of 25 Hulgol community members. The complete analysis of the community based assessment is located in the latter sections of this paper.

1.9 Research Questions

My research took part in two phases. The first phase of research focused on the community of Kalache. The community thus far has remained undeveloped for tourism; however as accessibility to the community has improved community members have begun considering the potential for tourism development. To better understand participant attitudes towards tourism a community based assessment was conducted. The assessment incorporated surveys, in-depth interviews, and a group interview to answer the following research questions:

1. What is the level of participant support for tourism development in Kalache?
2. What are participant attitudes toward tourism measured in terms of social, economic, and environmental factors in Kalache?
3. What are the participant attitudes toward the obstacles to tourism development in Kalache?

The second phase of the study took place in the community of Hulgol. A series of surveys, interviews, and a group interview were administered in Hulgol to answer the following questions:

1. What are participant attitudes toward tourism measured in terms of social, economic, and environmental factors in Hulgol?
2. What are participant attitudes toward the future obstacles to tourism development in Hulgol?
1.10 Conclusion

CBT is increasingly being used as a model in rural communities to involve local community members in the development and ownership of tourism projects, to reduce the negative impacts associated with tourism, and to promote positive social, economic, and environmental impacts (Johnson 2010:150). Positive impacts of CBT include reducing urban youth outmigration, empowering women, diversifying income sources, and protecting natural resources. This study aims to identify how CBT principles can be implemented to reduce negative impacts associated with tourism and to promote a more economically, socially, and environmentally sustainable form of tourism. This study also explores participant attitudes toward supporting tourism development, participant attitudes toward tourism measured in terms of social, economic, and environmental factors, and participant attitudes toward the obstacles to tourism development.
CHAPTER 2

LITERATURE REVIEW

2.1 Anthropology of Tourism

The anthropology of tourism is a relatively new field of study; as such the literature review begins with a brief overview of the history of the anthropology of tourism. The anthropology of tourism field first began gaining notoriety in the early 1970s with work by Valene Smith who documented the impacts of tourism, MacCannell who developed theories on tourism in modern society, and Cohen, Crick, Graburn, and Nash who published some of the earliest field pieces on the anthropology of tourism (Wallace 2005:1). These early anthropological studies generally considered the impact of “tourists and tourism on local communities, especially in rural regions” (Wallace 2005:1).

Post-modernist perspectives have played an important role in the development of the anthropology of tourism (Wallace 2005:8). Today researchers are becoming more concerned with understanding the tourist culture, which is shaped by the relationships between the tourists and the toured. Recently the field has moved to “a more balanced perspective that has begun to acknowledge the complex and pervasive nature of tourist practices, the conventions and agency of hospitality, and the multiple and sometimes conflicting ways in which tourism is mediated” (Wallace 2005:27).

Anthropology has made significant contributions to the study of tourism through ethnographic accounts of tourist places and situations. In these accounts the ethnographic approach has been used to better understand the community which is being studied. The ethnographic approach is important because in many instances it can be difficult to generalize
tourism experiences across different communities. “A particular tourism activity that is judged to be beneficial to a host community in one instance might be discovered to be harmful to another community” (Chambers 2010:2). Therefore, a tourism enterprise must be judged solely in the context of its own community.

Tourism is significant to the field of anthropology due to its far reaching cultural impact and influences. “Tourism is a significant catalyst of economic development and sociopolitical change, processes that are central to the interests of many anthropologists” (Stronza 2001:264). Tourism is also significant to anthropologists because of its ability to connect people from different cultural backgrounds. “When tourists and locals come together, both have the opportunity not only to glimpse how others live, but also reflect on their own lives through the eyes of others” (Stronza 2001:264).

Historically, anthropological research on tourism has focused on the impacts to local inhabitants. This has allowed for an understanding of how host communities have changed as a result of tourism, but has left little in the way of understanding why people and host communities engage in certain types of tourism or tourist activities. “The goal of future research should be to explore incentives and impacts for both tourists and locals throughout all stages of tourism” (Stronza 2001:261). This more holistic focus of research allows for a furthered understanding of how hosts can achieve more balanced economic, social, and environmental benefits while also providing for a greater understanding of how tourism impacts the tourist.
2.2 Impacts of Tourism

2.2.1 Social Impacts

Today, rural communities in particular, are facing a number of social pressures as the values and behaviors of local communities have been threatened. These pressures include “changes to the family structure, relationships, collective traditional lifestyles, and moral values” (Gutierrez 2014:36). One of the greatest threats to family structure and traditional lifestyles is the outmigration of youth. Youth are increasingly leaving their communities and moving to larger cities in search of a better education, jobs, and a global connection. This outmigration of youth is leaving a shortage of labor, in what are often labor intensive communities, further threatening the future sustainability of traditional lifestyles and livelihoods.

Many developing communities are also facing increasing pressure to empower women by increasing their involvement in the planning and implementation stages of tourism projects. “Integrating gender perspectives into the discussion of tourism is particularly important as the tourism industry is one of the major employers of women, offers various independent income generating activities, and at the same time affects women’s lives in destination communities” (Gutierrez 2014:36). As women are increasingly involved in tourism planning, they gain a greater say in the tourism process, allowing for a greater opportunity to represent their own interests.

2.2.2 Economic Impacts

Tourism has often been used to promote economic development, however in certain
instances tourism has also been the cause of economic setbacks. One of the most significant economic problems being faced is the leakage of profits from local communities. The leakage of profits is generally associated with investments in first class accommodations, such as large high rise hotels or other expensive tourism facilities. These types of facilities are generally owned by large international corporations, which often save or send profits back to their home countries, rather than investing them back in local infrastructure. Ultimately, the amount of profits that leak from a country or region depends greatly on the degree to which tourism investment is or is not dominated by foreign capital (Chambers 2010:35).

“Even in places where a substantial part of the profit from tourism stays in the country, there can be questions as to how much the local population actually benefits from the industry” (Chambers 2010:35). One of the primary issues with the economic benefits realized is the distribution of profits to the community as a whole. “A large share of tourism’s profits usually goes to the upper segments of society – to the people who have, in their own right, the capital to invest in tourism development” (Chambers 2010:35). Another potential issue resulting from tourism is that there may be a rise in the price of food, rent, and community services (Chambers 2010:36). As the prices for land and goods increase there is the potential for the displacement of local populations.

2.2.3 Environmental Impacts

The negative environmental impacts resulting from tourism are widespread, being most severe in poorer regions that have become economically dependent on tourism but lack the political, economic, and technical resources to provide the necessary controls to protect the
environment (Chambers 2010:71). One of the most common problems being faced is the depletion of natural resources, including fresh water. A considerable driver in the depletion of natural resources results from the expectations of the tourist. If we take water for example, “each tourist on average requires three times more water than a local inhabitant” (Chambers 2010:71). In this instance the depletion of fresh water resources can have extended effects on the environment, including a reduction of biodiversity and agricultural production.

In addition to stress on water resources, greater numbers of tourists have caused for an increased need for energy resources and the depletion of fossil fuels. Tourism can further “contribute to pollution problems through the discharge of sewage and vehicle emissions” (Chambers 2010:71). Increased vehicle traffic directly impacts soil erosion and a depletion of vegetation. As land is developed for tourism there are also changes in the natural land use patterns. This can include a reduction in agriculture land, influencing not only food production, but also the availability of agricultural employment opportunities. As agricultural land is converted for tourism uses, the price of food can rise, leading to further hardships faced by the local inhabitants.

2.3 Types of Tourism

Tourism in many cases has been detrimental to communities contributing to negative social, economic, and environmental impacts. These negative “side-effects have led to a growing concern for the conservation and preservation of natural resources, human well-being and the long-term economic viability of communities” (Choi 2005:1274). As tourism-planners have become more aware of these negative side-effects, alternative frameworks have been
developed to plan and manage tourism development. “Alternative tourism includes forms of tourism that are consistent with natural, social, and community values, and which allow both hosts and guests to enjoy positive and worthwhile interactions and shared experiences” (Stronza 2001:274). Some of these alternative tourism frameworks include sustainable tourism, ecotourism, nature tourism, and CBT. The alternative tourism frameworks of ecotourism, nature tourism, and CBT have been built upon many of the principles of sustainable tourism.

2.3.1 Sustainable Tourism

Sustainable tourism first began gaining notoriety in the late 1980’s as a way to manage tourism in manner that was economically, socially, and environmentally responsible (International Trade Center 2017:1). Sustainable tourism is defined as “tourism that respects both local people and the traveler, cultural heritage, and the environment” (UNESECO 2016:1). For tourism to be sustainable it needs to make optimal use of environmental resources and respect socio-cultural authenticity of host communities. For sustainable tourism to be viable there must be long term economic and socio-economic benefits, which are distributed equally across the community. “The development of sustainable tourism requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building” (Asker 2010:1).

As new ways of encouraging sustainable tourism are devised, “the struggle to define and agree on the terms of sustainability across cultures can be a difficult one” (Chambers 2010:90). This can be especially true as much of the sustainability framework is based upon Western values. Furthermore, the principles of sustainability associated with sustainable
tourism are in reality a reflection of unequal power relationships between the “First World” and
the “Third World,” with the terms and meanings of sustainability controlled by those with the
power and authority to enforce them” (Chambers 2010:91). The only successful approach to
sustainable tourism development includes local community involvement in the development of
tourism practices and policies, which are in line with community objectives.

2.3.2 Ecotourism

Ecotourism “involves travel to enjoy and engage with attractive and interesting
surroundings – often identified as natural – in a way that does not degrade those surroundings”
(Carrier 2005:315). Ecotourism also often incorporates travel to engage with indigenous people
in a manner which supports them. It is the underlying goal of ecotourism to experience natural
and cultural resources without exploitation, while at the same time providing economic
benefits to local residents. Local communities can receive economic benefits through
ecotourism by preserving resources which attract tourists. “Ecotourism not only encourages
the retention and conservation of natural resources but also serves to educate both the tourists
and their host communities as to the complex interaction of human and natural environments”
(Chambers 2010:85).

2.3.3 Nature Tourism

Nature tourism is a term that has been used to describe tourism which is aimed at
experiencing the natural. “Nature tourism as an idea is wider than ecotourism because it
includes all the leisure activities taking place in the natural environment, but smaller in the
sense that it is not necessarily value oriented” (David 2011:211). In addition to the natural environment, nature tourism can include indigenous culture as a point of emphasis. As this type of tourism focuses both on natural habitat and the local culture, the experience can be quite educational, allowing tourists to further appreciate the relationship that a particular group has with the surrounding environment.

2.3.4 Community Based Tourism

CBT is a form of sustainable tourism, which is built on the principles of being community owned, favoring local service providers and producers, involving interactions between community members and visitors, where the benefits realized are retained within the community (Asker 2010:2). Some of the common attributes of CBT include: an aim to benefit local communities particularly in rural or indigenous communities, the hosting of tourists in the local community, the managing of tourism communally, the sharing profits and benefits equally, using a portion of the profits for community development, and the involvement of the community in tourism planning and decision making processes (Asker 2010:3).

According to Asker, CBT is built upon the principals of sustainable tourism, which includes making an optimal use of environmental resources, respecting socio-cultural identity, and providing socio-economic benefits to all stakeholders (Asker 2010:1). Even though CBT is built upon the principles of sustainable tourism, for tourism to be considered community based it must involve interactions between visitors and the host community, be managed and owned by the community for the community, favor local service and supply providers, and be focused on communicating the local culture and environment to tourists (Asker 2010:2).
CBT also focuses on resource management in a way that social and economic needs are met without jeopardizing ecological processes and biological diversity. CBT aims to minimize negative environmental effects while improving the socio-cultural well-being of the local inhabitants. To achieve the goals of CBT there must be a partnership between all community stakeholders including the hosts, governments, and intermediary businesses. Furthermore, the involvement of the stakeholders must occur at all levels of CBT planning and policy making (Choi 2005:1275).

In CBT, all assets should belong to the community, and local leadership should comprise the majority of board positions. The income generated from CBT should be socially and environmentally responsible and financially self-sustaining (Mizal 2014:23). The benefits realized from CBT should also be shared equally across the community. Even those who are not directly involved in a CBT project should receive some sort of benefit. Community benefits are often derived from a community fund which is setup in the initial stages of CBT; the funds can then be used to finance infrastructure, educational programs, or other needed social programs.

CBT is unique as it offers the tourist the opportunity to experience village life and to participate in village activities. CBT also promotes education and interpretation as part of the tourism experience, increasing local and visitor awareness of conservation, while minimizing the impacts on the natural and socio-cultural environment (Galyan 2011:2). CBT also promotes knowledge sharing between different people and cultures, which can further spur technological innovation and the improvement of educational programs.

In contrast to many past development projects where a top-down approach has been taken, CBT utilizes a bottom-up approach to promoting local capacity building and community
participation (Goh 2015:43). CBT also emphasizes local input and control over the type, scale, and intensity of tourism development (Johnson 2010:151). The ability to retain control over tourism through CBT allows a community to develop tourism according to their own values and interests (Johnson 2010:151). Utilizing a bottom-up approach also allows community members to gain valuable experience in management, marketing, and project implementation, which can be used to enter alternate employment fields in the future.

2.4 Why Communities Engage in CBT

“Community-based tourism development empowers people to be more aware of the value of their community assets – their culture, heritage, cuisine, and lifestyle” (George 2007:1). CBT provides the opportunity for communities to share their cultural assets with visitors, while the visitor increases their awareness about their host’s culture. Communities may engage in CBT because, “CBT focuses on removing constraints to participation in tourism and developing the human capital of the locale such as gender equality, creating local employment, entrepreneurial and education for locals, and on devising and applying a comprehensive community development process to tourism planning” (Harwood 2010:1911).

2.4.1 Economic Implications

Economically speaking, CBT has the ability to both increase and diversify income sources. CBT is generally located in rural areas where farming provides the only source of income. The ability to diversify this income source is becoming increasingly important as global crop prices have fallen in the past few years. CBT also provides jobs to those who may
otherwise leave the community in search of higher paying jobs, including women and young adults. CBT acts as a training ground for future participation in other economic sectors within the community (Hamzah 2009:8). As community members participate in all stages of CBT, they are better positioned to take future leadership roles or participate in new entrepreneurial activities.

2.4.2 Gender Equality

CBT has shown the potential for creating jobs at various entry points for women, including self-employment opportunities in small and medium sized enterprises. Women have also been very well positioned to take on significant leadership roles in CBT enterprises. “Through providing women with employment opportunities and key decision making roles, income derived from tourism can directly increase their family’s quality of life in a more beneficial manner than when men are in control of the benefits from tourism” (Asker 2010:32). Oftentimes, women have not had the opportunity to enter the workforce due to household constraints. Tourism employment can help with these constraints by offering part-time positions and flexible hours, which give women the opportunity to manage both their households and tourism jobs. The ability to enter the workforce and earn extra income has proved to be very empowering, providing women with a greater say in their households and communities.

2.4.3 Urban Youth Outmigration

The reason “many rural communities embark on CBT is because they have a decreasing
population and or changing demographic structures (such as youth migrating to urban centers)” (Asker 2010:34). Youth are increasingly leaving their communities for larger cities in search of higher paying jobs and a better education. The amount of youth outmigration has left the future viability of many small communities in doubt. Outmigration driven by better economic opportunities has created dysfunctional rural communities where the population of older people is dominant (Mohammad 2012:9).

CBT is able to reduce youth outmigration by providing training programs and job opportunities that increase economic opportunities for young adults. CBT has been especially successful in retaining youth by providing them with the language, financial, and management skills needed to interact with tourists. Overall, CBT continues to be a strong tool in reducing youth outmigration by providing new economic opportunities and transferable skills, which can be used in future employment endeavors.

2.4.4 Environmental Implications

Rural and biodiverse areas are facing increasing pressures from large infrastructure projects, which are the cause of significant deforestation and environmental degradation. CBT contributes to biodiversity strategies by reinvesting funds into conservation activities and by protecting natural resources that encourage tourism (Jones 2008:2). CBT can be used as an economic alternative to some of the larger infrastructure projects by providing alternative revenue sources. Furthermore, CBT is often best positioned to protect natural resources, as local people already have a high level of familiarity with managing their own natural resources.
2.4.5 Cultural Exchange

CBT provides a significant opportunity for the exchange of information among different groups of people, allowing for a deeper understanding of different cultures, ecosystems, and skills (Strange 2013:10). CBT has played a critical role in allowing youth in particular the opportunity to gain new skills through cultural exchange. It is common for tourists to donate their time, knowledge, and money to educational programs that help residents in developing new skills. CBT also has assisted in the reduction of youth outmigration through cultural exchange. Youth are increasingly leaving smaller communities for larger cities in part to have a greater global connection. CBT employees are more likely to enjoy this global connection as they work with tourists from all walks of life and areas of the world.

2.4.6 Poverty Alleviation

One of the potential benefits of CBT is the alleviation of poverty. CBT is often located in areas with few job opportunities or economic resources. As such CBT has the potential of providing new jobs and diversifying local income sources. “Because of the economic structure of the tourism industry, mostly consisting of small to medium sized businesses, tourism development can have an important multiplier effect across the economy without necessarily involving large investments or major infrastructure development” (Tresilian 2006:16). Tourism is attractive to the poverty alleviation movement because tourism is consumed in the same place where it is produced; tourism is also highly labor intensive employing large numbers of people, including high percentages of young people and women (Tresilian 2006:17).
2.5 Barriers to Community Based Tourism

For CBT to be successful there must be local participation in the planning and implementation stages of a project, however many barriers to community participation in CBT exist. The limited participation in tourism development is most prevalent in developing countries, where local populations have often been excluded from the decision-making process (Kim 2014:1). Culturally, major constraints to community participation are often the result of low levels of education and inadequate information about the tourism development process (Kim 2014:3). Without proper education and tourism industry experience, it can be difficult for a community to begin the development of a tourism enterprise.

There is also often limited community capacity and technical knowledge of tourism planning and development. This lack of experience in tourism planning often leads to a lack of confidence, which results in reduced participation in the tourism planning process. Providing the community with even limited amounts of training in language and hospitality services can provide the confidence needed to participate in a CBT. This training can be provided through partnerships with organizations that have tourism experience, including NGO’s and private enterprises.

Economic constraints can also lead to a lack of participation in CBT projects in the developing world. Often those living in a lower socio-economic status invest all of their time and energy on meeting their basic needs, thus leaving little resources for tourism planning. These communities also generally lack the necessary financial resources and tourist facilities to accommodate tourists (Kim 2014:3). If a community does not have adequate financial resources it is very difficult to get a CBT project off of the ground.
2.6 Community Based Tourism Principals for Success

2.6.1 A Participatory Approach

Principal conditions for success of CBT include genuine community participation, ownership, and control; strong and cohesive community structures; marketable products based on community assets; and sound destination management (Armstrong 2012:1). “A wide held belief is that unless local residents are empowered and able to participate fully in decision making and ownership of tourism developments, tourism will not reflect their values and will be less likely to generate sustainable outcomes” (Sebele 2010:137). When locals are involved in the tourism planning and implementation processes it helps to legitimate CBT for the community. When there is community participation there is also an open forum to inform, educate, and incite feedback from the community. “If local communities are empowered to consult with other stakeholders in the planning and decision making processes about the management and future development of tourism in their areas, there is a greater likelihood that tourism will be successful” (Kim 2014:2).

A participatory approach is always encouraged from the initial planning stages of a CBT project. Individuals and organizations needed to support a project should be identified in the initial planning stages (Gutierrez 2014:1). These community members can then assist in the expansion of the project by creating buy in from other community members. These members can also help lead the management and decision making processes of the project (Armstrong 2012:5). All too often the community plays virtually no role in the management and decision making process of a project. To have true long term viability of CBT, there must be “genuine local consultation, agreement, and practical involvement” (Armstrong 2012:18).
2.6.2 Partnerships and Marketability

Successful CBT enterprises are often reliant on partnerships with the private and not for profit sectors. In the early stages of tourism development, CBT enterprises can receive funding, external training, and grants from NGOs and private organizations (Armstrong 2012:3). These organizations can also provide much needed tourism industry expertise that communities are often lacking. Many studies have stressed that joint ventures between CBT enterprises and private enterprises are key to generating a strong market position and ultimately to becoming profitable (Armstrong 2012:3). However, as the CBT enterprise develops its skills and industry knowledge it is important that it becomes less reliant on external organizations and funding sources.

For a CBT project to be successful it must also be marketable and in close proximity to the necessary tourism infrastructure and facilities (Armstrong 2012:3). The most common reason people visit an area is for its cultural or natural assets. These are the assets that need to be marketed to the tourist to create demand for a tourist destination. For a CBT project to be successful a destination must be reachable. A CBT may draw tourists in for being off the beaten path; however, the destinations must be able to draw in enough tourists to remain economically feasible in the long run.

Another key to success for CBT is sound destination management. This includes an ease of doing business such as inquiring about services, guides, tours, and the ability to make reservations online (Hamzah 2009:15). Sound destination management also includes the reduction of any negative environmental or social impacts. To reduce negative social and environmental impacts there may need to be a limit on the number of tourists visiting a
destination. In addition to limiting tourists, positive destination management also includes educating the tourist. It is imperative that a tourist has guidelines and best practices to follow while visiting a community to further reduce any negative impacts.

Success of a CBT enterprise is also very reliant on the quality of the tourist experience. Before a CBT begins there must be proper literacy, financial management, marketing, language, and hospitality training. Often those communities who can benefit the most from tourism have the least amount of knowledge and experience in tourism (Armstrong 2012:6). As a community may have limited tourism industry knowledge, it may be necessary to bring in outside experts to provide technical aid and training. Sufficient time should be given to provide the proper language and hospitality training to provide a quality tourism experience.

2.7 Building a Community Based Tourism Enterprise

2.7.1 Who is Interested in CBT

“In the last few years a change has been observed in the behavior of tourists who are looking for another means of discovering locations, demonstrating themselves to be actively involved in their travels” (Lopez-Guzman 2011:35, 2011). These tourists gravitate towards interacting with local communities while learning about everyday life, local customs, and historical heritage. CBT enterprises are well positioned to cater to tourists that are looking to be involved in the tourism experience, while seeking a unique cultural experience.

2.7.2 Planning for Community Based Tourism

When a community decides to engage in CBT they must first begin with the planning
and development stages. The development of a CBT can be a long process, often taking a few years for community members to realize the benefits of CBT. During the planning process clarity should be given at a community level regarding ownership of the enterprise, roles of management, and an understanding of who benefits from the enterprise (Armstrong 2012:7). The most vulnerable groups from the community should be targeted to take part in the CBT planning and development stages, this ensures that the benefits of the project flow evenly across the community.

During the planning stage community inputs should be received including attitudes toward tourism, perceived opportunities, and potential shortfalls of tourism (WWF 2001:15). All community members should be encouraged to participate in the tourism planning process even if they do not have experience in the tourism industry. Communities should express what they are looking to gain from tourism both in monetary and non-monetary terms. It is not safe to assume that communities only engage in CBT for economic reasons, in fact “case studies have shown that non-monetary gains are equally or more important to the locals (e.g. forging friendships with people all over the world and increases in self-esteem)” (Hamzah 2009:10).

During the planning stage it is important to outline clear objectives and goals which incorporate a wide level of community consultation. The project objectives will often be based on a community issue; such as providing jobs for young adults to reduce outmigration to large cities. The objectives should be clearly defined understanding the “background of surrounding issues; the key challenges and opportunities involved; main activities planned; how outcomes will be measured; the organizations involved and their roles; and a budget estimate” (Gutierrez 2014:1). Adequate time must be given to each stage of development. Short time tables can in
effect be a barrier to tourism development, as communities that are new to tourism planning may take a significant amount of time to get a project off the ground.

In preparation for CBT a number of projects can be undertaken which include: identifying potential tourism activities, organizing community workshops, developing linkages with surrounding tourism sites, and identifying training needs (Hamzah 2009:11). Workshops provide a good medium to bring the community together to identify potential opportunities and activities for tourism. In addition to understanding prospective local tourism activities, nearby tourism destinations should also be identified. These nearby destinations can be linked with the CBT enterprise as part of a tourism trail, providing an opportunity to attract a greater number of tourists.

The sustainability of CBT should be considered throughout the planning stages of a project. Emphasis should be given to water and energy sources, to reducing waste, and to minimizing pollution. Low energy or alternate energy sources such as solar, bio fuel, and wind should be encouraged and utilized where appropriate. Buildings and facilities should incorporate local materials and energy efficient methods to reduce energy needs. Food should also be locally sourced using organic farming methods to reduce food transportation costs and chemical reliance.

During the early planning stages of CBT leadership must also be identified. The majority of leadership should come from within the community to ensure strong community engagement. “Government agencies or NGOs often act as the project initiator, but the long term viability of such projects depends on the sense of ownership and buy in from local community” (Hamzah 2009:12). As buy in to the CBT is crucial to its overall success, it is
essential to have local champions who can promote the project and motivate individuals to take part in the planning and implementation stages of CBT.

2.7.3 Community Based Tourism Assessment

During the tourism planning and development stages it is important that a community based assessment is completed. A community based assessment with a focus on CBT issues is used to understand community attitudes toward tourism, and to identify project goals, objectives, and activities which could support CBT (Gutierrez 2014:4). In the identification of project goals and objectives, the community must think beyond the basic question of how they can benefit from tourism and instead ask how the community can utilize tourism to support sustainable community development (Asker 2010:7). In addition to understanding how CBT can support sustainable development, the community based assessment should identify natural and cultural resources that can be leveraged for tourism development (Gutierrez 2014:5). As part of the community based assessment that focuses on CBT issues, the researcher attempts to have the community identify its own objectives and end-goals.

As a part of the community based assessment the potential costs and benefits of tourism are measured in terms of social, economic, and environmental dynamics (Gutierrez 2014:30). These dynamics can be studied by completing social, environmental, and economic assessments. First, the social assessment is used to identify factors associated with tourism that affect the local culture (Asker 2010:14). The social assessment also gathers information on community attitudes toward tourism, community expectations of tourism, and community
developmental needs (Gutierrez 2014:30). Last, the social assessment includes an inventory of the cultural heritage that could attract tourists to the destination.

The environmental assessment is used to identify factors associated with tourism that affect the natural environment (Asker 2010:14). An environmental assessment is also conducted to identify any potential resource or conservation issues. In the environmental assessment questions are asked to identify the natural resources of the area, the ecosystems of the area, the endangered species of the area, the management of the area, and the current environmental issues of the area. The environmental assessment is used as an information gathering tool to give a high level understanding of the current resource and conservation issues. Last, as a part of the environmental assessment process an attractions inventory of natural resources is conducted. The attractions inventory identifies natural resources that could be used to attract tourists to the area.

The economic assessment is used to identify factors associated with tourism that affect the socio-economic development plans of the area (Asker 2010:14). The economic assessment provides a high level understanding of the economic factors associated with tourism. To identify economic factors associated with tourism the researcher asks questions about the basis of the local economy, employment opportunities in the area, government policies that affect tourism, the profitability of tourism businesses in the area, the income received from tourism, and the benefits received from tourism such as the diversification of income and the increase of infrastructure.

The community based assessment also incorporates a review of the tourism industry infrastructure, services, marketability, and government policies. An infrastructure and services
assessment is used to understand current infrastructure needs, location accessibility, available transportation, and waste management services (Gutierrez 2014:29). For a CBT enterprise to be successful there must be the necessary infrastructure to reach a destination and to provide basic tourist services while at the destination. Significant emphasis should be given to the location of the destination, as there must be enough tourists traveling to a region to generate the needed occupancy rates.

A tourism market assessment is conducted to analyze current tourism industry trends, products, and marketing strategies. To successfully market a tourism destination, there must be a clear understanding of the visitor profiles of those that would be attracted to the area (Gutierrez 2014:30). In addition to analyzing marketing strategies, a market assessment is used to identify tourism related organizations. These organizations can often be partnered with to assist in the CBT planning and development stages (Gutierrez 2014:28). Last, a market assessment incorporates a supply and competitiveness inventory to better understand the marketplace competition. It is important to focus on marketplace competition to ensure that there are enough tourists visiting an area, but not an oversaturation of tourism enterprises operating in the marketplace.

A political assessment is completed to understand the context that the project will need to operate in, including any prudent laws and regulations. A tourism policy review is also conducted to understand current government strategies. This is important as projects that align with government strategies, such as sustainable tourism, may be able to benefit from government funding or grant opportunities. As a part of policy review it is also important to understand land tenure and property rights to ensure there is the needed access rights for CBT.
2.7.4 Developing a Community Based Tourism Plan

As part of the community based assessment process, the level of community support for tourism development is measured. If a community is supportive of CBT, and decides to move forward with tourism development, it should be done so with an understanding of the potential impacts associated with tourism. “With little prior knowledge about tourism, local communities are surprisingly accommodating in the hope that tourism will bring in better economic benefits” (Hamzah 2009:8). This positive outlook on receiving tourism benefits can result in disappointment and disillusionment if local tourism projects do not produce the expected results (Hamzah 2009:8).

To assist in the development of a successful tourism enterprise, a detailed CBT plan should be created. A CBT plan is a written document produced by community stakeholders, who represent a broad spectrum of interests in the community (Asker 2010:18). A CBT plan contains a CBT vision, which outlines the goals and objectives of a project, as well as applicable strategies to meet those goals (Asker 2010:18). Next, there must be identification and analysis of tourism resources, infrastructure, and services (Asker 2010:18). Last, a CBT plan should address organizational structure, leadership teams, skill gaps, and potential funding sources.

As part of the CBT plan an organizational structure should be identified and put in place. The organizational structure will play a key role in the long term success of a CBT enterprise. “The organizational structure will determine the real control or say that the community has in CBT” (Asker 2010:26). There is no single organizational model that will fit the needs of every community. Rather, the organizational structure should evolve from within the current community structures based on community input.
2.7.5 Community Based Tourism Cooperative Structures

One organizational structure that is well suited for CBT enterprises is the cooperative. Cooperative structures have been used in CBT development due to their widespread global use and shared organizational philosophies. Today, over 1,000,000,000 people are involved in cooperatives, including 100,000,000 as employees (Mshiu 2015:4). This widespread global participation in cooperatives has resulted in a high level of familiarity with cooperative structures worldwide.

The cooperative is also well placed to be used in CBT due to its shared community focused objectives. A cooperative is defined as “an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly owned and democratically controlled enterprise” (Roelants 2015:3). Cooperative objectives include: job security, competitive wages, improved working conditions, promotion of profit sharing, and the support of community facilities and services (Mshiu 2015:5). Similar to cooperatives, CBT enterprises are community owned and designed to meet common economic, social, and cultural goals of the community.

Cooperatives also support the principles of CBT by empowering people and allowing “even the poorest segments of the population to participate in economic progress; creating job opportunities for those who have skills but little or no capital” (Mshiu 2015:6). Cooperatives also give members of the informal economy a way to organize into larger groups. By associating with other individual producers as a collective, a group has a greater bargaining and market power. Cooperatives also have legal recognition allowing them to enter into contracts,
access loans from banks, own property, and sue (Mshi 2015:1). This legal recognition gives cooperatives the power and ability to function like a normal business.

Cooperatives have a significant role to play in the tourism sector, particularly for those areas located in the periphery (Gorman 2005:1). Communities located in the periphery have historically had limited power and resources. Cooperatives have helped restore some of the unequal power relations by allowing for equal membership, an equal say in the tourism development process, and an equal share in benefits resulting from tourism. Equal membership in cooperatives has been of particular importance for women’s empowerment. Cooperative membership is often made up of larger percentages of women than men. This has allowed women to take on a greater share of leadership roles in cooperatives, and has also provided a boost to household incomes.

There is a significant opportunity to utilize cooperative structures for tourism in India, due to their long-standing history in the country. Indian Cooperatives date back to 1904, when the Cooperative Societies Bill was enacted (Cooperative Societies 2015:5). Cooperatives have further developed over the past 100 years to encompass credit and non-credit cooperatives, which include sales and marketing, agricultural, and credit cooperatives. Today cooperatives cover approximately 99% of Indian communities and 71% of total rural households (Cooperative Societies 2015:13).

2.7.6 Community Based Tourism Management Team

In addition to choosing an organizational structure, the selection of a management team is vital to the long-term success of a CBT enterprise. The selection of the management team
should first and foremost be inclusive of the local community. The community should have a
say in how management is structured, as well as who is chosen to the management team. The
composition of the management team should primarily be made up of local community
members to ensure a high level of community transparency, equity, and accountability (Asker
2010:25). In some instances, the management team may also contain members of outside
partnering organizations, who provide expertise to the CBT enterprise (Asker 2010:26). This
outside expertise can be particularly important in the early stages of tourism development.

“Once a management team has been selected, it is important to keep the channels of
communication open between the leadership of the CBT venture and the community it is
serving” (Asker 2010:26). Keeping the lines of communication open ensures that there is
continued collaboration between leadership and the community. This collaboration helps keep
the community involved in the project, which significantly increases the chances of a successful
CBT enterprise.

The roles and responsibilities of the management team should be very clear from the
onset of the project. These roles and responsibilities can be spelled out in the CBT plan to avoid
any confusion between the management, community, and partnering organizations.
Community members should also have a clear understanding of the ways that they are able to
participate in the CBT project (Asker 2010:26). The participation of the community can take
many forms including involvement in the planning stages, the design of project principles and
objectives, the selection of the management team, or the completion of daily jobs associated
with the CBT project (Asker 2010:26).
2.7.7 Identifying Funding Sources

Once the management team has been selected, potential funding sources should be identified, including government programs, NGOS, and aid banks. “Major donors often fund sustainable tourism development projects that meet particular strategic objectives and developmental goals” (Gutierrez 2014:9). These projects include those that address climate change adaptation and mitigation, protection of the environment, alleviation of poverty, and the preservation of culture (Gutierrez 2014:9). When targeting donor sources, it is best to start with organizations that have similar goals and objectives to that of the CBT. This increases the chances of receiving outside funding or expertise in the support of CBT development.

Once donor sources have been identified, a funding proposal can be developed to apply for external funding (Asker 2010:29). If the CBT management team lacks experience in the writing of a business plan or funding proposal, they may need to seek outside expertise. “Start-up funding may be accessible through government institutions, the private sector, or NGO organizations that operate in a relevant country or region” (Asker 2010:30). To seek startup funding it is important that the CBT organization can show not only that their objectives align with that of the donor agency, but also that they have a proven track record for the development of a successful CBT. NGOs and other organizations willing to provide loans and grants only do so with the expectation of achieving certain results. Those CBT enterprises with the proven record of achieving results are most likely to secure funding opportunities.

External funding will generally be used to cover startup costs, training, and for building infrastructure (Asker 2010:30). Although the types of funding for CBT enterprises vary, a soft loan or long term loan may be the best fit for CBT. A soft or long term loan can provide the CBT
enterprise with flexible repayment terms and in some instances, be interest free. Flexible repayment terms are important because tourism is a highly seasonal industry, resulting in fluctuations to revenue sources. After the management team has accumulated the necessary start-up capital, they can leverage this experience to identify future funding opportunities from donor agencies.

2.7.8 Community Based Tourism Training

Once funding sources have been secured, CBT training and skills development can begin. The success of a CBT enterprise will be highly dependent upon the level of training provided to the staff. Job and skills development should include training in marketing, hospitality, environmental management, financial management, guiding, and language skills (WWF 2001:20). “Tourism is a highly competitive and demanding industry in which skills and experience are needed to deliver a high-quality visitor experience and to ensure sustained viability of the CBT venture” (Asker 2010:33). As CBT enterprises may be located in communities with very limited tourism experience, local staff will often require significant training and capacity building during the early stages of CBT.

2.7.9 Community Based Tourism Marketing

In addition to proper training, the success of a CBT is highly dependent on a desirable product that is marketed in an effective manner. The primary products of the tourism industry are derived from the cultural heritage, wealth, legacy, and natural resources of a community (Asker 2010:35). To successfully market a destination, the community resources that can
attract tourists must first be identified. The available cultural and natural resources can be identified in the community based assessment process, which includes a cultural and natural resource inventory. After the marketable resources have been identified, the community should establish clarity around what activities and experiences the community is marketing (Asker 2010:35).

In addition to identifying marketable natural and cultural resources, the target market for a destination must also be determined. The identification of a target market is important to attract visitors who have a shared philosophy with the CBT enterprise. To attract this type of visitor, the CBT marketing should be tailored to reflect the values that the community is seeking to promote through its CBT program (Asker 2010:35). “Potential types of travelers include adventure travelers, health or eco-tourists seeking to experience the local natural environment, and travelers interested in cultural exchange and education” (Asker 2010:35). In general, a CBT visitor will want a more authentic cultural experience, which involves spending time with community members while learning about their cultural traditions.

When marketing CBT, the location and accessibility of the destination must be considered. In many instances CBT is located in communities which are difficult to reach or out of the proximity of current tourist routes. To plan CBT in a community “that is distant from the main tourist circuits should only be carried out with a full understanding of the limitations this may bring, as attracting new demand requires substantial marketing efforts that can be very costly and risky” (Lucchetti 2013:4). CBT enterprises are most likely to succeed when the surrounding area offers complimentary tourism activities that are already attracting visitors (Asker 2010:36). For international tourists in particular, tourists are unlikely to invest significant
time and money to visit one CBT site. CBT sites should therefore be located along established
domestic and international tourism routes.

Successful CBT marketing may also be dependent on partnerships with private enterprises. Partnerships with like-minded enterprises, such as tourism agents and tour operators, can assist in attracting new tourists to a destination. If a CBT enterprise operates in isolation from other sectors it can be challenging to have sufficient resources to be successful; thus “engagement with the private sector is absolutely crucial to gaining market access” (Armstrong 2012:8). Rather than trying to directly compete with private enterprises, CBT enterprises can increase market share by offering a complimentary set of products based upon their unique community attributes (Armstrong 2012:8).

To successfully market a CBT, efforts must be made to reach both pre-arranged tours and independent travelers (Galyan 2011:5). To attract a wide variety of travelers it is important to have a balanced marketing approach, which includes diverse online material, guide books, and brochures. A common marketing shortfall for CBT projects is a lack of technology. To ensure a steady flow of visitors there must be a website which allows for online inquiries and booking. If the CBT community lacks technological capabilities, marketing can be done in conjunction with a third party who has experience in tourism marketing.

2.7.10 Developing Quality Controls and a Code of Conduct

To maintain the marketability of a tourist destination it is important to have quality controls in place. “Quality controls maintain a CBT venture’s reputation in the marketplace, attract and keep visitors returning, as well as manage visitor expectations” (Asker 2010:27).
Quality control mechanisms can include the monitoring of accommodation, food services, equipment, guiding, transportation, and tourist activities. Clear standards can be established at the start of CBT to ensure the delivery of a consistent tourism experience. “One of the most valuable ways in which a CBT venture is promoted is through word of mouth from previous visitors, which means that quality standards must be consistently maintained and improved” (Asker 2010:27).

In addition to establishing quality controls for the staff to adhere to, many CBT enterprises have also found it helpful to establish a code of conduct for visitors to follow. Having a clear visitor code of conduct, “ensures that all interactions between visitors and the community are framed as two-way intercultural exchanges” (Asker 2010:28). Having a visitor code of conduct also helps visitors understand what behavior is culturally acceptable when visiting the community. This sets visitors up to have successful interactions with the community members, while maintaining an appropriate level of respect.

In addition to developing a code of conduct, materials should be prepared which clearly state what the visitor can expect when they arrive at the destination. Some visitors may have unrealistic expectations as to what CBT enterprises can offer including the standard of accommodation, the diversity of food offerings, and the opportunities that they will have to interact with the community members (Asker 2010:36). CBT enterprises will not be able to offer all conveniences and luxuries that a traveler may be accustomed to; as such the CBT must set clear expectations for what the tourist can expect during their visit.
2.7.11 Community Based Tourism Monitoring

As CBT enterprises become operational it is important to monitor the progress, success, and shortcomings of the organization. Some of the benefits of conducting CBT monitoring include the ability to evaluate project performance over time, projects can be adapted based on monitoring results, future projects can be based on areas of greatest need, it improves policy making, and it increases donor confidence (SNV 2007:7). CBT monitoring also helps ensure that a project is operating in a sustainable manner. Achieving sustainability in tourism is a continuous process that requires constant monitoring of impacts and the introduction of necessary preventive and corrective measures (Asker 2010:1).

To monitor and evaluate the progress of a CBT program, sustainability indicators can be used. Sustainability indicators are a set of measures that provide information on economic, social, and environmental impacts resulting from tourism (Lozano-Oyola 2012:660). Indicator systems are used to provide practical information in the formation of action plans, the development of short term strategies, and benchmarking practices (Lozano-Oyola 2012:659). For sustainable indicators to be impactful there must be a consistent set of measurements, which influence the future developmental strategies of a program. Examples of indicator measurements include tourist arrivals, their profiles, requirements, demands, level of satisfaction, gender impact, poverty impact, economic distribution, and employment generation (Chanchani 2009:67).

For sustainability indicators to be effective a participative approach is needed in the development and implementation of the indicators. If there is not direct community engagement with indicator development and deployment, the indicators themselves will have
little meaning and little impact. When the local community is engaged in the development process, there is a local context and accountability developed, which sets a baseline for what is important to a particular community. Local community engagement is also useful to identify the most relevant environmental, economic, and social indicators. Ultimately, it is through localized participation and engagement in the indicator process that makes indicators a valuable policy instrument.

Sustainability indicators can take on a number of forms and measurements, but are generally used to measure social, economic, or environmental impacts. Social indicators are used to measure social progression including equal opportunities in employment, gender relations, poverty, and participation in the decision-making process. Equal opportunity employment indicators focus on the proportion of women in the workforce, proportion of women managers or entrepreneurs, and training opportunities given to different groups of people in a community (Noakes 2007:9). Gender role indicators examine the respective roles of men and women and the proportion of each in the decision making process (Noakes 2007:9). Next, poverty reduction indicators measure employment benefits received, including direct jobs provided by CBT, and the ratio of locals to outsiders in these jobs (Noakes 2007:10). Last, participation indicators are used to understand if the poorest households are able to participate directly in tourism; or if not are they still able to receive some benefits from tourism (Noakes 2007:11).

Economic indicators are used to measure direct economic impacts that tourism has on a community. Economic indicators can assess areas such as profitability, investment return, job creation, increases in community income, and the increase in tourism related businesses
(Armstrong 2012:18). Competitiveness can also be used as an economic measurement tool to compare the economic success of one destination to another. Last, economic leakage can be used as an indicator to measure if the revenues associated with tourism are retained within the community.

Environmental indicators are used to assess any degradation to the environment including destruction of biodiversity, air quality, and water quality. Environmental indicators can also measure how tourism businesses recycle waste, utilize energy, control water usage, and minimize greenhouse gas emissions (Mullis 2013:8). Environmental indicators should be used in a way to influence policy with an emphasis on reducing stress on natural resources and promoting sustainable practices.

After the deployment of sustainability indicators, local managers can use the indicators to form local action plans and to influence policy. Once the indicators are implemented, there must be continued communication to the local population as to the effectiveness of the chosen indicators. “Creating successful indicators relies far more on focusing on how they are integrated into the processes of urban governance and far less on designing and tweaking particular indicator sets” (Rydin 2003:588). Ultimately, the most successful indicators will be those that become engrained into the local society.
CHAPTER 3

PROJECT DESIGN

3.1 Methodology

This research project was comprised of several stages including a literature review of relative subject areas, an informational phase used to gather key background information from stakeholders, a familiarization phase used to develop pertinent research questions, a data collection phase that incorporated interviews, surveys, and group interviews in a community based assessment, and a final data analysis and conclusion phase.

In the first stage of the research project a literature review was conducted to gather background information on the research topic and subject area. The literature review of the research topic included an analysis of: the anthropology of tourism, the social, economic, and environmental impacts of tourism, and sustainable tourism models. The literature review on the subject area included an assessment of: tourism in India, Indian tourism policy, and biodiversity in the Western Ghats. The literature review was also used to gather background information on Kalache and Hulgol including community structures and organizations, community environmental issues, attractions of the area, and policies influencing the communities.

In conjunction with the literature review, the researcher was also in contact with key stakeholders to complete the informational phase of the project. The first key stakeholder that the researcher was in contact with at this stage of the project was Panduranga Hegde. Mr. Hegde is involved in environmental and sustainability projects in Karnataka, and is best known as the person who started the Appiko movement in the 1980s to protect the trees in the
Western Ghats. Panduranga has also been a part of the Chipko movement in India to protect the forests and environment, the Supreme Court case against India for the felling of trees in the Western Ghats, the recording of biodiversity in the Western Ghats, and the Save the Western Ghats campaign. The second key stakeholder that the researcher was in contact with was Subrahmanya Hegde, who has been the chairmen of the Spice Route Cooperative for the past five years. The initial conversations that the researcher had with Panduranga Hegde and Subrahmanya Hegde, allowed me to gather pertinent background information on the communities of Kalache and Hulgol. The researcher’s discussions with Pandu Hegde and Subrahmanya Hegde, also led to a further understanding of the most pressing economic, social, and environmental issues of Kalache and community plans for addressing these issues.

The first and most pressing social issue uncovered was the significant outmigration of youth populations to larger cities. As youth have left the community in search of a better education and jobs, Kalache has been left with a declining and aging population. A second social issue discussed was the opportunity for the empowerment of women. Oftentimes, women have had little opportunity to be wage earners or to hold positions of power in the community. A third social issue discussed was the need for the promotion of cultural exchange. In addition to searching for a better education and jobs, people have also left the community in recent years to become a part of a larger global society.

Economically, the greatest issue uncovered was a lack of diversification of income sources. Kalache is almost solely reliant on farm based incomes, and as such is subject to changing market prices and demands. As crop prices have fallen in recent years, community members have increasingly been looking for new ways to increase their agrarian based
incomes. Third, the community has been concerned with how they can retain profits of local businesses within their community.

Environmentally, the greatest issue uncovered was the degradation of environmental resources in recent years. This degradation of environmental resources has largely been due to hydroelectric and nuclear energy projects in the region. As the community members share a very close religious connection with the environment, they are concerned with the protection of these resources. One way to ensure protection of these natural resources is through the use of sustainable projects, which also provide the communities with alternative economic resources.

In addition to understanding the key issues of Kalache, the researcher’s initial discussions with stakeholders also helped to understand the research needs of the Spice Route Cooperative. The initial research need identified was an assessment of sustainable tourism in Kalache. Even though an assessment was discussed in the early stages of the project, the community based assessment took a few months to develop. The assessment that was used in this project was a community based assessment with a focus on CBT issues. To prepare this assessment the researcher completed a review of the CBT planning and community based assessment stages.

The researcher’s discussions with key stakeholders also shaped the research questions, which could be used to achieve the needed research objectives. The first objective was to gain an understanding of the level of participant support for tourism development in Kalache. The second research objective was to understand Kalache participant attitudes toward tourism measured in terms of social, economic, and environmental factors. The third research objective
was to gain an understanding of participant attitudes toward the obstacles to tourism development in Kalache.

A second and briefer part to this research project included a fourth objective which measured participant attitudes in Hulgol toward tourism in terms of social, economic, and environmental factors, as well as measured participant attitudes toward the future obstacles to tourism development.

Once the literature review, informational phase, and familiarization phase was complete, the researcher travelled to Karnataka India for the data collection phase. The data collection phase took place over a three-week period, with time being split between the communities of Kalache and Hulgol. First, as a part of the data collection phase the researcher was able to participate in tours, meet stakeholders, interview key cooperative and community members, and join cooperative meetings. Stakeholders that the researcher was able to meet included Panduranga Hegde and Subrahmanya Hegde, Spice Route Cooperative board members, Spice Route Cooperative guides, Spice Route Cooperative house staff, a Spice Route Cooperative driver, two Kalache community leaders, the elected leader of Kalache’s farm cooperative, and board members of Kalache’s farm cooperative. Second, as part of the data collection stage, the researcher conducted an assessment utilizing the tools of in-depth interviews, surveys, and group interviews.

### 3.2 In-Depth Interviews

The in-depth interviews were conducted with five key informants from the community of Kalache and five key informants from the community of Hulgol. The key informants were
identified through purposive sampling of local community members, who had either been employed by the Spice Route Cooperative or had worked in community leadership roles. The individuals who were interviewed presented different groups in the CBT organizational hierarchy including founding members of the Spice Route Cooperative, board members, guides, hospitality staff, and elected community leaders. The Hulgol interviews took place at the Spice Route Guesthouse located in Hulgol, whereas the Kalache interviews took place at a local household in the community of Kalache. The ten in-depth interviews were conducted using a series of 41 open ended questions, attached in Appendix B. Each interview lasted between 30-60 minutes.

The interview questions were used to gather pertinent background information on the community including environmental issues, attractions of the area, visitor profiles of tourists visiting the area, policies influencing the communities, community organizational structures, community partnerships, and community labor force availability. In the first section of the interview, participants were asked a series of questions that identified the natural resources of the area and prominent environmental issues (Gutierrez 2014:8). Next, the interview questions were used to identify the available cultural resources of the community, including any resources needing further protection (Gutierrez 2014:8). The next portion of the interview gathered information on the visitor profiles of tourists visiting the area (Gutierrez 2014:9). Then the interview questions were used to assess the needed infrastructure to support tourism development (Gutierrez 2014:9). The next section of the interview focused on uncovering government policies which influence tourism in the region (Gutierrez 2014:8). The interview then focused on the current tourism products and companies in the area (Gutierrez 2014:9).
Last, the interview questions focused on the current and potential obstacles to tourism development (Gutierrez 2014:38).

3.3 Group Interview

The group interview was developed over the course of a few months, which started with a literature review of key CBT topics. In addition to the literature review the researcher was also in continued correspondence with key stakeholders to understand their goals and objectives (Thayer-Hart 2010:4). These goals and objectives included gaining a further understanding of community feelings toward tourism, obstacles to tourism development, and resources and activities which could support tourism in the community.

The literature review was a useful tool to help ensure that the group interview design aligned with prior research and theory (Artino 2014:1). When developing the group interview questions there was an emphasis on gaining “insights into an issue from the perspective of participants” (Balkissoon 2015:1). To assist in developing questions from a local perspective there was continued communication between the researcher and the key stakeholders of the project. This assisted in getting feedback from community members on how questions would be viewed as well as if the questions would make sense to local participants.

In the design of the group interview questions there was emphasis placed on incorporating as many open ended questions as possible with the aim of getting lengthy and descriptive answers (Balkissoon 2015:1). In the development of the questions the researcher also tried to avoid biases by designing questions that would not lead the participant to a certain response (Balkissoon 2015:1). It was also important that the questions were concise and in
terms that the participants could understand (Balkissoon 2015:1). To help ensure that the questions were understandable to participant’s key stakeholders assisted in the review of group interview questions. Last, the framing of the questions was done in a manner to try and avoid using positive or negative associations (Balkissoon 2015:1).

One group interview was completed in the community of Kalache and one group interview was completed in the community of Hulgol. Each group interview consisted of 5 key stakeholders chosen from their respective communities. Group interview members were identified through purposive sampling, targeting community members who had either worked with the Spice Route Cooperative or who held leadership roles in their respective communities. Each key stakeholder selected contained a working knowledge of tourism in their communities. In Hulgol the group interview participants included two Spice Route Cooperative board members and three Spice Route Cooperative guides. The Kalache group interview was comprised of 5 key community stakeholders who held leadership roles in the community. The Hulgol guesthouse was used to conduct the group interview in Hulgol, and a village home was used for the group interview in Kalache. Each group interview lasted approximately 60 minutes.

Each of the group interview participants was asked a series of 22 questions, attached Appendix C. After each question was asked, the five group interview participants were given an individual opportunity to answer the question. Group interview participants were also given the opportunity to openly engage in conversation as the group interview was being conducted. Each group interview question was aimed at gathering feedback about participant attitudes toward tourism including: social, economic, and environmental factors associated with tourism,
the needed infrastructure to support tourism, and recommendations for future tourism development in the community. During each group interview the researcher took notes on the individual responses to each of the questions posed. These answers were then compiled to review the emergence of key themes.

3.4 Surveys

The survey instrument was developed over the course of a few months, which involved both a literature review of key topics and continued correspondence with key stakeholders of the project. As a first step to the survey development process a literature review was conducted to gather background information of key CBT topics, which could be addressed in the survey. The literature review also helped to ensure that the survey definitions aligned with prior research and theory (Artino 2014:1). Through the literature review the researcher was also able to identify existing survey scales and items that could be adapted from previous assessment projects (Artino 2014:1).

As a second step to the survey development, the goals of the project were identified through continued communications with the stakeholders of the project (Thayer-Hart 2010:4). These communications included conducting initial interviews with key stakeholders to understand those issues that were most important to them (Thayer-Hart 2010:4). The identification of project objectives was important to develop questions that would reveal the most pertinent information that the client was seeking. In this survey it was most important to determine participant attitudes toward tourism and obstacles of tourism development.
As part of the development of the survey the target population was identified and the mode of the survey deliverance was developed (Thayer-Hart 2010:5). In the case of this survey, the community of Kalache was relatively small in size so it was determined that the entire community could be targeted as potential survey participants. In the initial stages of the survey design the mode of survey deliverance was also identified. Due to the limitations in technology in Kalache it was determined that the best way to administer the survey would be in paper form.

Next, in the development of survey questions it was important to use both the information that was gathered in initial interviews with key stakeholders as well as the information that was gathered in the literature review (Artino 2014:). In the development of the survey questions there was an emphasis on reliability and validity (Thayer-Hart 2010:6). According to Thayer-Hart “writing good survey questions requires keeping the goal of the survey firmly in mind and then formulating each question from the perspective of the respondent” (Thayer-Hart 2010:6).

In the development of survey questions it was important to always go back to the objectives of the project to ensure that each question added something to the project. The ability to formulate questions from the perspectives of the respondents was more challenging due to the researcher’s limited contact with the community’s population as a whole. Ideally to have reliability we want to try and ensure that “each survey question will mean the same thing to everyone, including those administering the survey” (Thayer-Hart 2010:6).

During the survey question design there was also emphasis placed on the validity of survey questions. “Validity is the extent to which a survey question measures the property it is
supposed to measure” (Thayer-Hart 2010:6). To assist in the validity of survey questions expert validation was used to try and ensure that the questions were relevant and related to the construct of interest (Artino 2014:1). In a further attempt to ensure validity, interviews were conducted with key stakeholders to understand how questions would be viewed and to remove any unnecessary questions.

The surveys were conducted face to face with the community members of Kalache and Hulgol. Surveys were administered in community member’s homes and other common community areas. A written questionnaire was used to deliver the survey, attached Appendix A. During the survey the researcher asked questions directly to the survey participant. The researcher recorded all survey responses on an individual paper survey. In addition to being verbally asked each survey question, all survey participants had their own copy of the survey to view. The researcher conducted the survey by going through each individual question with the participants to ensure that there was clarity around each question being asked. This also gave the survey participants an opportunity to ask clarifying questions on the survey questions presented.

In Kalache the researcher was accompanied by one non-local guide, one local guide, and one elder village member. Having a local guide and a well-known village member accompany the researcher proved essential to building rapport with community members in a relatively short period of time. When conducting surveys in Hulgol, the researcher was accompanied by one local guide. As Hulgol has been receiving tourists for five years, the guides are very well known within the community, and the community members are much more comfortable
interacting with tourists. This increased comfort with tourists resulted in shorter average survey times for Hulgol.

In each community, the researcher used a systematic surveying method which targeted every other household. Each survey on average lasted between 30-45 minutes. Surveys in Kalache tended to last longer for a couple different reasons. First, Kalache community members have had very limited interaction with foreigners. Due to this limited interaction with foreigners, community members were very interested in spending additional time in getting to know me as a researcher and international guest. Second, when a new guest is received in Kalache, community traditions require the drinking of tea and the eating of a small meal as the guest and family get to know one another. Overall a total of 50 community members were surveyed in the community of Kalache, and 25 community members were surveyed in Hulgol. The research participants were limited to English speaking adult community members.

The surveys collected both quantitative and qualitative data. First, the surveys collected demographic information including items such as age, sex, education, occupation, reasons for living in the community, and income generated from tourism. Next, the surveys gathered information on natural resource uses and natural resource threats. Third, the bulk of the survey gathered information on participant’s attitudes toward tourism. This included participant support for tourism, participant feelings toward tourism measured in terms of social, economic, and environmental factors, and participant attitudes toward the obstacles to tourism development.
3.5 Analysis of Results

The data collection phase was followed by an analysis of the results obtained the interviews, group interviews, and surveys. IBM SPSS Statistics 23 was used for the coding of the quantitative survey data and for the qualitative interview and group interview data. The quantitative data analysis involved using statistical measures to gain meaning from the results. Likert type measurement scales were used in the survey to measure differences in social, economic, and environmental variables. To measure inter-item reliability Cronbach's Alpha was utilized. Descriptive statistics were used, including frequencies to summarize respondent demographic information. T-tests and ANOVA were used to compare the differences between and among groups. Ordinal and multiple regression analysis were completed to examine the relationship between independent and dependent variables. A probability value of .05 was used to determine statistical significance.

Qualitative data was analyzed through recurring themes that emerged in the group interviews, interviews, and surveys, while drawing connections between these key themes. To group recurring themes of the qualitative data descriptive analysis was used to identify the range of responses in different categories and then to identify recurring themes within the data (Nigatu 2009:40). Data was then coded to identify which specific data corresponded to different themes (Nigatu 2009:43).

3.6 Limitations

There were some limitations presented while conducting this research project. One of the limitations was influenced by the geographic locations of Kalache and Hulgol. Each of the
communities of Kalache and Hulgol are located relatively deep in the mountains of the Western Ghats. Each of these locations is a minimum of three hours from the nearest domestic airport. Due to the limitations in reaching both Kalache and Hulgol, research time in each community was limited to a total of three weeks. This time limitation ultimately influenced the total number of people that could participate in the interviews, surveys, and group interviews. In Kalache a total of 50 community members participated in the interviews, surveys, and group interviews, out of an approximate population of 1,000. In Hulgol 25 community members participated in the interviews, surveys, and group interviews, out of approximately 6,000 community members.

Another limitation to the project sample size was the ability to speak English. Community members who spoke English were invited to participate in the survey, interview, and group interview stages. This has the largest implications in the survey stage where the general population was sampled. Those sampled may reflect a higher proportion of more highly educated individuals.

Another factor that influenced the sample size and sample makeup was a lack of participation of women in the in-depth interviews, group interviews, and surveys. In the communities of Hulgol and Kalache it is more culturally appropriate for a male to interact with another male, especially in the case of interacting with a foreign male. Furthermore, it is expected that all questions are addressed to the head of the household, who in most instances is a male. In the community of Kalache zero females agreed to participate in the survey, group interview, or in-depth interviews. In the community of Hulgol only 14% of those surveyed were women, with zero female participants in the group interview and in-depth interviews.
Another limitation that resulted from a lack of female participation in the in-depth interviews and group interviews was a lack of a female voice. There were instances in the in-depth interviews and group interviews where the empowerment of women was discussed by male participants. In these instances the stated empowerment benefits were likely influenced by the fact that males were identifying benefits on behalf of women.

Another limitation of this project was the sample of stakeholders for the in-depth interviews and group interviews. The interviewees consisted of people who had either been employed by the Spice Route Cooperative or worked in community leadership roles. In the case of the Hulgol interviews, the stakeholders had a close connection to the tourism industry. Due to this connection with the tourism industry, these individuals were biased towards the future development of tourism in their community. The Kalache interviewees consisted of community leaders, who also had a bias towards tourism development. A primary goal of Kalache’s community leaders is to diversify community income sources. This objective of diversifying income sources makes the community leaders biased towards projects which may help diversify community income sources, such as tourism.

Another limitation faced was using a systematic survey method of targeting every other household in Kalache. The community of Kalache is located on a densely forested mountainside. The community spans from the top of the mountainside to the very bottom of the mountainside. There is only one road that runs down the mountainside. Rather than being connected by a road, all homes are connected by foot paths. Due to the density of the forest, you are not able to see any of the households by footpath until you are very near. Because of the forest density, I was heavily reliant on my guides to utilize a systematic surveying method.
Although it was difficult to see the homes, our team did ensure that we traveled the entire community both North to South and East to West, while utilizing a systematic surveying method. It is estimated that there are approximately 200 households in the community of Kalache, of which we conducted surveys at 50.

The systematic surveying method was easier to utilize in Hulgol because the city is connected by roads. There were however two factors that influenced the systematic surveying method. First, when I visited Hulgol it was during the beetlenut harvest. During this time of the year the majority of working age males are in the fields harvesting. Individuals who are available during the harvest tend to either be older or individuals who work in tourism. As a large majority of working age males were not available during the survey period, there was a much higher percentage of individuals surveyed who worked in tourism. This likely created a bias towards tourism and tourism development. A second factor that influenced the systematic surveying method was time. As my time in Hulgol was limited, I was only able to survey two of the five community hamlets. This combined with the harvest season created a higher number of tourism employed survey participants.

Another limitation to this study was the high level of excitement that community members had in Kalache to interact with myself as a researcher and international tourist. This high level of excitement likely created bias in the surveys, in-depth interviews, and group interviews, particularly when measuring participant support for tourism. The surveys may have been further impacted as many participants had never had an international tourist in their home or in some cases never interacted with an international tourist. This lack of interacting
with an international researcher or tourist may have influenced the participants to save face and not discuss negative feelings toward tourism in my presence.

Another limitation to this study in Hulgol was that I was likely seen by participants as the type of tourist that they were looking to attract, and thus I may have been given more pro-tourism responses. A second factor that likely influenced pro-tourism responses in Hulgol was that I was accompanied by a Spice Route Cooperative member while conducting the surveys. This may have resulted in participants giving more pro-tourism responses to not disappoint the Spice Route Cooperative member accompanying me.

Despite the limitations discussed above, this study is in line with other community based assessment projects, which are designed to assess participant support for tourism, understand community issues and objectives, measure participant attitudes toward tourism in terms of economic, social, and environmental factors, and to measure participant attitudes toward the obstacles to tourism development (Gutierrez 2014: pp. 8-9, 38). This particular study is most similar to other rapid assessment projects, which are completed in a matter of a few weeks to gain an understanding of community attitudes, issues, and objectives.
CHAPTER 4

RESEARCH FINDINGS AND DELIVERABLES

4.1 Introduction

This chapter provides the outcomes of the primary stages of data collection, which incorporated in-depth interviews, surveys, and group interviews in a community based assessment. This chapter also provides the outcomes of data collection in Hulgol, which incorporated in-depth interviews, surveys, and a group interview into an assessment. The data collection process started with the in-depth interviews of five key stakeholders in Kalache and five key stakeholders in Hulgol.

4.2 In-Depth Interview Findings Kalache

Each of the key stakeholders was identified through purposive sampling. Notes were taken during the in-depth interview process recording the responses of the interviewees, and recurring themes were compiled in the data analysis stage. As discussed in the limitations section, the Kalache interviewees consisted of community leaders, who had a bias towards tourism development. A primary goal of Kalache’s community leaders is to diversify community income, and as such they are biased towards projects that potentially provide this opportunity. The Kalache interviews revealed the most pressing participant concerns as well as the participant motivations for wanting to engage in CBT. The participant motivations discussed for wanting to engage in CBT included the reduction of youth outmigration, increasing and diversifying income sources, and retaining control over the tourism development process. Each
of these three themes reoccurred through the in-depth interviews, group interview, and survey process.

4.2.1 Urban Youth Outmigration

The most significant community issue discussed in the Kalache in-depth interviews was the outmigration of youth to larger cities. It is estimated that up to 50% of Kalache’s population has migrated to larger cities in the past ten years, with a large majority of this population being young adults. These findings are consistent with Asker (2010) and Mohammad (2012) who have noted that one of the primary reasons rural communities engage in CBT is to reduce youth outmigration (Asker 2010:34 & Mohammad 2012:9). This significant outmigration in Kalache has been further influenced by a recent hydro project, which flooded the lower regions of the community and displaced a number of households. To help curb the outmigration problem one interviewee stated that “10% of the younger people may stay with tourism, if not the community may be gone in 10-15 years.”

Youth are increasingly leaving Kalache in search of a better education, jobs, and a global connection. The search for a greater global connection was a reoccurring theme, where community members are interested in connecting with people from all over the world and all walks of life. In many instances participants described a tremendous pride in being able to connect with individuals outside of their communities to share different ideas and values. One interview participant stated that “even more than money, people feel a significant pride in learning about other cultures.” These findings are consistent with Strange (2013), who noted that CBT provides a significant opportunity for the exchange of information among varying
groups of people and George (2007) who stated that CBT empowers people to be more aware of their community assets (Strange 2013:10 & George 2007:1).

The ability to connect with others is increasingly important to youth, as they themselves are becoming connected to others around the world through the internet. Larger cities are often viewed as more progressive than their local communities, and as such youth are leaving for larger cities to share in what they view as a more globally connected society. As there is no college in Kalache, it is common for youth to migrate to larger cities to continue their education, many of whom decide not to return upon the completion of their degree. There are also limited employment prospects in Kalache, with the majority of available employment opportunities being farm related. One of the interviewed community members stated that that the village population is decreasing as “people are leaving for job satisfaction, because there is not much pride in farming.” As many young adults decide to seek non-farm based employment, they often choose to migrate to larger cities with more diversified employment opportunities.

As a way to address the increasing outmigration of youth to larger cities, interviewees discussed the need for new employment opportunities, which provide youth with increased incomes and a personal sense of fulfillment. One interviewee stated that one of the community’s greatest needs was to “provide additional opportunities for the children.” Due to the limited infrastructure and non-farm based industry in Kalache, the current prospects for alternative employment opportunities are limited. CBT is one of the few alternatives that can provide Kalache’s youth with employment opportunities that are both personally and economically rewarding.
Employment opportunities, in positions such as guides, cooks, drivers, house staff, and tourism related entrepreneurs, could assist in retaining a portion of Kalache’s youth population. One interviewee stated that “tourism is a way to keep children in the community as the villagers are getting older.” To retain youth in the community it is important that youth can take part in training programs, which can prepare them for jobs both in tourism and outside of tourism. These findings are consistent with Hamzah (2009), who noted that CBT acts as a training ground for future participation in other economic sectors within the community (Hamzah 2009:8). It is difficult to estimate the exact number of jobs that could be created from tourism, however if we are to use Hulgol as a comparative model there have been approximately 50 tourism related jobs created in the community. It must be noted that this has taken over five years and also all of these jobs would not necessarily be filled by the community’s youth.

4.2.2 Diversification of Income Sources

A second community issue discussed in the Kalache interviews was the need to increase and diversify community incomes sources. Today the community is 100% agrarian based, which makes families susceptible to the changing market prices of spices. Families are particularly vulnerable to changing beetlenut prices, as this is their primary cash crop. This has been highlighted by significant declines in beetlenut prices the past two years. The ability to diversify income sources even a small amount, provides a form of insurance to community members, guarding against changing beetlenut prices.
One interview participant also pointed out that tourism could provide a “good price for farm goods, including bananas and coconuts.” Crops could be sold to the tourism cooperative to support the tourist’s food needs. In addition to diversifying income sources, CBT can also provide employment opportunities to youth and women. These jobs have the potential of empowering community members, while also providing them with economic resources they otherwise would not have had. These findings are consistent with Tresilian (2006), who noted that tourism employs high percentages of young people and women (Tresilian 2006:16).

4.2.3 Community Based Tourism Development

A third community issue revealed in the Kalache in-depth interviews was the ability to retain control over the tourism development process. Those interviewed felt that tourism development in Kalache was imminent. For the community to retain control over the tourism development process, they would need to establish their own community based structures. When asked about tourism structures, one participant stated that “there is a need to build cooperative style tourism.” Cooperative based tourism would help to ensure that the community retains control over the tourism development process. These findings are consistent with Johnson (2010), who noted that the ability to retain control over tourism development allows the community to develop tourism according to their own values (Johnson 2010:151).

Those interviewed, cited Goa and Gokarna as tourist destinations that were developed unsuccessfully, without the say of the local community members. These tourist destinations are seen as overcrowded, polluted, and ravaged by criminal enterprises. One interview
participant stressed that they “want to ensure drinking and poor dress don’t come along with tourism” in Kalache. To avoid unchecked tourism development, the importance of small scale tourism development was also discussed. One interview participant stated that “Kalache has limited space and limited resources, so tourism must be smaller.” Another of the interview participants stated that “there are benefits in limits” and that tourism should be “small local tourism.” Small scale tourism development helps to ensure that the negative impacts on the community and its resources are limited.

4.2.4 Obstacles to Tourism Development

In addition to identifying prominent community issues, the interviews also gathered feedback on the obstacles to tourism development. The greatest obstacle to tourism development is the needed investment to support tourism infrastructure. One interview participant proposed that they would “need to build 5-6 rooms, which could house 10-12 people,” but to do this they “would need the investment from an international or local organization.” The building of a guesthouse would be the most significant startup cost for Kalache, and would need to be financed through a loan of grant provided by a partner organization. In addition to a guesthouse one interviewed community member stated that they must also provide “basic needs for tourists including water, food, and guides.” To provide water and food a kitchen would need to be built as part of a guesthouse. These findings are consistent with Armstrong (2012), who has noted that CBTs are often reliant on funding from NGOs and private organizations in the startup stages of a project (Armstrong 2012:3).
A second obstacle to tourism development is the ability to market Kalache as a tourist destination. There is very little support from any state or national marketing campaigns in the region. There is also limited internal marketing expertise and available marketing technology. This means that any marketing efforts would need to be done in partnership with another organization. A partner organization to assist with marketing would still need to be identified. These findings are consistent with Armstrong (2012), who noted the importance of partnerships to generate a strong market position (Armstrong 2012:3).

The Spice Route Cooperative could help with the training of guides and hospitality staff; however the Spice Route Cooperative does not have the financial resources or the technological capabilities to assist new cooperatives with marketing. The Spice Route Cooperative has been dependent on the Village Ways NGO for its own marketing efforts. Village Ways is a diversified NGO with sustainable tourism projects in six Indian states, Nepal, Ethiopia, Georgia, Spain, and Thailand. Village Ways is not expanding into additional Karnataka locations at this time, which is why another partner organization would be needed to support marketing efforts in Kalache.

4.2.5 CBT Success Factors

In addition to discussing obstacles to tourism development, interview participants were also asked to identify those factors that would make Kalache a successful CBT destination. One recurring theme discussed was strong existing community structures. Kalache has been well organized and run through its local farm cooperative for decades. One interview participant stated that cooperatives are successful because “they include all people” and also that
“cooperative communication is key for the community.” Another interview participant stressed that “cooperatives are for the community.” The cooperative is a trusted model within the community, which has proved vital in increasing the economic and social power of its members. The cooperative structure would provide a strong and familiar model for a Kalache CBT organization.

A second success factor discussed was the ability to partner with another CBT organization. The Spice Route Cooperative has developed a CBT enterprise, which could be leveraged to provide training. According to the Spice Routes board they would act as the leading partner in the training development of CBT in Kalache. It must be noted that both the financial and labor resources of the Spice Route Cooperative are limited. Due to these limitations, the Spice Route Cooperative would not be able to provide financial resources for the building of infrastructure or for the needed technology, such as a website for booking.

It should also be noted that the Spice Route Cooperative would not be financially benefiting from a cooperative in Kalache. The first benefit that the cooperative would receive is that there is a strong desire by both Mr. Hegde and the Spice Route Cooperative to expand sustainable tourism projects in the state of Karnataka. These projects do not financially benefit Mr. Hegde or anyone who is not a cooperative member. What these projects do provide is a way for communities to organize before outside interests develop tourism in their communities, a way to diversify their 100% farm based income sources, and as way to retain a subset of their youth population by providing additional employment opportunities.

A second benefit to the development of a tourism cooperative in Kalache is that the Spice Route Cooperative is looking for a way to develop a tourism trail in Northern and Central
Karnataka. This part of Karnataka is a minimum of six hours from the nearest international airport and a minimum of three hours from the nearest domestic airport. Tourists, especially international tourists, are less likely to spend a significant amount of time to travel to a single tourist destination. There are a number of natural and cultural resources in this region, which could be leveraged to attract tourists, but a real lack of lodging options, guides, and drivers in that would allow tourists to travel for an extended period of time in this area.

4.3 In-Depth Interview Findings Hulgol

The second series of in-depth interviews were conducted with five key stakeholders in the community of Hulgol. The participants were chosen through purposive sampling of Spice Route Cooperative members. As discussed in the limitations section, those interviewed in Hulgol have a bias towards tourism development as they work part-time in the tourism industry. Notes were taken to record the responses of the interviewees and reoccurring themes were gathered in the data analysis stage. The Hulgol interviews were used to collect information on why the community began engaging in CBT, and to collect participant reported data on individual economic and social impacts realized as a result of tourism. These reasons that I assessed included reducing youth outmigration, diversifying economic resources, and retaining control over the tourism development process.

The themes of reducing youth outmigration, diversifying economic resources, and retaining control over the tourism development process are not unique to just Kalache and Hulgol, these are significant issues for rural communities in India and worldwide (Asker 2010:34). Many rural communities are engaging in CBT due to decreasing populations and
changing demographic structures, which is resulting in an increasingly older population (Asker 2010:34 & Mohammad 2012:9). Many Indian rural communities are also 100% reliant on farm based income; in Karnataka these communities are reliant on betlenut for their economic livelihoods. As these prices have declined communities have increasingly looked for alternative economic opportunities. The ability to retain control of the tourism process is also of significant importance to communities in Karnataka. Tourism has been detrimental to Karnataka’s coastal areas, particularly in Gokarna. The coastal areas of Karnataka were developed largely by outside interests and now suffer from significant environmental and social issues. Both Kalache and Hulgol participants were very passionate that they did not want this to happen to their own communities.

4.3.1 Urban youth Outmigration

Hulgol has suffered a great deal from youth outmigration, as younger people have left the community in search of a better education, jobs, and a global connection. According to one interviewee “youth go to grade school in Hulgol and to high school in a neighboring village, Sirsi, youth then go to college in Sirsi or a further community. The problem is that youth are not coming back to Hulgol after finishing school, many youth are moving to Bangalore after finishing school.” Another interviewee stated that “no one is coming back to the community once they leave; tourism could help keep more educated people at home versus going to Bangalore.” These findings are supported by Mohammad (2012), who noted that outmigration driven by better economic opportunities has created dysfunctional rural communities with older population (Mohammad 2012:9).
To help address the problem of youth outmigration, Hulgol was motivated to engage in CBT starting in 2010. The aim was to create jobs that would help retain some of Hulgol’s youth population. These jobs in guiding, driving, and hospitality staff, could provide young adults with employment opportunities that were both personally satisfying and economically rewarding. One interviewed guide discussed the personal satisfaction they get from their job stating that “there is an incredible pride from the guides in being able to show people around their village.”

Hulgol has in fact been able to retain a subset of its youth population through positions as guides, drivers, and hospitality staff. Hulgol has also offered a training program for youth, which in no way requires them to become a part of the tourism cooperative. This training program has allowed additional youth to gain skills, which they have used for employment outside of tourism, albeit outside of Hulgol. One interviewee stated “anyone can be trained to be a part of the cooperative as a guide, cook, or staff, however it is not required that they stay on.”

The issue that remains in Hulgol is that there are virtually no employment opportunities outside of farming and the Spice Route Cooperative. One interviewee went as far to say “there is not a motivation to expand these farms, especially as there is a labor shortage with so many people heading to the city.” As such, members of the Spice Route Cooperative are currently working to expand businesses within the community that offer alternatives to farming, guiding, and hospitality positions. The businesses being considered include traditional medicine, boating, and tree climbing. These findings are supported by Asker (2010), who noted that rural
communities are facing increasing issues related to decreasing populations and changing demographic structures (Asker 2010:34).

4.3.2 Diversification of Income Sources

In addition to significant youth outmigration, Hulgol has also suffered from a lack of economic diversification. One interviewee stated that “the most skilled labor is decreasing because people are moving to large villages.” Prior to the introduction of tourism, virtually all Hulgol community members were employed as beetlenut farmers. This has made the community particularly susceptible to the changing market prices and demands of beetlenut. This has been especially true in recent years as the overall beetlenut prices have fallen. To help diversify farm based incomes, CBT has been used to create new community revenue sources. These findings are supported by Tresillian (2006), who noted tourism development can have an important multiplier effect across the economy (Tresilian 2006:16).

4.3.3 Community Based Tourism Development

A third community issue discussed in the Hulgol interviews was the ability to retain control over the tourism development process. Before the development of the Spice Route Cooperative, the residents were concerned that their community would be developed for tourism by outside companies. One interviewee stated “people have recognized that if they don’t build tourism from within the community, someone from the outside will come in to build tourism.” The residents thought that once their community was developed by outside interests, they would have very little say in the development process going forward. One way
to protect against these outside interests was the formation of a tourism cooperative. These findings are consistent with Johnson (2010), who noted that CBT, through a bottom-up approach, allows a community to develop tourism in line with their own values and interests (Johnson 2010:151).

4.3.4 Economic and Social Benefits Realized

In addition to uncovering community issues and subsequent reasons for engaging in CBT, the Hulgol interviews revealed participant reported economic and social benefits realized as a result of CBT. One benefit realized was the reduction of youth outmigration through CBT training programs. A small subset of Hulgol’s youth population has been retained through the CBT guide program, where youth are given the necessary skills to get jobs as guides. Overall, approximately 50 community members are employed by the Spice Route Cooperative in a part-time capacity. Of these positions there are currently six guides and one driver. There have also been additional youth who have gone through the guide training program, but have not taken jobs in tourism.

Economically, the tourism cooperative has had a direct impact on approximately 50 people in the community. The CBT cooperative has helped these families diversify their farm based incomes, and has also increased annual incomes by an average of 5-20%. One interviewed guide stated “the men make about twice as much as a guide per day, 600 Rupees compared to 300 Rupees farming.”

Socially, a benefit realized as a result of CBT has been the empowerment of women. Women make up a majority of the cooperative positions. This has allowed these women to
earn cash wages to invest in their households, while also giving them a greater say in community decisions. One interviewee, who was a male, stated that the women work “in four person rotational shifts, this work pays them twice as much as they would normally make, and it is much easier work.” These findings are supported by Asker (2010), who noted that income earned by women directly increases the family’s quality of life in even a more beneficial manner than when men are in control of the benefits received from tourism (Asker 2010:32). Another reported social impact was the exchange of knowledge. One interviewee stated “guides are also learning from the tourists and rediscovering their own land.” This interviewee stated as an example that, “only half of the birds had been identified in the community before tourists came.”

4.3.5 CBT Success Factors

In addition to describing the benefits realized as a result of CBT, the interview participants discussed some of the key success factors of the Spice Route Cooperative. The most discussed success factor was the formation of the cooperative as a governing body. This has given both cooperative and community members a say in how tourism is developed in Hulgol. These findings are supported by Armstrong (2012), who noted that the one of the principal conditions for success of CBT is genuine community participation (Armstrong 2012:1). This community involvement has further led to the creation of tourism standards. The tourism standards include a list of community do’s and don’ts, which the tourists review prior to their arrival. This list outlines how tourists interact with community members during their stay as well as any community restrictions. One interviewee stressed the importance of reducing
negative impacts on the community by stating “tourists are going out with guides and are not brining parties to Hulgol, tourists also stay outside of the village to further lessen impacts.”

4.4 Group Interview Findings Kalache

The Kalache group interview was comprised of five key stakeholders selected through purposive sampling of community leaders. The group interview lasted approximately 60 minutes, during which time 22 questions were asked. Each group interview participant was given an opportunity to answer each question, and then to openly discuss their answers with other group interview participants. Notes were taken during the group interview to capture key themes discussed by group interview participants. The Kalache group interview revealed participant attitudes toward potential social, environmental, and economic impacts of tourism and collected stakeholder feedback on tourism restrictions and future tourism development in Kalache.

4.4.1 Social, Environmental, and Economic Impacts of Tourism

In the first section of the group interview participants were asked to identify the potential social, environmental, and economic impacts of tourism on Kalache. Socially, one the benefits of tourism discussed is that it provides an opportunity for knowledge sharing, which according to one interview participant includes “knowledge of different cultures and the lifestyle of the tourist.” These findings are consistent with Strange (2013), who noted that CBT provides a significant opportunity for the exchange of information among different groups of people (Strange 2013:10).
Knowledge sharing occurs when tourists and local community members interact, sharing new ideas with one another. Knowledge sharing can be informal as tourists and local community members interact, sharing ideas about their cultures and lifestyles, or it can be more formal if a tourist decides to donate their time and money to help community members continue their education and develop new skill sets. These donated resources can be incredibly impactful when the community has limited economic and technological resources. Tourists visiting Kalache would not be required to interact with local community members; however this would be a primary draw for those seeking cultural tourism.

Environmentally, the group interview participants were most concerned with the overcrowding of tourist destinations. When carrying capacities of tourist destinations are exceeded, it can lead to significant pollution and environmental degradation. One participant stated “if there are lots of tourists there can be environmental impacts.” Numerous examples were cited including Gokarna, Goa, and Yana as places that are facing problems with littering and environmental degradation due to tourist overcrowding. These findings are consistent with Chambers (2010), who noted that tourism leads to environmental degradation as tourists utilize higher levels of natural resources (Chambers 2010:71).

Economically, the group interview participants felt that the greatest benefit of tourism would be increasing and diversifying income sources. The group interview participants highlighted the lack of diversification in income sources in Kalache, with virtually all community members being employed as farmers. One interviewee stated that of the potential benefits of tourism “economics is first.” As beetlenut farmers, community members have been negatively
impacted by decreasing beetlenut prices in recent years. As crop prices continue to fall, the ability to diversify income sources is becoming increasingly important to the community.

4.4.2 Future Tourism Development

Next, group interview participants discussed ways to reduce the negative impacts of tourism on their community. One interview participant stated that the community “must first give respect to the tourists” and that “people who are respectful of the community should be welcome.” To ensure that both community members and tourists feel respected there is a need for a community code of conduct. The code of conduct would be given to the tourist prior to their arrival, and would outline appropriate ways to interact with local community members, as well as applicable community rules and restrictions. One interview participant stated that “restrictions on what a tourist does is important.” Another interview participant stressed that for the restrictions “all food is to be vegetarian, and no alcohol in the village.” Additional rules would include items such as not wearing shoes in temples or homes, wearing appropriate clothing, women using the traditional Namaste greeting rather than shaking hands, and tourists being accompanied by a guide while visiting in the community. These findings are supported by Asker (2010), who noted that developing a code of conduct ensures that interactions between tourists and community members are “framed as two-way intercultural exchanges” (Asker 2010:28).

The next series of group interview questions gathered feedback on the future of tourism development in Kalache. The participants first noted that Kalache has the potential to be developed as a tourist destination, because there are already significant numbers of tourists
traveling to the area. These tourists are drawn to the area for nature and cultural tourism. As part of cultural tourism, one interview participant stated that the “diverse agriculture of the area could be used to draw in tourists.” The diversity of crops and traditional organic farming techniques, including the climbing of trees to harvest beetlenut, could be used to market the area to tourists seeking a unique cultural experience. Another group interview participant stated that “boating, trekking, forests, and many small waterfalls in the community could be used to attract tourists.” Tourists would also potentially be attracted to Kalache for the surrounding archeological temples, a unique cultural heritage, and wildlife viewing opportunities.

According to the group interview, Kalache has a strong potential to be developed as a tourism destination, if there is the needed infrastructure to support tourists and the proper training of staff. One group interview participant stressed that the greatest needs to develop tourism are “good guesthouses and training for guides.” In addition to a guesthouse there is also a need for a kitchen to prepare meals for the tourists. There is also a need to train guides and guest staff in tourism hospitality, finance, and marketing. One participant stated that they must “give great service, hospitality is first.”

The building of infrastructure and training of staff would need to be done in partnership with an organization that has the needed financial and educational resources. The Spice Route Cooperative would be able to provide many of the training needs; however, an outside organization would need to be leveraged for infrastructure funding. As such any future tourism development in Kalache would be largely dependent on securing outside funding sources. These findings are supported by Armstrong (2012), who noted that successful CBT enterprises
partner with NGOs and private organizations to receive both funding and training (Armstrong 2012:3).

4.5 Group interview Findings Hulgol

The Hulgol group interview was comprised of five key stakeholders, who were identified through purposive sampling of the Spice Route Cooperative. The group interview lasted approximately 60 minutes, during which time 22 questions were asked. Each group interview member had the opportunity to respond to each question, and then to openly discuss their answers with other group interview participants. Notes were taken to record key themes discussed by the group interview participants. The Hulgol group interview revealed participant attitudes toward the social, environmental, and economic impacts of tourism, collected stakeholder feedback on future tourism development, and revealed participant reported impacts realized as a result of tourism.

4.5.1 Social, Environmental, and Economic Impacts of Tourism

In the first section of the group interview, participants identified the social, environmental, and economic impacts realized as a result of tourism in Hulgol. Socially, the group interview identified the reduction of youth outmigration as one of the positive impacts of CBT. One interview participant stated that “without training for the kids, they leave for Bangalore.” As youth have gone through the tourism training program a small subset of them have decided to stay in Hulgol. This program provides youth with the necessary language, hospitality, and financial skills to seek employment in CBT and other industries. Some of those
trained have taken tourism related employment opportunities, primarily as guides and drivers. These findings are supported by Hamzah (2009), who found that CBT acts as a training ground for entry into other economic sectors of the community (Hamzah 2009:8).

Another social benefit realized as a result of tourism is the improvement of infrastructure and investment in social programs. Overall, 25% of all tips are deposited directly into a community fund, much of which is used to support the community school. According to one group interview participant another social benefit of CBT has been that “very educated people are visiting; doctors, engineers, and scientists, speak with students and have even donated resources.” These donated financial and educational resources have had a positive impact on Hulgol, by allowing students an opportunity to learn new technical skill sets, which can be used in future employment opportunities. These findings are consistent with Asker (2010), who noted that for CBT to be successful there must be a sharing of profits, which is used to promote community development (Asker 2010:2).

Environmentally, the group interview participants reported minimal negative impacts resulting from tourism. Even though reported negative environmental impacts in Hulgol have been low, one group interview participant stressed the importance of “developing tourism in a responsible manner,” which included “bringing awareness to environmental issues, such as plastics.” The issues of plastics and garbage is not a problem in Hulgol due to their established code of conduct, however plastic and garbage collection remain a significant issue at the surrounding tourist destinations.

The minimization of environmental issues has been attributed to the development of a code of conduct, which calls for low impact tourism development. To reduce negative
environmental impacts, all tourism related resources including materials and food are locally sourced. Food is grown with 100% organic materials. Fuel for cooking is provided by bio-gas, which utilizes animal waste to produce fuel. The code of conduct also helps reduce other negative environmental impacts, such as littering and environmental degradation, by establishing a clear set of rules for visitors to follow while visiting the community.

Economically, CBT has helped the community increase and diversify their income sources. Those employed through the Spice Route Cooperative reported earning an additional 5-20% in annual income, with guides and drivers earning higher wages than cooks and house staff. The extra money that these individuals earned through the Spice Route Cooperative supplemented their existing income by 5-20%. The survey provides additional analysis of 14 survey participants who reported working in tourism. These participants reported an average annual increase in income of 11.4%, with a range of 5-20% per year. The guides make 600 Rs per day guiding, compared to 300 Rs per day farming.

The six guides work in rotational shifts, which is dependent upon the tourists visiting the community at any one time. The women cooks and house staff work in four person rotational shifts based upon tourism demand. The increase in income is first dependent on how many days an individual farms per year, which is determined by the crops grown and the size of the land plot. The average family owns between 1-2 acres of land and on average it takes one person 120 days of labor to maintain one acre of land. Those who spend less labor days farming have a greater availability to work more days in tourism, which increases average annual incomes. The increase in incomes has also been influenced by the decreasing prices of beetlenut. As beetlenut prices have fallen, wages have been stagnant or decreasing in Hulgol
over the past few years. In addition to increasing wages, tourism has also helped community members diversify their income sources.

The economic impacts realized as a result of CBT have been particularly impactful for the women of the Spice Route Cooperative. The majority of the Spice Route Cooperative is comprised of female members. One of the group interview participants, who was male, stated that “a big advantage of tourism now is people feel empowered” and also that “tourism gives women some spending money, which is incredibly powerful.” The limitations of having a male speak of women’s empowerment issues, has been discussed in the limitations section.

Many of the female cooperative members have had little opportunity to earn their own cash wages prior to joining the cooperative. Being employed by the cooperative has allowed these women to diversify their family income sources and invest directly back into their households. Women are employed by the cooperative as cooks and house staff. In addition to creating new sources of income, these women have also increased their participation in leadership roles. This increased participation in leadership roles has led to a greater say in community decisions. These findings are consistent with Asker (2010), who found that tourism provides women with the opportunity to play key decision making roles, which increases their say in community decisions (Asker 2010:32).

4.5.2 Future Tourism Development

In the next portion of the group interview, participants discussed ways to reduce the negative impacts of tourism. The participants first noted that it is important to limit the number of tourists visiting the community. This helps reduce the negative social and
environmental impacts resulting from tourist overcrowding. The group interview participants also highlighted the importance of a detailed code of conduct that each tourist receives before visiting the community. One interview participant noted that “in the process of booking, very specific guidance is sent to the tourist on how to act in the community and in the guesthouse.” The code of conduct communicates community restrictions and policies that the tourist must follow during their visit. Having a clear set of guidelines allows for better overall tourism experience for both the tourist and community alike. These findings are consistent with Asker (2010), who noted that a code of conduct is important to managing visitor expectations and to reduce negative impacts on the community (Asker 2010:27).

The last portion of the group interview gathered participant feedback on the future tourism developmental needs of Hulgol. The primary goal discussed by group interview participants was to ensure that the Spice Route Cooperative remains financially sustainable in the long run. The total number of visitors in Hulgol has declined in the past two years, largely due to a recession in Europe. One participant stated that “guests are mostly international from Europe; there is only a very small amount of Indian tourists.” To ensure that the Spice Route remains financially viable it is important that both domestic and international tourists, including those from outside of Europe, can be attracted. These findings are consistent with Galyan (2011), who noted that for CBT to be successful there must be a balanced marketing approach, which includes both pre-arranged tours and independent travelers (Galyan 2011:5).

The cooperative is looking to increase its annual visiting families from 40 to 75. To do this there is a significant emphasis on improving marketing efforts, particularly outside of the Village Ways website. Village Ways is the partnering European NGO for the Spice Route
Cooperative, which handles the marketing and booking for the cooperative through its Village Ways website. There is also a need to develop new tourism activities, which could attract a wider range of tourists. One of the interview participants stated a need to “develop new activities including swimming, climbing of trees, more trekking, and canoeing.” Ultimately, the long-term viability of the Spice Route Cooperative is dependent upon attracting a sufficient number of visitors. The Spice Route Cooperative must continue to expand its partner network and diversify its marketing efforts as it looks for future growth opportunities. The expansion of the Spice Route Cooperative partner network includes other tour operators, lodges, CBT organizations, and tourism companies operating in the region. Similar tourism organizations, which also offer nature tourism, cultural tourism, and CBT, can be partnered with to help in attracting a greater number of tourists.

4.6  Survey Findings Kalache and Hulgol

4.6.1  Demographic Information

The first section of the survey gathered demographic information of the survey participants. In Kalache 90% of the participants were married, with only 10% being single. The participant population was 100% male. As discussed earlier, cultural traditions require that personal questions be directed to the head of the household, who is generally a male. The lack of prior foreign visitors further influenced the participation of women in the survey, as female community members were sometimes uncomfortable answering questions directly from me.
### Table 4.1: Demographic Information

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<th>Demographic Information</th>
<th>Kalache</th>
<th>Hulgol</th>
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<tbody>
<tr>
<td><strong>Marital Status</strong></td>
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<tr>
<td>Married</td>
<td>90%</td>
<td>88%</td>
</tr>
<tr>
<td>Single</td>
<td>10%</td>
<td>8%</td>
</tr>
<tr>
<td>Widowed</td>
<td>0%</td>
<td>4%</td>
</tr>
<tr>
<td><strong>Sex</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>100%</td>
<td>76%</td>
</tr>
<tr>
<td>Female</td>
<td>0%</td>
<td>14%</td>
</tr>
<tr>
<td><strong>Average Household Size</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adults</td>
<td>3.3 Adults</td>
<td>2.7 Adults</td>
</tr>
<tr>
<td>Children</td>
<td>1.8 Children</td>
<td>1.8 Children</td>
</tr>
<tr>
<td><strong>Average Education</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In Years</td>
<td>11.5 Years</td>
<td>11.2 Years</td>
</tr>
<tr>
<td><strong>Family Lived in the Community</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In Years</td>
<td>208 Years</td>
<td>160 Years</td>
</tr>
<tr>
<td><strong>Reason Why You Moved to the Community</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Born Here</td>
<td>96%</td>
<td>72%</td>
</tr>
<tr>
<td>Economic Reasons</td>
<td>4%</td>
<td>28%</td>
</tr>
<tr>
<td><strong>Primary Occupation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Farmer</td>
<td>94%</td>
<td>72%</td>
</tr>
<tr>
<td>Other</td>
<td>6%</td>
<td>24%</td>
</tr>
<tr>
<td>Business</td>
<td>0%</td>
<td>4%</td>
</tr>
<tr>
<td><strong>How do You Rate the Community as Being a Good Place to Live</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very Good</td>
<td>64%</td>
<td>44%</td>
</tr>
<tr>
<td>Good/OK</td>
<td>34%</td>
<td>56%</td>
</tr>
<tr>
<td>Not Good</td>
<td>2%</td>
<td>0%</td>
</tr>
</tbody>
</table>

The average household size in Kalache was 3.3 adults and 1.8 children. There were significantly more adults in the community than children due to the vast amounts of youth
outmigration in the last ten years. The average education for survey participants was 11.5 years. The average amount of time that the participant’s families have lived in the community for is 208 years. The majority of families migrated to this area of the Western Ghats approximately 300 years ago. Overall, 96% of the survey participants were born in Kalache, with just 4% relocating for economic reasons. A total of 94% of survey participants were employed as farmers. Overall, 98% of the participants thought that Kalache was a good place to live, with 64% stating that it was very good, and 34% stating it was a good.

The average education for Hulgol survey participants was 11.2 years. The average amount of time that participant’s families have lived in the community for is 160 years. Similar to Kalache, the families of Hulgol migrated to this area of the Western Ghats approximately 300 years ago. However, the average amount of time that participant’s families have lived in Hulgol is less than Kalache, because the community has historically been much easier to reach. This has increased the amount of labor migration to the community. Overall, 72% of Hulgol participants were born in the community, whereas 28% relocated for economic reasons. A number of laborer families migrated from the coastal regions of India to Hulgol 30-50 years ago to provide labor for betlenut farming. The labor force of the Hulgol survey participants was slightly more diversified, with 72% being employed as farmers, and 24% being employed in other occupations including tourism. In Hulgol 100% of the participants thought that the community was a good place to live, with 44% stating it was very good, and 56% stating that it was good.
4.6.2 Interactions with Tourists

Next, data was collected on how often survey participants have interacted with tourists in the past year. In Kalache 20% of the survey participants had interacted with tourists on a quarterly basis, whereas 80% had not interacted with any tourists in the past year. Those who had interacted with tourists reported no contact with international tourists. Interactions with tourists in Kalache have historically been low due to limited community accessibility and a lack of tourism infrastructure.

![How Often do You Interact With Tourists](image)

*Figure 4.1: How Often Do You Interact with Tourists*

In Hulgol 40% of the survey participants interacted with tourists on a weekly basis, 52% interacted with tourists monthly, 4% interacted with tourists quarterly, and 4% had not interacted with any tourists in the past year. Overall, 92% of Hulgol survey participants interacted with tourists on at least a monthly basis.

Next, the survey gathered information on community changes as a result of tourism. If survey participants reported changes as a result of tourism they were asked if they regarded these changes as positive or negative. As Kalache receives little to no tourists, 0% of the participants stated that they had noticed any changes as a result of tourism. Hulgol on the other hand had 76% of the participants reporting that they had noticed changes as a result of tourism. Of those that had noticed changes, 100% stated that they regarded the changes as
positive. This answer was likely impacted by the community fund which has been set up in Hulgol, which supports social projects and infrastructure development in the community, including investments in the local school.

4.6.3 Participant Support for Tourism Development

The next portion of the survey measured the level of participant support for tourism. As discussed in the limitations section, the participant support for tourism was likely influenced by a few factors. First, there was the high level of excitement that community members had in Kalache to interact with myself as a researcher and international tourist. This high level of excitement likely created bias in the surveys. The surveys may have been further impacted by participant’s lack of interaction with an international tourist. This lack of interacting with an international researcher or tourist may have influenced the participants to not discuss negative feelings toward tourism. The participants support for tourism was likely further influenced by them seeing myself as the type of tourist that they would like to attract in the future.

First, when Kalache survey participants were asked if they liked having tourists in their community, 100% of the participants stated that they did like having tourists in the community. The only two choices to answer this question were, yes or no. Second, when asked to rank their preference of increasing the number of tourists in the community, increasing the number of tourism businesses, leaving matters as they are, or discontinuing tourism all together; 100% of the participants stated that they preferred to either increase the number of tourists in the community or to increase the number of tourism businesses. Increasing the number of tourists was most preferred, with 78% of the participants selecting this as their first choice.
When Hulgol participants were asked if they liked having tourists in their community, 100% of participants stated that liked having tourists in the community. Second, 100% of Hulgol participants stated that they preferred increasing the number of tourists and tourism businesses in the community, as opposed to leaving matters as they are or discontinuing tourism all together. Hulgol participants preferred increasing the number of tourists visiting the community first, and then building more tourism infrastructure as needed. Since Hulgol already has a guesthouse and basic tourism infrastructure, the Spice Route Cooperative is concentrating on increasing the number of tourists that visit Hulgol before building any additional tourism infrastructure. As discussed in the limitations section, the high level of participant support for tourism in Hulgol was likely impacted by me having a Spice Route Cooperative guide with me, and participants may have been less likely to discuss negative support for tourism with a tourist. These findings are further supported by Hamzah (2009), who noted that with limited knowledge about tourism, local communities are surprisingly accommodating of tourism, with the hopes that it will bring better economic opportunities (Hamzah 2009:8).

A number of the survey questions discussed below use a Likert scale of strongly agree, agree, undecided, disagree, and strongly disagree. Each of these answers was assigned a value 1-5, with a 1 being representative of strongly disagree and a 5 being representative of strongly agree. Thus, the higher mean scores are associated with a stronger agreement. The minimum and maximum answer values are also notated above for the survey responses. Last, a standard deviation is included to show those questions that had the greatest variance of participant answers.
The next question asked if the Kalache survey participants felt that more people in the community should be involved in tourism. Overall 98% of participants stated that more people in the community should be involved in tourism, with 56% strongly agreeing, 42% agreeing, and 2% undecided.

Table 4.2: Survey Question Overview

<table>
<thead>
<tr>
<th>Statement</th>
<th>Kalache N = 50</th>
<th>Kalache Mean</th>
<th>Kalache Min</th>
<th>Kalache Max</th>
<th>Kalache Deviation</th>
<th>Hulgol N = 25</th>
<th>Hulgol Mean</th>
<th>Hulgol Min</th>
<th>Hulgol Max</th>
<th>Hulgol Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>More People in the Community Should be Involved in Tourism</td>
<td>4.54</td>
<td>3</td>
<td>5</td>
<td>0.50</td>
<td>4.52</td>
<td>2</td>
<td>5</td>
<td>0.70</td>
<td></td>
<td></td>
</tr>
<tr>
<td>My Family's Income and Quality of Life Would Increase if Tourists Were Attracted to Explore this Area</td>
<td>4.10</td>
<td>2</td>
<td>5</td>
<td>0.50</td>
<td>4.56</td>
<td>3</td>
<td>5</td>
<td>0.57</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Distribution of Tourism Costs and Benefits will be Distributed Fairly Among the Community</td>
<td>4.52</td>
<td>2</td>
<td>5</td>
<td>0.61</td>
<td>4.36</td>
<td>2</td>
<td>5</td>
<td>0.97</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourism promotes the development and better maintenance of public facilities such as roads, parks, and sporting facilities</td>
<td>4.40</td>
<td>4</td>
<td>5</td>
<td>0.49</td>
<td>4.28</td>
<td>4</td>
<td>5</td>
<td>0.45</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Infrastructure in the Local Area Would Improve Because of Tourism</td>
<td>4.08</td>
<td>4</td>
<td>5</td>
<td>0.27</td>
<td>4.08</td>
<td>4</td>
<td>5</td>
<td>0.27</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourism Helps the Villagers Better Appreciate their Community</td>
<td>4.04</td>
<td>3</td>
<td>5</td>
<td>0.34</td>
<td>4.04</td>
<td>4</td>
<td>5</td>
<td>0.20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourism Makes People Feel Inferior About their Culture</td>
<td>1.50</td>
<td>1</td>
<td>2</td>
<td>0.50</td>
<td>1.68</td>
<td>1</td>
<td>2</td>
<td>0.47</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourism leads to increases in the prices of some things such as some goods and services and/or Property Values or Rental Costs</td>
<td>3.50</td>
<td>1</td>
<td>5</td>
<td>1.09</td>
<td>2.48</td>
<td>1</td>
<td>4</td>
<td>0.90</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourism would bring Increased Crime to the Area</td>
<td>2.18</td>
<td>1</td>
<td>4</td>
<td>0.91</td>
<td>2.76</td>
<td>2</td>
<td>4</td>
<td>0.95</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourism would Crowd Local Residents out of Recreational Spots</td>
<td>1.98</td>
<td>1</td>
<td>5</td>
<td>0.62</td>
<td>1.92</td>
<td>1</td>
<td>2</td>
<td>0.27</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decisions About how Much and what Kind of Tourism Are Best Left to the Residents in the Area</td>
<td>4.76</td>
<td>2</td>
<td>5</td>
<td>0.65</td>
<td>4.60</td>
<td>4</td>
<td>5</td>
<td>0.49</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nature / Game Viewing Trails Should be Monitored by Local People</td>
<td>4.82</td>
<td>4</td>
<td>5</td>
<td>0.38</td>
<td>4.56</td>
<td>4</td>
<td>5</td>
<td>0.50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The community needs to monitor forest and marine resources</td>
<td>4.68</td>
<td>2</td>
<td>5</td>
<td>0.68</td>
<td>4.48</td>
<td>4</td>
<td>5</td>
<td>0.50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decisions about how much and what kind of tourism we should have are best left to non-profits/entrepreneurs</td>
<td>3.68</td>
<td>2</td>
<td>5</td>
<td>0.84</td>
<td>3.00</td>
<td>2</td>
<td>4</td>
<td>0.98</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decisions about how much and what kind of tourism we should have are best left to the government</td>
<td>1.60</td>
<td>1</td>
<td>5</td>
<td>1.10</td>
<td>1.52</td>
<td>1</td>
<td>4</td>
<td>0.98</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourism Would Have a Negative Impact on the Environment</td>
<td>1.56</td>
<td>1</td>
<td>4</td>
<td>1.24</td>
<td>2.04</td>
<td>1</td>
<td>4</td>
<td>0.66</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am Concerned that Tourism Would Take Away our Natural Resources such as Land, Food, Water, and Wood</td>
<td>2.22</td>
<td>1</td>
<td>5</td>
<td>0.97</td>
<td>1.80</td>
<td>1</td>
<td>2</td>
<td>0.40</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourism Development Would Increase Protection of Natural Areas</td>
<td>3.20</td>
<td>2</td>
<td>5</td>
<td>0.94</td>
<td>3.24</td>
<td>2</td>
<td>4</td>
<td>0.91</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Current Rules Used in Managing the Resources in the Area are Adequate</td>
<td>3.74</td>
<td>2</td>
<td>5</td>
<td>0.80</td>
<td>3.88</td>
<td>2</td>
<td>4</td>
<td>0.43</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Biodiversity Conservation Within this Area Contributes to Our Well Being</td>
<td>4.32</td>
<td>4</td>
<td>5</td>
<td>0.47</td>
<td>4.04</td>
<td>4</td>
<td>5</td>
<td>0.20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We Should Take Steps to Restrict Tourism Development</td>
<td>3.44</td>
<td>2</td>
<td>5</td>
<td>1.19</td>
<td>3.20</td>
<td>2</td>
<td>5</td>
<td>0.97</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Overall, 96% of Hulgol participants thought more people should be involved in tourism, with 60% strongly agreeing and 36% agreeing. Only 4% of the participants did not feel that more people should be involved in tourism. This suggests that the Hulgol participants would like to continue expanding community involvement in tourism.

Next, Kalache participants were asked if tourists were friendly towards them, and also if community members were friendly towards tourists. Overall, 98% of Kalache participants felt that tourists were friendly, with 24% stating they are very friendly, and 74% stating they are friendly. In addition, 100% of participants felt that community members were friendly towards tourists.
tourists, with 56% stating they were very friendly, and 44% stating they were friendly. The majority of Kalache participants stated that its community members are very friendly towards tourists. As tourist visits are rare, a significant amount of excitement is generated within the community when tourist visits occur.

In Hulgol 100% of participants stated that tourists were friendly towards them, with 12% stating they are very friendly, and 88% stating they are friendly. Overall, 100% of Hulgol participants also stated that community members were friendly towards tourists, with 8% reporting they are very friendly, and 92% reporting they are friendly. Overall, Hulgol participants stated that community members were generally friendly toward tourists. As discussed in the limitations section the high number of pro-tourism responses was likely influenced by a couple of factors. First, while visiting the community I was accompanied by a Spice Route Cooperative member, which may have influenced community members to give more pro-tourist answers. Second, I was most likely seen by the community as the type of tourist that they were looking to attract, and thus the participants may have been more likely to give pro-tourism responses to myself.

4.6.4 Participant Attitudes Toward Tourism Economic Factors

First, the survey measured the realized participant economic impacts resulting from tourism. Kalache participants reported no economic impacts as a result of tourism due to the limited number of tourists visiting the community. Hulgol on the other hand did report economic impacts realized as a result of tourism. In Hulgol 44% of the survey participants stated that they worked in the tourism industry in one capacity or another. The amount of
survey participants who identified as being employed in the tourism industry was elevated due to the beetlenut harvest, which occurred during the survey period. During the beetlenut harvest all males of working age spend the majority of their time in the fields harvesting. However, those individuals who work in the tourism industry spend less time in the fields due to their tourism related job commitments, which increased their chances of being surveyed.

Table 4.3: Tourism Employment

<table>
<thead>
<tr>
<th></th>
<th>Kalache</th>
<th>Hulgol</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Do You Work in Tourism</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>0%</td>
<td>44%</td>
</tr>
<tr>
<td>No</td>
<td>100%</td>
<td>56%</td>
</tr>
<tr>
<td><strong>If Yes Do You Work in Tourism All Year</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>N/A</td>
<td>100%</td>
</tr>
<tr>
<td>No</td>
<td>N/A</td>
<td>0%</td>
</tr>
<tr>
<td><strong>If Yes What Percentage of Your Income Came From Tourism Last Year</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average</td>
<td>N/A</td>
<td>11.4%</td>
</tr>
</tbody>
</table>

Of the Hulgol survey participants who reported working in the tourism industry, 100% stated that they worked in tourism year round. However, even though tourism employees work year round the expectation is that tourism acts as a supplementary income source to farming. To be able to balance both tourism and farm based employment, a rotational labor pool has been established. This rotational system allows an employee to work in tourism for a small portion of their time, while also attending to their required household and farming duties. Those participants who work in tourism reported an average annual increase in income of 11.4%. Participants reported an increase in income ranging from 5-20% per year. Those who reported the largest increases in income worked as guides and as drivers.
The next survey question asked the Kalache participants to identify what they thought would provide the best future economic opportunity for the community. This question is significant to this project as Kalache has identified three primary problems it wishes to address, each of which has economic implications. First, the community wishes to reduce youth outmigration. One way the community feels this can be accomplished is by providing jobs that youth can take pride in and that also provide economic opportunity. Second, the community is looking to diversify their agriculture based income sources. Tourism has the potential of providing a new diversified income source for the community. Third, the community is looking to encourage the empowerment of women. Tourism provides the economic means to empower women by increasing their economic resources, while often also increasing their standing within the community.

In Kalache 80% of the survey participants stated that tourism lodges provided the best future economic opportunity for the community. Second, 14% of participants stated that crop farming would provide the best future economic opportunity, whereas 6% said that restaurants and shops would provide the best future economic opportunity. It must be noted that communities that engage in CBT projects often lack tourism experience, and thus they may overstate the potential for positive impacts resulting from tourism.
When surveying Hulgol, 44% of participants stated that tourism provided the best future economic opportunity for the community, whereas 44% felt that crop farming would provide the best opportunity, and 12% of participants stated that restaurants and shops would provide the best future economic opportunity. The increased experience in tourism in Hulgol may have resulted in lower overall expectation of tourism’s future economic impact.

![Figure 4.6: My Family’s Income and Quality of Life Would Increase or Has Increased with More Tourists](image)

The next survey question asked Kalache participants if they felt that tourism would increase their family’s income and quality of life. In Kalache 96% of participants felt their family’s income and quality of life would increase as a result of tourism in the community, with 16% strongly agreeing and 80% agreeing.

In Hulgol 96% of participants felt their income or quality of life has increased as a result of tourism, with 60% strongly agreeing and 36% agreeing. The higher number of participants that strongly agree with the statement in Hulgol may be a reflection of a higher percentage of tourism employees who were surveyed. Those that work in tourism are already receiving direct economic benefits as a result of tourism. Second, community members have also received indirect economic benefits from tourism as a result of the community fund that has been established.
4.6.5 Participant Attitudes toward Tourism Social Factors

The next series of questions measured Kalache participant attitudes toward tourism in terms of social factors. The first question asked Kalache participants if they thought that the costs and benefits of tourism would be shared unfairly across the community. In Kalache 98% of participants stated that benefits would not be unfairly distributed across the community, with 56% strongly disagreeing and 42% disagreeing. The reason that such a high percentage of participants stated that the benefits of tourism would not be distributed unfairly is due to the current cooperative structure of the community. Each community member belongs to a local farming cooperative, which is operated by its members for the benefit of its members. As cooperatives are the preferred organizational structure in Kalache, any CBT would likely be formed using a cooperative structure. These findings are consistent with Roelants (2015), who noted that communities are able to meet common economic, social, and environmental goals through the use of cooperatives (Roelants 2015:3).

In Hulgol 98% of participants disagreed that tourism benefits have been distributed unfairly across the community, with 40% strongly disagreeing and 48% disagreeing. Hulgol has a long history with cooperatives in the community. Over the years Hulgol has realized a number of
cooperative benefits including the investment in community social projects and micro lending used for local business expansion. These cooperative benefits have been further realized in recent years through its tourism cooperative.

Figure 4.8: Tourism Promotes the Development and Maintenance of Public Facilities

![Chart showing the percentage of participants who agree or disagree that tourism promotes public facility development.]

Figure 4.9: The Infrastructure of the Area Would or Has Improved Because of Tourism

![Chart showing the percentage of participants who agree or disagree that infrastructure has improved due to tourism.]

Next, Kalache participants were asked if tourism promotes the development of public facilities, and if local infrastructure would improve as a result of tourism. First, 100% of Kalache participants stated that tourism promotes the development of public facilities, with 40% strongly agreeing and 60% agreeing. Second, 100% of Kalache participants stated that the infrastructure in the local area would improve because of tourism, with 8% strongly agreeing and 92% agreeing.

In Hulgol 100% of participants agreed that tourism has promoted the development of public facilities, with 28% strongly agreeing and 72% agreeing. Second, 100% of Hulgol participants agreed that infrastructure in the area has improved because of tourism. Hulgol has increased its investments in public facilities through the use of the tourism cooperative.
community fund. These findings are consistent with Mshiu (2015), who noted that cooperatives promote the support of community facilities and services (Mshiu 2015:5).

![Figure 4.10: Tourism Helps Villagers Better Appreciate Their Community](image)

![Figure 4.11: Tourism Makes Local People Feel Inferior about Their Culture](image)

The next two questions asked Kalache participants if tourism helps the villagers better appreciate their community and culture. First, 96% of Kalache participants stated that tourism does help villagers better appreciate their community, with 8% strongly agreeing and 88% agreeing. Second, 100% of Kalache participants stated that tourism does not make them feel inferior about their culture, with 50% strongly agreeing and 50% agreeing.

In Hulgol 100% of participants stated that tourism has helped villagers better appreciate their community. Second, 100% of Hulgol participants stated that tourism has not made people feel inferior about their culture. In fact, participants stated that tourism has made them better appreciate their community and culture. In some instances, tourism has helped the community revive its local knowledge and traditions. As tourists have been attracted to Hulgol, community members have taken a renewed interest in sharing their traditional knowledge with visitors. This has included their knowledge of local plants, animals, as well as traditional
medicines and farming techniques. These findings are consistent with George (2007), who noted that CBT allows communities to become more aware of the community assets including their “culture, heritage, cuisine, and lifestyle” (George 2007:1).

Figure 4.12: Tourism Leads or has Led to the Increase in Price of Some Goods, Services, and Rents

Figure 4.13: Tourism Would or Has Brought Increased Crime to the Area

Figure 4.14: Tourism Would or Has Crowded Local Residents out of Recreational Spots

The next three survey questions gathered Kalache participant feelings toward three social factors of tourism, including the increase of costs, crime, and tourist overcrowding. First, when asked if tourism leads to the increase in cost of goods and services, Kalache responses
were mixed. Overall, 72% of participants agreed that tourism leads to the increase of costs, with 10% strongly agreeing and 62% agreeing.

When Kalache participants were asked if crime would increase, 80% of participants did not think crime would increase as a result of tourism, with 18% strongly disagreeing and 62% disagreeing. In Kalache there is currently very little crime. Participants didn’t seem particularly worried that crime would increase because of tourism, however many survey participants cited Goa and Gokarna as examples of places where crime has increased as a result of tourism. In Goa and Gokarna tourism growth has gone largely unchecked, which has led to significant increases in criminal and gang activity. The participants stated that if tourism was conducted on a smaller scale that crime likely would not increase. When asked if locals would be crowded out of recreational spots, 92% of participants did not think that locals would be crowded out of local spots by tourists. Once again participants stated that if the number of tourists were restricted, there would not be any problems with overcrowding.

In Hulgol when participants were asked if tourism has led to the increase of prices of goods and services, 72% disagreed that costs have increased as a result of tourism. As the number of tourists visiting Hulgol has been relatively small in number, the impact on the cost of goods has been limited. There are no retail items or handicrafts that can be purchased in Hulgol, which has further reduced the impact on local costs. There is also no outside ownership of land which has kept the prices of land steady. Next, when asked about crime, 60% of Hulgol participants disagreed that crime has increased as a result of tourism. When asked if tourists have crowded locals out of recreational spots, 100% of participants stated that tourists have not crowded locals out of recreational spots.
4.6.6 Participant Attitudes Toward Tourism Environmental Factors

The next series of questions measured Kalache participant attitudes toward environmental factors associated with tourism. Overall, only 20% of those surveyed in Kalache felt that the tourism would have a negative impact on the environment. Even though participants discussed environmental issues such as littering and pollution in other nearby tourism destinations, participants felt that environmental degradation could be controlled by limiting the scale of tourism development. Next, participants were asked if they were concerned about tourism taking away their natural resources. Only 18% of Kalache participants were concerned that tourism would in fact take away natural resources. It should be noted that this question likely created some level of confusion. Nearly all of the land which surrounds Kalache is protected by the government. As the land is protected natural resources legally cannot be taken from the land without government permission. Due to this protection, participants may have felt that natural resources were less likely to be taken away due to tourism.

Next, Kalache survey participants were asked if they thought tourism would increase the protection of natural resources. Responses were very mixed, with 48% of participants stating that the protection of resources would increase as a result of tourism. The responses to this question were mixed because all of the surrounding community land is already protected by the government. As such, many participants did not think that there were any more natural areas to protect. Next, participants were asked if they thought that the current rules and regulations were adequate to manage the surrounding resources. Overall, 84% of participants felt that the current rules and regulations were adequate for managing the surrounding
resources. When asked what the future threats to the forest were, 46% of participants stated that the forest faced future threats from deforestation due to large energy projects.

In Hulgol only 12% of participants felt that tourism has had a negative impact on the environment, and 0% of participants were concerned that tourism has taken away natural resources. Similar to Kalache, all of the surrounding land in Hulgol is protected. This may have caused some confusion when asking this question and may have impacted the participant responses. When asked if tourism has increased the protection of natural resources, responses were mixed. Overall, 56% of participants stated that tourism has led to increased protection of natural resources. Most of Hulgol’s surrounding land is already protected by the government, and as such more land cannot be protected. When asked about current rules and regulations, 92% of Hulgol participants felt that the current rules and regulations were adequate for managing resources. Last, when asked about future threats to the forest, 40% of participants were concerned about future threats due to deforestation from large energy projects.
4.6.7 Tourism Decision Making

The next series of survey questions assessed who should be in charge of the tourism decision making process. The questions on decision making elicited some of the strongest responses of the entire survey. One of the most important factors for both Kalache and Hulgol is the ability to retain control over the tourism decision making process. The first question asked participants who should be in charge of the tourism decision making process. In Kalache 100% of participants stated that the local community needs to be in charge of the decision-making process, with 84% strongly agreeing. These findings are consistent with Choi (2005), who noted the necessity of involving local stakeholders at all levels of CBT planning and policy making to ensure the viability of a CBT project (Choi 2005:1275).

The next set of survey questions were used to assess who should be in charge of the monitoring of local areas and natural resources. The Kalache survey participants felt very strongly that any hiking paths or nature trails should be monitored and controlled by the local population. Currently, the protected areas around Kalache are managed both by the community and the forestry department. The forestry department ensures that there is no illegal logging or hunting, as well as conducts land surveys. There can be distrust between the community and the forestry department, because forestry officers are generally from outside of the community, and they may only stay for two to three years at a time. Due to the limited time forestry officers spend in one location, they often do not form a connection with the local community.
Figure 4.17: Decisions about What Kind of Tourism Should be Left to Residents

Figure 4.18: Nature and Game Viewing Trials Should be Monitored by Local People

Figure 4.19: The Community Needs to Monitor Forest and Marine Resources

Figure 4.20: Decisions about Tourism is Best Left to Non-Profits and Entrepreneurs
Next, Kalache participants were asked what role non-profits/entrepreneurs and the government should play in the tourism decision making process. Most participants agreed that the non-profits and entrepreneurs should play a role in the decision-making process. However, when asked about the government’s role in the decision-making process, participants felt very strongly that they should not be involved. This strong feeling is elicited from distrust between participants and the government, due to projects that have been instilled without local support. The most recent of these projects was a large hydro dam that built just upriver from Kalache. This project was largely protested by Kalache’s residents. Before the building of the dam the government completed a number of land surveys without community input. Ultimately, the hydro project flooded much of the lower region of Kalache displacing a number of households. Since the completion of the hydro project the government has not invested in any further infrastructure in Kalache, which has created a further distrust between the community and the government.

In Hulgol survey participants felt very strongly that local residents should continue to be in charge of the tourism decision making process. These findings are supported by Johnson (2010), who noted the need to emphasize local input over “the type, scale, and intensity of tourism development” (Johnson 2010:151). Participants also felt very strongly that local residents should continue to be in charge of managing local resources and infrastructure.
Hulgol participants also felt very strongly that the government should not play a role in the future decision making, planning, or management of tourism. Participants felt a general distrust between the community and government. Participants also stated that the government was not interested in helping them with small scale tourism projects. Participant feelings towards the role of NGO’s and entrepreneurs in the tourism decision making process, was much more mixed. Participants stated that NGO’s played a significant role in the training and establishment of their guesthouse. However, participants preferred not to have outside business ownership interests in the community going forward.

4.6.8 Tourism Restrictions

Next, Kalache participants were asked if they thought steps should be taken to restrict tourism development. Overall, 62% of Kalache participants thought that steps should be taken to restrict tourism development. In Hulgol 52% of participants stated that steps should be taken to restrict future tourism development.

![Figure 4.22: We Should Take Steps to Restrict Tourism Development](image)
4.6.9 Obstacles to Tourism Development

The next series of questions measured participant attitudes toward the obstacles to tourism development. In Kalache the greatest stated obstacle to tourism development was language barriers, with 100% of the participants identifying this as a barrier. Many community members are able to speak English; however participants felt there would be a need for language training for tourism staff. Second, 98% or participants stated that a lack of financing was an obstacle to tourism development. Currently there is no existing tourism infrastructure in Kalache, and any future infrastructure development would be reliant on outside funding. These findings are supported by Kim (2014), who noted that those communities that could benefit most from CBT often lack the necessary financial resources and infrastructure to accommodate tourists (Kim 2014:3). Third, 28% of participants stated that low participation of women was an obstacle to tourism development. Many women in the community have not had the opportunity to work in jobs outside of farming, and as such may need to be encouraged to participate in tourism. Fourth, 20% of participants stated that poor leadership was an obstacle to tourism development.

Table 4.4: Obstacles to Tourism Development

<table>
<thead>
<tr>
<th>Obstacle</th>
<th>N= 50 Kalache</th>
<th>N = 25 Hulgol</th>
</tr>
</thead>
<tbody>
<tr>
<td>Language Barriers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>100%</td>
<td>44%</td>
</tr>
<tr>
<td>No</td>
<td>0%</td>
<td>56%</td>
</tr>
<tr>
<td>Lack of Financing of Development Funds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>98%</td>
<td>48%</td>
</tr>
<tr>
<td>No</td>
<td>2%</td>
<td>52%</td>
</tr>
<tr>
<td>Low Participation of Women in Leadership</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
In Hulgol survey participants felt that the greatest future obstacle to tourism development was a lack of financing, with 52% participants stating this was an obstacle. Hulgol has already received the needed startup funding for its guesthouse, however any significant future tourism projects would likely require some level of financing. Second, 44% of participants stated that language was an obstacle to future tourism development. Hulgol community members have had a significant opportunity to practice their English through interactions with tourists, and thus have an increased confidence in interacting with tourists.
and in speaking English. Third, 28% of participants felt that low participation of women was an obstacle to future tourism development. Even though the majority of cooperative members are women, there is still a lack of women in positions such as guides. Fourth, 16% of participants stated that poor leadership was an obstacle to future tourism development. Any future tourism development in the community will require the support of the community’s leaders.

4.6.10 Future Tourism Development

Next, survey participants were asked for their recommendations on future tourism development in Kalache. For this question I asked for one recommendation from each participant and then I grouped responses based on reoccurring themes. First, 33% of the total participants stated that they would like to have future nature tourism development in the community. The participants felt that nature tourism provided the best opportunity to attract tourists in a responsible manner. Participants stated that the backwaters area and hiking trails could be utilized for nature tourism activities, as discussed on page 76. Second, 17% of the total participants stated that future tourism development should include the building of tourism infrastructure. Third, 17% of the total participants stated that tourism should be developed through a cooperative style system. These participants felt that a cooperative would allow for an equal say in tourism development and an equal share in the benefits of tourism. Fourth, 12% of participants stated that they would like to see small scale tourism development. Participants stated that smaller scale tourism development could help in reducing potential negative economic, social, and environmental impacts resulting from tourism. Fifth, 10% of
participants wanted to see tourism development with restrictions including no non-vegetarian food or alcohol in the community.

In Hulgol 32% of the total participants stated that any future tourism development should be conducted through the current tourism cooperative. Participants felt that the cooperative was the best mechanism to organize future tourism activities, due to the high level of community familiarity and support for the tourism cooperative. Participants also stated that cooperatives would continue to ensure an equal say in the tourism development process and an equal share in the benefits of future tourism activities. Second, 23% of the total participants wanted future tourism development to be done on a small scale. Participants felt that limiting the number of tourists in the community would help in reducing future negative impacts of tourism. Third, 18% of those surveyed wanted to promote nature or medical tourism in the future. As the community looks to increase tourist inflow, additional tourism activities are being discussed for future implementation. Fourth, 9% of participants wanted to see tourism development in a manner which promotes job growth in the community. This can help in reducing the outmigration of the youth population. Fifth, 9% of participants thought it was important to engage the community in future tourism development. Any long-term success of tourism in Hulgol will be dependent upon the continued engagement of the community.

4.6.11 Open Ended Responses

As a part of the survey participants were asked when thinking of tourism development what words first came to mine. These responses were then categorized based on the reoccurring key themes as discussed below. In Kalache 39% of the total participants stated that when thinking of tourism development, infrastructure development came to mind. Second,
32% of participants stated that when thinking of tourism development, economic impacts came to mind. Third, 12% of participants stated that keeping children in the community came to mind. Fourth, 10% of participants stated that eco or nature tourism came to mind. Fifth, 7% of participants stated when thinking about tourism development, getting a good price for agricultural goods came to mind.

In Hulgol, 33% of the total participants stated when thinking about tourism development, employment opportunities came to mind. Second, 28% of participants stated when thinking about tourism development, economic impacts came to mind. Third, 11% of respondents stated knowledge sharing came to mind. Fourth, 11% of participants stated cooperative style tourism came to mind. Fifth, 11% of participants stated when thinking about tourism development, small scale tourism came to mind.
CHAPTER 5

DISCUSSION AND PERSONAL REFLECTION OF THESIS PROJECT

5.1 Discussion and Personal Reflection

The community based tourism assessment conducted for the Spice Route Cooperative proved to be an effective assessment tool to understand Kalache community issues and objectives, to measure the level of participant support for tourism development, to measure participant attitudes toward tourism measured in terms of social, economic, and environmental factors, and to measure participant attitudes toward the obstacles to tourism development.

Furthermore, the community based assessment was an effective tool in understanding Hulgol participant attitudes toward tourism measured in terms of social, economic, and environmental factors, as well as participant’s attitudes toward the future obstacles to tourism development. The Hulgol assessment also provided additional insight into participant reported economic, social, and environmental impacts realized as a result of tourism.

The community based assessment process albeit very time consuming, provides a holistic view of tourism by understanding its impacts, processes, products, and subsystems. The community based assessment process conducted for this project was quite in depth including an assessment of: community issues and objectives, participant support for tourism development, participant attitudes toward tourism measured in terms of social, economic, and environmental factors, the natural and cultural resources of the area, tourism policies, infrastructure and training needs, and visitor and market profiles. These findings are supported by Gutierrez (2014), who noted that a CBT assessment is an effective tool to understand
community attitudes toward tourism and to identify project goals and objectives (Gutierrez 2014:4).

As a result of the development and implementation of the community based assessment, my learnings have been immense. First and foremost this project has provided a model for conducting a tourism assessment. This can be of particular importance when a community is considering tourism development for the first time. The tourism industry is very complex with a number of different subsystems including producers, consumers, and marketers. A tourism assessment provides a foundation for understanding the complexities of operating in the tourism industry. Before a community decides to promote tourism, there should be an understanding of community issues and objectives, community support for tourism, community attitudes toward tourism measured in terms of social, economic, and environmental factors, the obstacles to tourism development, and the potential implications of tourism development. These findings are consistent with Gutierrez (2014), who noted the necessity of identifying the potential social, economic, and environmental costs and benefits associated with tourism before engaging in tourism related activities (Gutierrez 2014:30).

In this project I have followed Gutierrez’ model for CBT development, which begins with the planning stage. During the planning stage community inputs are given, objectives and goals are defined, obstacles are identified, and roles are outlined. After the planning stage has been completed, a community based assessment can occur. The community based assessment is a valuable tool used to understand: community issues and objectives, community support for tourism, community attitudes toward tourism measured in terms of economic, environmental,
and social factors, community obstacles to tourism development, and tourism markets, trends, and competitive landscapes.

After the community based assessment has been conducted, a CBT plan can be developed which outlines the community's vision, goals, objectives, and strategies needed to achieve their goals (Asker 2010:18). The CBT plan can also address organizational structures, leadership teams, skill gaps, and potential funding sources. Once a management team has been selected, donor sources such as NGO's, government programs, and aid banks can be targeted. As part of the identification of funding sources, a funding proposal should be developed. Once funding has been secured, skills development can begin. Skills development training will generally include hospitality, language, financial, marketing, and guide training. Once the CBT is operating quality controls and measures should be put in place. These quality controls help to ensure that the CBT is achieving its objectives.

A valuable insight gained from this project was the unique organizational structures that can be used in the development of CBT enterprises. My project focused on using the cooperative organizational structure for CBT development. Although cooperatives have previously been used in the development of CBT enterprises, cooperative structures only make up a small percentage of total CBT enterprises. It has been found that CBT structures function best when they evolve from naturally occurring structures in the community. In the case of India, cooperatives are particularly well placed to be used in tourism, due to their longstanding history in the communities. Furthermore, cooperatives are particularly well aligned with the goals of CBT, as cooperatives are formed in a democratic fashion to meet the common needs of the group as a whole. These findings are consistent with Roelants (2015), who noted that
cooperatives can be used to meet the common economic, social, and environmental needs of a community (Roelants 2015:3).

Based upon the findings of this research, I believe that cooperatives will provide a valuable organizational structure for the formation of CBT enterprises in the future. CBT cooperatives provide one potential mechanism to ensure that all members have an equal say in the tourism development process and an equal share in the benefits received from tourism. CBT cooperatives also provide its members with the strength to stand up to outside groups, ensuring that the interests of its members are always put first. These findings are consistent with Mshiu (2015), who noted that cooperatives allow the poorest segments of the community the opportunity to participate in economic progress (Mshiu 2015:6).

Another outcome of this project has been a furthered understanding of the importance of community engagement in the development of sustainable tourism models. This study has focused on community based tourism. In order for a tourism project to be socially, economically, and environmentally sustainable, local stakeholders must be involved in the planning and development stages of the project. Furthermore, there is a significant amount of evidence that local community involvement helps to reinforce long term support for a project, as projects run by the community for the benefit of the community generate greater community support (Koster2007:71).

Another outcome of this project has been a furthered understanding of how collaborative community based tourism models can be used to promote positive environmental, economic, and social outcomes. CBT models have shown success in addressing environmental concerns, particularly in increasing the conservation and protection of natural
areas. Economically, CBT has helped rural communities increase and diversify their agricultural based income sources. Socially, CBT has assisted in reducing the outmigration of youth and has also helped with the empowerment of women. In this study data was collected in Hulgol, which supports prior research findings that CBT can assist in diversifying income sources, reducing the outmigration of youth, and increasing the empowerment of women.

5.2 Anthropology and Project Design

The anthropology training that I received through the coursework at UNT prepared me to conduct both quantitative and qualitative data collection and analysis utilizing participant observation, in-depth interviewing, group interviews, and surveying. The coursework also helped prepare me to complete the end to end research project design process. Furthermore, the independent study courses that I developed with Dr. Spears and Dr. Veteto allowed me to conduct a literature review of CBT related topics, and then to gain valuable experience in the design and implementation of a research project.

The independent study coursework completed with Dr. Veteto allowed me to gain valuable insights into key sustainable tourism concepts and issues, including prevalent social, environmental, and economic impacts of tourism and differing types of tourism models. The coursework also allowed me to research the most prevalent concepts surrounding CBT, including community based assessments. Further coursework allowed me to gain insights into the utilization of bottom-up approaches, which can be used to engage local community members while also promoting local capacity building (Goh 2015:43).
The independent study course I developed with Dr. Spears gave me the opportunity to further my understanding of CBT and community based assessments. During the course I was able to conduct valuable research that allowed me to better understand the community based assessment process including social, economic, and environmental impact assessments, industry assessments, market assessments, and political assessments. During the course I was also able to gain insights into CBT organizational structures, management teams, the identification of funding sources, training of staff, marketing, and the monitoring of results.

During this course I also worked in conjunction with CANAECO to develop a tourism carbon offsetting program in Costa Rica. The work with CANAECO focused on the design of a financial program that could be used to offset 100% of tourism related carbon emissions, through reforestation efforts in Central Costa Rica. Both mandatory and voluntary financial programs were tested to understand the impact that each could have in offsetting carbon emissions. This experience provided vital when designing the community based assessment for Kalache and Hulgol.

My anthropological training shaped each of the research stages of my thesis project. In the first stage of the project, my coursework prepared me to identify key informants that could provide the necessary background information on Kalache and Hulgol. This information included key community issues, reasons for engaging in CBT, and obstacles to tourism development. Key informants were able to be identified through interactions with both the client and local community. Initial interactions with the Spice Route Cooperative and community included participant observation and non-participant observation. This allowed me
to gain a greater understanding of the client’s background, values, and types of projects that it was engaged in.

During my visit to the communities of Hulgol and Kalache, my coursework in anthropology prepared me to interact with the community members, while also building the necessary trust with them. Furthermore, the data collection methods used included in-depth interviewing, group interviews, surveying, and content analysis. The qualitative methods class that I took prepared me particularly well for observation and in-depth interviewing. This class focused on both observation and interviewing techniques used to collect data.

During the second stage of data collection and analysis, coursework on the analysis of qualitative data was utilized. Qualitative analysis was conducted on interviews, group interviews, and community interactions to identify recurring themes or patterns in participant responses. Quantitative analysis was then conducted on the surveys to understand varying degrees of participant attitudes toward tourism measured in terms of social, economic, and environmental factors. Coursework completed in SPSS was then utilized to analyze survey and interview data.

Coursework completed in environmental anthropology was useful in both the design and assessment phases of this project. This project focused on CBT, which is built upon many of the same principles that are used in environmental anthropology and sustainability studies. Anthropology is useful in understanding the human-environment relationship, including how humans can work towards sustainability. For humans to work towards sustainability there must be a balance between humans and the environment. Different cultures will have variances in power relations, perceptions, and interactions with nature. These variations will
influence how a particular group views and interacts with the environment. The anthropologist is well positioned to understand the human-environment relationship through the study of how culture and the environment interact.

Coursework in political ecology also played a role in the development of this project. The government and market often interact to transform the environment (Stonich & Dewalt 2005:284). The relationship between government, market, and environment is particularly important in CBT projects. In CBT emphasis is given to local control over the decision-making process. Rather than having the market as the primary driver of tourism growth, CBT puts the power in the local community. Oftentimes with market driven strategies we see a concentration on short term growth, which can lead to environmental degradation and inequalities in wealth. CBT on the other hand promotes the equitable distribution of benefits, sustainable growth, and protection of the environment.

Coursework in action oriented work also played a critical role in the development of this project. There is a significant intersection between environmental justice, action oriented work, and the anthropologist. The anthropologist is in a unique position to analyze sociocultural and historic factors to conduct action oriented work, which is aimed at overcoming the inequalities and conflicts associated with “resource value, access, use, and control” (Johnston 2001:134). With CBT in particular there is an emphasis on the local management and control of resources. This helps to ensure that resources are managed in accordance with the values of the local population, which helps reduce environmental inequalities that result when outside interests exploit the environment for financial gain.
Coursework in spiritual ecology further assisted in the development of this project. Spiritual ecology considers the “spiritual, emotional, intellectual, and practical activities at the interface of religions and the environment” (Sponsel 2001:181). Spiritual ecology takes into account the philosophical and religious traditions, which influence human interactions with the Earth. In the communities of Kalache and Hulgol religion plays a significant role in how the communities interact with the environment. In the Hindu religion the Earth is a manifestation of the gods and should be treated with respect. One community member of Hulgol described this relationship by saying that “there is a god in every tree.” Furthermore, the people of the Western Ghats share a close connection with the environment and feel that any development must occur with sustainable practices in mind.

Coursework in development anthropology, from the environmental anthropology class also added to the design of this project. Development anthropology is one way to understand and contribute solutions to basic human problems, by identifying and implementing programs, projects, and policies within a particular cultural context. In this thesis project a great deal of emphasis has been placed on implementing a CBT framework, which addresses those issues most pertinent to the community. Every community will have its own unique set of ideas, values, and developmental goals. The anthropologist is in a unique position to understand these values and developmental goals, and then to assist in sustainable implementation of these strategies.

5.3 Anthropology and Project Outcomes

Anthropology played a significant role in both the design and data analysis stages of this
project. Coursework completed in the evaluation class was of particular importance to the community based assessment process. In program evaluation, formative evaluation plays a significant role in the planning stages of the project, and summative evaluation plays an important role in understanding the outcomes of a project. In this project, a cost benefit analysis was completed in Kalache based upon participant inputs. The cost benefit analysis was vital to understanding the most significant potential environmental, economic, and social implications of tourism. In environmental anthropology, it is important that an assessment can be completed before the implementation of a new program. This helps the program stakeholders to better understand the potential physical and social impacts of the program.

As outlined above both qualitative and quantitative research contributed to the outcomes of this project. Qualitative and quantitative research conducted through in-depth interviews, group interviews, and surveys was absolutely vital in answering the primary research questions of this project. The information gathered through quantitative and qualitative research has given the Spice Route Cooperative and research team insights into participant support for tourism development in Kalache, participant feelings toward tourism measured in terms of social, economic, and environmental factors, as well as participant attitudes toward the obstacles to tourism development. The qualitative and quantitative research also allowed for the measurement of participant attitudes toward tourism measured in terms of social, economic, and environmental factors in Hulgol, as well as participant attitudes toward the future obstacles to tourism development. Last, the research provided additional insight into participant reported economic, social, and environmental impacts realized as a result of tourism.
A key component to the outcomes of this research project was utilizing a community based evaluation. In community based evaluations the emphasis must be placed on understanding community issues from the community’s perspective, as well as on understanding how the community would like to address these issues. To have success in community based evaluations there must be significant input and involvement from the community.

The involvement of the community is further stressed in the CBT model, which is designed to have community input into the decision-making processes and in the implementation of a program. This community input helps to ensure that all community members are able to share in the benefits of an implemented program equally. When the community is actively engaged in the evaluation and implementation of a program, there is significant community empowerment and motivation to achieve wanted outcomes. In this sense the evaluator acts more as a coach or facilitator to bring the community together to work towards common goals aimed at improving the community.

5.4 What Made This an Applied Anthropology Project

In applied anthropology it is necessary to put to use anthropological method and theory to meet the needs of a particular group. This project has used both anthropological theory and methods to understand the needs and goals of a community, while acting as a facilitator to allow the communities voice to be heard. In this study a systems based approach was used focusing on tourism factors were social, economic, and environmental in nature. The systems
based approach also provided a holistic view of the tourism industry, products, processes, and impacts. This study further focused on sustainable models including CBT.

The theories of community based models were utilized with a focus on community planning and implementation of CBT. The research focused on both the benefits and impacts of CBT models, with special emphasis given to urban youth outmigration, diversifying employment, and empowerment of women. In this study a community based assessment was utilized which included surveys, group interviews, and in-depth interviews. Each of these data gathering methods was used to further understand community issues and objectives, participant support for tourism development, participant attitudes toward tourism, and goals to furthering community based projects. The community based assessment was completed with a focus on local community participation in the CBT planning and development processes.

The community based assessment process utilized the tools of the applied anthropologist to understand the unique cultural perspectives of the community to assist in the future development of action oriented plans. This holistic form of research has allowed for a greater understanding of how the communities can achieve more balanced economic, social, and environmental benefits, while minimizing the negative impacts of community proposed projects such as CBT.

5.5 Conclusions

This study has focused on the development of sustainable tourism through the use of CBT. This thesis project has built upon previous research focused on taking an interdisciplinary approach to studying CBT, encompassing issues that are economic, social, and environmental in
nature. To conduct this research a community based assessment was completed using a systems based approach.

The community based assessment was used to provide a holistic view of tourism in the communities of Kalache and Hulgol, including the study of tourism processes, products, and impacts. The community based assessment was then used to provide insight into the level of support for tourism development in Kalache, participant attitudes toward tourism measured in terms of social, economic, and environmental factors, and participant attitudes toward the obstacles of tourism development. The Hulgol community based assessment was used to provide insight into participant attitudes toward tourism in terms of economic, social, and environmental factors, as well as participant attitudes towards the future obstacles to tourism development. The Hulgol assessment also provided additional insights into participant reported economic, social, and environmental impacts realized as a result of tourism.

The first research question of this project was used to determine the level of Kalache participant support for tourism development. Based upon the in-depth interviews, group interview, and surveys it was found that there was a high level of participant support for tourism development in Kalache. Each of those community members who were interviewed, surveyed, or participated in the group interview expressed that they liked having tourists in their community. When surveyed, participants also wanted to increase the number of tourists, tourist businesses, and the number of community members participating in tourism, as opposed to reducing or stopping tourism in the community.

The reasons given, in the in-depth interviews, group interview, and surveys for wanting to engage in CBT development each shared common themes. The first reason that Kalache
participants wanted to engage in CBT was to assist in reducing youth outmigration. The younger population has increasingly left Kalache over the past 20 years for larger cities in search of better jobs, educations, and a greater global connection. Kalache participants felt that they would be able to retain a small percentage of their youth population by creating employment opportunities through CBT. These CBT employment opportunities could provide both positive economic and social impacts, which could help in reducing youth outmigration. These positive impacts could include increases in wages, additional educational and training opportunities, and increased opportunities to share in a global connection with tourists.

The second reason given by Kalache participants for wanting to engage in CBT was to increase and diversify income sources. As a 100% agrarian based community changing prices and demand for crops, particularly beetle nut, have left community members vulnerable to swings in income. Even a small diversification in income sources provides the community with protection against changing crop prices. According to participants, CBT provides a potential opportunity for community members to retain their farm based income sources, while also increasing their overall incomes. This increase in income can be particularly impactful for women.

The third reason given by Kalache participants for wanting to engage in CBT was to retain control over the tourism development process. Participants felt that by organizing the local community through a tourism cooperative, that they could provide the necessary structure control tourism for the benefit of the community. Kalache participants stressed that they do not want to become the next Goa or Gokarna, where tourism development has gone unchecked leading to a multitude of community issues. By retaining control over the tourism
decision making and developmental processes, Kalache has the ability to develop tourism in line with its own community goals.

The second research question was used to determine Kalache participant attitudes toward tourism measured in terms of social, environmental, and economic factors. First, in terms of economic factors, participants of the surveys, in-depth interviews, and group interview felt very strongly that tourism would provide the best future economic opportunity for the community. Participants also felt that their individual incomes would be positively impacted if tourists were attracted to the area. Last, participants felt that the benefits realized as a result of tourism would be shared equally across the community.

When measuring community attitudes toward tourism in terms of social impacts, Kalache participants felt one of the greatest potential benefits of CBT was the knowledge sharing between community members and visitors. When tourists visit the community there is the opportunity to share different cultures, lifestyles, and professions. This includes the potential of educated people visiting Kalache who donate time and resources to improve the community. In addition to learning about other people and cultures, participants also showed a tremendous pride in the idea of being able to share their own ideas and culture with tourists. In addition to sharing knowledge, Kalache participants felt that one of the greatest potential social benefits of CBT was the development and improvement of public facilities and infrastructure. Participants felt that a CBT cooperative could be used to return tourism profits to the community, through investments in facilities and infrastructure.

In addition to addressing positive factors associated with tourism, Kalache participants addressed concerns with the potential negative social factors associated with tourism. First,
participants were concerned that tourism would lead to the increase in prices of goods, services, and potentially property values. A smaller subset of participants was also concerned that crime would increase in the community as a result of tourism. Another concern that Kalache participants expressed was in regards to who would retain control over the tourism planning and development processes. The participants felt very strongly that tourism planning and development decisions should be left to local community members. This included the monitoring of local nature areas and natural resources. The participants also felt very strongly that the government should not be involved in the management of tourism in the community.

When measuring Kalache participant feelings toward environmental factors of tourism, a subset of the participants were concerned that there would be negative environmental impacts as a result of tourism. These participants were most concerned with there being a replication of tourism similar to Goa, where there is a significant problem with litter, pollution, and environmental degradation. The majority of participants that were not concerned with negative environmental impacts felt that strong controls could be put in place through a cooperative, which could limit environmental degradation.

When measuring participant attitudes toward tourism in terms of economic, social, and environmental factors; the Kalache participants felt very strongly that CBT development should be encouraged, but not without first taking steps to restrict tourism development in the community. First, Kalache participants wanted to have restrictions on the scale of tourism development in the community. Next, Kalache participants wanted to institute regulations, which would include no alcohol, no non-vegetarian food, and a strict code of conduct to guide visitors on best practices while visiting the community.
Kalache participants also wanted to restrict the types of tourism allowed in their community. These restrictions would include tourism that is community based, ensuring that tourism is run by the community for the benefit of the community. This would also help ensure that the community has a say in both the planning and development stages of tourism. Participants also felt that CBT could assist with the sustainable development of tourism, which reduces, water, litter, pollution, and environmental degradation. Participants felt that tourism infrastructure could be reduced to a single guesthouse to minimize environmental impacts on the community. The preferred method of tourism organization for the participants was a cooperative structure. Cooperatives were seen by participants as a mechanism that could provide an equal say in the decision-making process and an equal share in any benefits received.

The third research question was used to measure Kalache participant attitudes toward the obstacles to tourism development. The Kalache participants felt that the number one obstacle to tourism development was language barriers. Participants felt that language training would need to be a top priority to ensure easy communication with international guests. According to participants the number two obstacle to tourism development was a lack of financing. The participants felt that they would need startup funding for the building of a guesthouse and a kitchen. Participants stated that financing would also be needed to support marketing efforts. The third obstacle to tourism development was low participation among women. Participants stated that due to cultural norms it may be much more unlikely for women to participate in jobs such as guides.
As a fourth research question of this project, Hulgol participant attitudes toward tourism in terms of economic, social, and environmental factors were measured. In addition to measuring participant attitudes, the Hulgol assessment also provided additional insight into participant reported economic, social, and environmental impacts realized as a result of tourism.

First, when surveyed Hulgol participants felt that tourism continues to provide the best future economic opportunity for the community. However, Hulgol participants stated that farming was a near second to tourism for providing the best future economic activity for the community. The experience that Hulgol participants have had with tourism may have impacted the participant’s optimism about the future economic impacts resulting from tourism. Overall, Hulgol participants still felt strongly that tourism would continue to increase and diversify their individual income sources. This increase in income was further supported by those who work for the tourism cooperative, who have reported an average increases in annual income of 11.4% with a range of 5-20%.

The increase in income for Hulgol participants has been particularly impactful for women. Women have been able to earn extra income, which they have directly invested back into their households. Women have been able to earn twice as much from working in the tourism cooperative as compared to farming. Women have also been able to maintain their households by working in rotational shifts, balancing household responsibilities with cooperative employment. This ability to earn extra income has been incredibly empowering, allowing for a greater say in both household and community decisions. Through cooperative
employment, women have also taken increased leadership roles, furthering their ability to influence decisions within the community.

When measuring community attitudes toward social factors of tourism in Hulgol, participants felt that the benefits of tourism have been distributed fairly across the community. The benefits have been distributed across the community through a cooperative structure, which has ensured that community members have a say in the continued development of CBT. One of the greatest social benefits realized as a result of tourism has been the retention of youth through training and educational programs. Social benefits have further been realized through the improvement of infrastructure and public facilities. This is supported by the tourism cooperative which sets aside 25% of all tips to support the development of community infrastructure projects. An additional social benefit realized is the furthered appreciation of community and culture, which includes the revitalization of cultural practices and traditions.

When measuring participant attitudes toward negative social factors of tourism in Hulgol, participants were most concerned with the increase in crime, especially if tourism policies and restrictions are not strong enough in the future. A smaller subset of Hulgol participants also expressed some concern with the increase in the prices of goods and services. Overall, the largest social concern that participants had was the ability to continue community control over the tourism decision making process. Participants felt very strongly that the local residents and not the government should continue to make all of the decisions regarding CBT. Participants also felt very strongly that local residents should continue to be in charge of managing local resources, and should be responsible for the continued management of tourism infrastructure.
When measuring participant attitudes towards environmental factors associated with tourism in Hulgol, participants were most concerned with environmental degradation due to unchecked tourism growth. Overall, the majority of the participants stated that they have not seen any environmental degradation as a result of tourism due to the strong community regulations and policies that have been put in place. Hulgol has been able to reduce the environmental impacts of tourism by using locally sourced materials, locally grown organic food, and reusable fuel sources such as biogas for energy needs.

Hulgol participants were also asked what they felt were future obstacles to tourism development. The participants of Hulgol thought that the biggest obstacle to future tourism development was a lack of financing. There is still a need in Hulgol for financing to expand new tourism businesses. Second, a little less than half of the Hulgol participants felt that language barriers were an obstacle to future tourism development.

In conclusion the community based assessment conducted in Kalache revealed that the participants who took part in the surveys, in-depth interviews, and group interviews were highly supportive of tourism development in the community. Furthermore, the participants of the community based assessment noted that the most significant reasons for engaging in CBT included the reduction of youth outmigration, the diversification of economic resources, and to retain control over the tourism decision making process.

When participant attitudes toward tourism were measured in terms of economic factors, participants felt very strongly that tourism would provide the best future economic opportunity for the community of Kalache. Participants also felt that tourism provided the best opportunity to increase and diversify income sources in Kalache. Socially, participants felt that tourism
could provide the community with a significant opportunity for knowledge sharing. Participants
also felt that tourism provided the opportunity to improve its public facilities and
infrastructure. Environmentally, participants felt that the negative impacts associated with
tourism could be limited if the proper controls were to be put in place.

Those controls included limiting the scope of tourism to small scale development. This
could assist in reducing negative environmental and social impacts including environmental
degradation, increases in costs, and increases in crime. Participants also wanted to restrict
tourism development in Kalache to community based tourism. This would help ensure that the
community retains control over the tourism decision making process. To reinforce community
participation and an equitable share in tourism benefits, participants felt that a cooperative
would provide the best structure for any future tourism development. Participants also noted
that regulations including no alcohol, no non-vegetarian food, and a strict code of conduct to
guide visitors on best practices while visiting the community would be necessary to reduce
negative environmental and social impacts.

For Kalache to be developed as a CBT destination there were a few key obstacles
identified by participants to overcome. First, there is a need to develop infrastructure which
could support tourism. The infrastructure needed would include a small guesthouse as well as
facilities to provide access to water and food. To build the necessary infrastructure outside
financial support would be needed. In addition to infrastructure, initial language and
hospitality training would need to be completed to serve the needs of incoming tourists.
Kalache would also need assistance in the marketing of the site, including technology that can
assist with booking and inquiries.
To develop Kalache as a viable CBT destination site, a partnership with an NGO would provide the most likely opportunity to receive the necessary funding, training, and industry expertise. As discussed earlier, the Spice Route Cooperative has a strong desire to expand sustainable tourism projects in the state of Karnataka and ultimately to create a tourism trail in the region. This tourism trail would be aimed at attracting tourists who are looking to travel to more than one tourism destination. Due to the difficulties of reaching this region, tourists may not be willing to invest a large amount of time to visit just one tourist destination.

The Spice Route Cooperative would provide a likely partnership for training needs, however external funding sources would still need to be secured for the building of tourism infrastructure in Kalache. As the next step in the CBT development process, a CBT plan will need to be completed, which includes a funding proposal. As part of the CBT plan potential partner organizations will need to be identified. Once potential partner organizations have been identified, a funding proposal can be submitted aimed at securing the necessary infrastructure and training funding. Funding can be sought in the form of a grant or a soft loan, which allows flexible repayment terms. Once funding sources have been secured, CBT training and infrastructure development in Kalache can begin.
APPENDIX A

SURVEY INTRUMENT
A. Socio and Economic Profile

1. Marital Status ______ 1 = Married 2 = Single 3 = Widowed 4 = Divorced/Separated

2. Gender ______ 1 = Male 2 = Female

3. Including yourself, how many members of your household are currently living with you?
   Adults_______ Children________

4. Years of formal education received?_______

5. What is your main occupation? ______ 1 = Farmer 2 = Business 3 = Civil Servant
   4 = Artisan 5 = Self Employment 6 = Fishing 7 = Other

6. How long has your family lived in this community?_______ Years.

7. What caused your family to live in this community?_______ 1 = Born Here 2 = Marriage
   3 = Economic reasons (job, land) 4 = Natural disaster 5 = Political reasons 6 = Other

8. Overall, how would you rate this community as a place to live in?__________
   1 = Very Good 2 = Good 3 = Okay 4 = Not Good 5 = Bad

9. In your opinion, which of the following provides the best opportunities for future economic activities in the area?_______ 1 = Lodges 2 = Restaurants 3 = Shops 4 = Crop farming 5 = Other

B. Natural Resource Issues

10. Does the forest benefit you personally in any way at the present?_______ 1 = Yes 2 = No

11. If Yes, please rank the main benefits with “1” being the most preferred use.
   Wildlife _______ Forest fruits/foods _______ Sale of wood products _______
   Medicines _______ Tourism _______ Wood for home building _______
   Thatching for roofs _______ Sale of Handicrafts _______ Other (specify) _______
12. Does the forest face any future threats? 1 = Yes  2 = No
13. If Yes, which is the main threat? 1 = Logging  2 = Fires  3 = Over use  4 = Agriculture 5 = Other (specify)
C. Resident Attitudes Towards Tourism
14. When you think of tourism in your area, what words first come to mind?
______________________________________________________________________________
______________________________________________________________________________
15. Do you work in tourism? 1 = Yes  2 = No
16. If Yes, what percentage of your income came from tourism last year?
17. If Yes, do you work in tourism all year? 1 = Yes  2 = No
18. During the past one year, how often did you interact with tourists? 1 = Daily  2 = Weekly  3 = Monthly  4 = Quarterly  5 = Never
19. Do you like having tourists in your community? 1 = Yes  2 = No
20. Would you say that tourists are friendly or unfriendly towards the local people?
  1 = Very friendly  2 = Friendly  3 = Indiffernt  4 = Unfirendly  5 = Very unfriendly
21. Are there places in this community that should be off limits to tourists? 1 = Yes  2 = No
22. If Yes, please describe these places:
______________________________________________________________________________
23. Have you noticed any changes in your community as a result of tourists’ visits here? 1 = Yes  2 = No
24. If Yes, how do you regard those changes? 1 = Positive  2 = Negative
25. What is the general reaction of this community towards tourists visiting this area? _______

1 = Very friendly  2 = Friendly  3 = Indifferent  4 = Unfriendly  5 = Very unfriendly

26. How would you use the revenues collected from tourism? Rank the following with “1” as the best use.

Support local business _________  Improve health services _________
Provide school funding _________  Encourage new farming methods _________
Infrastructure development _________  Provide cleaner water _________

27. If you had the opportunity to manage tourism in this area, which of the following would you do? (Rank from the first to last 1-5)

Leave matters as they are _________
Discontinue tourism altogether _________
Increase the number of tourists currently visiting _________
Increase the number of tourism businesses in the area _________
Shut down all tourism businesses in the area _________
Other (specify) _________

28. Please indicate whether or not you consider the following to be obstacles in tourism development in the area. 1 = Yes  2 = No

Conflicting objectives among landowners _________
Insecurity about land tenure and squatters _________
Lack of harmony between traditional and modern leadership _________
Language barriers _________
Limited land for expansion _________
Low participation of women in leadership

Political division’s

Poor leadership

Lack of financing or development funds

29. Are there ways in which tourism development in this area can be changed to provide more benefits to your household or to your community? _______1 = Yes  2 = No

30. If Yes, which ways? (Rank the following with “1” as the best)

Improve security ________  Improve waste disposal facilities ________

Improve roads ________  Develop more activities for tourists ________

Initiate education ________  Increase community involvement/ownership ________

31. Please briefly describe the direction you would like to see tourism develop in below.

______________________________________________________________________________

______________________________________________________________________________

To get an idea of your views regarding tourism in this area, please indicate your agreement/disagreement with each of the following statements.

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism promotes the development and better maintenance of public facilities such as roads, parks, and sporting facilities.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourism would have a negative impact on the environment.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Tourism leads to increases in the prices of some things such as some goods and services and/or property values and/or rental costs.
The distribution of the costs and benefits of tourism are distributed unfairly across the community.
Tourism makes local people feel inferior about their culture.
Tourism helps the villagers better appreciate their community.
I am concerned that tourism would take away our natural resources such as land, food, water, and wood.
Tourism would bring increased crime to the area.
Tourism development would increase protection of natural areas.
More people in this community should be involved in tourism.
Having international tourists would greatly change our communities in a positive manner.
We should promote tourist activities like guided walks, photography, etc. in the area.
Tourists would crowd local residents out of recreational spots.
Nature/game viewing trails should be monitored by local people.
My family’s income and quality of life would increase if tourists were attracted to explore this area’s services and activities.
The infrastructure in the local area would improve because of tourism.
The current rules used in managing the resources in the area are adequate.

The community needs to monitor forest and marine resource use.

We should take steps to restrict tourism development.

Decisions about how much and what kind of tourism we should have are best left to the residents in the area.

Decisions about how much and what kind of tourism we should have are best left to non-profits/entrepreneurs.

Decisions about how much and what kind of tourism we should have are best left to the government.

Tourism activities/services should have a resident’s fee and a foreigner fee system.

Biodiversity conservation within this area contributes to our well being.

APPENDIX B

INTERVIEW INSTRUMENT
Natural Resources
1. What are the natural resources of the area?
2. What are the current and potential environmental problems?
3. What ecosystems does the area contain?
4. Are there “charismatic” species that will attract visitors?
5. Have inventories of species been conducted? What do they include?
6. Are there endangered or threatened species? Where are they located?
7. Who manages the area?

Cultural Resources
8. Are there any significant historical or archeological sites in the area?
9. Are they vulnerable to destruction or damage?

Visitor Profiles
10. Who do you want to attract?
11. Where do they live? How easily can they travel to this area?
12. What languages do they speak?

Tourism Industry, Plans, and Policies
13. What tour operators currently operate in the area? What tours or packages do they offer?
14. Is nature tourism or ecotourism part of the plans for the region?
15. What government guidelines, laws, or policies affect tourism in the area?
16. Is there an entrance fee system? Is it effective?
Local Communities

17. What is the economic basis of the local economy?

18. How are the local people organized and educated?

19. What are the local values and leadership?

20. What is the history of relations between local communities and the surrounding natural area?

21. Are residents involved in nature tourism activities?

22. What are the employment opportunities for local residents?

23. Do residents wish to pursue or discourage tourism in their community?

24. Are tourism businesses in the area profitable?

25. How do community members feel like they have been impacted by tourism so far?

Partnerships

26. Are there any active partnerships with local residents?

27. With government agencies or officials?

28. With tourism officials, the industry, or operators?

29. With non-governmental organizations?

30. With educators or teachers (community-based, regional, national)?

31. Which are successful? Why? Are there any that have not worked? Why not?

Marketing and Promotion

32. Is the area well known locally? Regionally? Internationally?

33. How could the tourism industry market this site?

34. What are your potential formal means of promotion?
Opportunities and Obstacles

35. What will change tourism demand (such as upgrading infrastructure)?

36. Are there already tourists in the region visiting other sites who might be attracted to this area?

37. Are there political obstacles to tourism growth to consider?

Labor Force Availability

38. Does the current labor force meet the tourism demand?

39. Is the available labor force increasing or decreasing, why?

40. Are the skills required to work in other industries transferable to the tourism industry?

41. What key challenges or opportunities exist within the current or future tourism labor force?

APPENDIX C

GROUP INTERVIEW INSTRUMENT
Tourism Presence

1. Does tourism currently exist in your community?
2. What are the current/potential benefits of tourism to the community in terms of social, environmental and economic impacts?
3. What are the potential negative impacts of tourism on your community?

Existing Opinion on Tourists and the Social Impacts of Tourism

4. What percentage of current/proposed tourists are local, regional, and international?
5. Have the numbers of tourists visiting your community increased in the last year?
6. Do you enjoy having tourists in your community?
7. Are there any rules or cultural customs that you feel tourists should obey? What are they?
8. Why are tourists attracted to your area? What are your most unique existing attractions?
9. What are your most unique attractions that have yet to be developed for tourism?

Infrastructure

10. What services are needed in the community to make it more comfortable for residents and visitors?
11. Do you think that visitors feel safe traveling alone in the community?

Natural Resources

12. Do you feel that there is a strong link between tourism and natural resource protection?
13. How are the local natural resources managed at this time?
14. Is the community involved in the management of these resources?
15. Do you think that the community should have more or less involvement in the management of these resources?
16. How could the community improve the management of its natural resources?
17. Does the community benefit from protecting these resources?

18. Do local people lose any benefits by protecting these resources?

Stakeholder Recommendations

19. What are your suggestions for future tourism development in this community?

20. What investments or improvements are of top priority?

21. Are there other forms of development that you think would benefit the local residents more than sustainable tourism? If so, what are they?

APPENDIX D

ATTRACTIONS INVENTORY ASSESSMENT
Natural Attractions Kalache

1. Backwaters – Large open space in the river which is good for boating and birding.
2. Rock Viewpoint – Devi Kallu goddess stone, very nice viewpoint of the surrounding forest.
3. Guesthouse Viewpoint – Habbar Kumbri one of the best viewpoints in the village overlooking the river and the entire village.
4. Devas Falls- Waterfall mid hill of the community.
5. Devakar Falls – Large set of waterfalls that can be seen on the dam trekking trail.
6. Bat Cave – 3 Km from guesthouse.
7. Birding – 430 resident birds with a 125 different bird species spotted.
8. Plants – 4,500 different plants, 1 of 34 global biodiversity hotspots.
9. Animals – Squirrel, spotted deer, wild boar, wild goat, bonnet macaque, hanuman langur, panthers, and tigers.

Surrounding Area to Kalache

10. Magod Falls – 650 ft. large waterfall 50 KM from Kalache.
11. Satoddi Falls – Large waterfall that you can go under, 25 Km from Kalache, open year round.
14. Yana – Unique rock formation 3 hours from Kalache.

Temples and Built Attractions

15. Devi Mane – Small temple mid hill of the village, set in a beautiful forested area.
16. Lakshmi Narasinha – Large temple at the bottom of the hill with a large meeting area and very nice coloration.
Activities

19. Cultural Tours – The community is very hospitable opening up their homes to teach others about their culture.

20. Farm Tours – Opportunity to see all of the different spices and beetle nut grown. The harvesting of beetle nut is a unique opportunity to see the climbing of the trees.

21. Trekking Trails – There are numerous trekking trails surrounding the community, just walking within the community feels like trekking since the homes are located in the forest.

22. Cooking Classes – Village has unique cooking opportunity as so many ingredients are grown within their own farms, including spices.

23. Tree Climbing – A unique opportunity to learn how to climb trees and harvest beetle nut as a significant amount of technique is involved.

24. Cooperative Society – Large building where one can see the workings of a farm cooperative including the auctioning of goods.

25. Milk Station – A milk testing station to test the purity of their milk before selling it.

26. Kali River – There are river rafting and boating opportunities on the river.

27. Fishing – Fish can be caught in the backwaters and there are individuals with canoes.


29. Festivals - Yakshagana & Talamaddale local folklores.

30. Yallapur – City 30 Km away with market, music, dancing.

31. Gokarna – Well known beach area and city with many temples 3 hours away from Kalache.
APPENDIX E

SUCCESSFUL COMMUNITY BASED TOURISM PROJECTS
Koh Pdao Homestays, Cambodia

Group of 9 homestay owners in Koh Pdao Cambodia Mekong River made possible by Dolphins for Development project in partnership with WWF. The project focuses on creating diverse economic livelihoods to reduce dependency on agricultural and fishing activities. Since tourists have been visiting the dolphins, there has been a drastic decrease in illegal fishing activities. Keys to success have included early educational workshops on hospitality, food preparation, and homestay maintenance. The project received grant funding at its inception, but now functions as a financially sustainable business. In addition to the economic benefits realized, there have also been many foreigners participating in projects to assist the community (WWF 2014:1).

Ecosphere, India

Ecosphere, located in Spiti India is a social enterprise started in 2004. The enterprise is jointly owned and managed by the local community and a number of professionals. The enterprise offers eco-tourism opportunities including homestays and trails based on the local culture. It receives some external funding, but core operations are breakeven. All revenues go back into the enterprise for development and conservation activities (Armstrong 2012:12).

LA Bendicion de Dios Restaurant Cooperative, Honduras

LA Bendicion de Dios Restaurant located in Chachaguate, Honduras is owned by 33 women on a cooperative basis. The cooperative provides sustainable food services for tourists and provides additional income to the families. Overall, 5% of the profits earned are
contributed to the community education fund. When the cooperative initially opened in 2007 only a few members of the community enjoyed benefits, whereas now economic benefits are shared with the entire community. The business is also now financially self-sufficient. (Armstrong 2012:12).

Village Ways CBT Projects, India

Village Ways is a social enterprise which has developed CBT projects in the Himalayan foothills and in Central India. Village Ways is a private company owned and funded by the community together with private individuals. The communities own the local infrastructure like guesthouses through village level committees and cooperatives. Tourism is developed as a source of additional income and specifically in response to market demand. Village Ways recognizes that an enterprise has to be profitable from the bottom-up to be sustainable. As a way to achieve this equity funding is provided from original investors through an interest free loan from the directors to be repaid as profit is produced (Armstrong 2012:13).

Cooperative Network (RCT), Nicaragua

The RCT initiatives function as collective enterprises aiming to reduce poverty through increased income and through the strengthening of management and relevant stakeholders (Keane 2009:2). The Rural Cooperative and Community Tourism Las Pilas – El Hoyo started in 1998 offers homestays. The Community House La granadilla a cooperative started in 2002 offers a guesthouse and tourist services (Keane 2009:2).
Koh Yao Noi CBT, Thailand

Koh Yao Noi is a community based eco-tourism club in Thailand. The 100% community owned CBT has motivated members to control negative impacts from tourism and ensure that CBT provides real support to the community and environment. The benefits realized by Koh Yao Noi have included the development of new skills including analysis, planning, communication, presentation, and management skills. There has also been increased community cooperation and participation, including an improved voice for women and children. Traditional practices have been supported and new means for expressing cultural traditions have been created. There has been improvement in the management of sustainable resource, including the management of new areas of mangrove and highland forest. Community funds have been built into CBT pricing to provide funds for community projects including reforestation, youth camps, and advocacy. CBT has also contributed approximately an additional 10% income per year (Asker 2010:11).

Ecotourismo Kuyima Cooperative, Mexico

Ecotourismo Kuyima located in San Ignacio Mexico is an eco-tourism enterprise run by a fishing cooperative. “The fishing cooperative saw the opportunity to incorporate low impact whale watching activities into a community-based eco-tourism venture to diversify the community’s income sources” (Asker 2010:35). The eco-tourism cooperative is 100% community owned employing 10 full time staff, with more than 30 seasonal employees. All income from the project is reinvested into conservation and community development projects.
Himalayan Homestays

Himalayan Homestays in Ladhak, The Mountain Shepard initiative in Uttarakhand and Manas Maozigendri Jungle Camp in Assam have each provided their respective communities with economic benefits including supplemental incomes and environmental benefits including the increased conservation of land (Chanchani 2009:1). When the programs started there were significant skill gaps that needed to be addressed. These included tourism marketing, language skills, computer skills, guiding, and hospitality skills. Each of the communities has since designed its own system of check and balances to ensure the tourist experience are held to a certain quality standard.

A project in Ladhak started in 2002 to conserve snow leopard habitat through tourism. With this the Himalayan Homestays were first established. Since 2002 the project has been expanded to include over 100 homestays along three trekking routes. Overall, 10% of the money that is generated goes into conservation fund. To ensure all community members benefit a rotational system has been instituted. Youths have been trained as guides and materials such as guidebooks and binoculars have been donated.

Overall, the program has allowed the villagers to send their children to better schools. The women also now say that they have their own cash and no longer need to ask their husbands for money. With the money that the women have earned it has helped them to buy household supplies and furnishings. This has increased the decision making powers of women concerning economic matters with the household (Chanchani 2009:13). The overall participation of women in the program has also been a success. When the program started
participation among women was limited, however as the program developed women began to take the lead in attending training for homestays and to become guides.

The Manas Maozigendri Jungle Camp is located on the eastern range of Manas National Park Assam India. Manas is a wildlife, tiger, and biosphere reserve. The Manas Maozigendri Ecotourism Society (MMES) was formed in 2003 to promote conservation and ecotourism. MMES is a membership organization which is run democratically. There are committees and sub committees with power held by both men and women. MMES promotes participatory tourism where tourists participate in activities such as patrolling the park and monitoring certain species. Tourists are also able to interact with local villagers with the assistance of guides. Cultural programs are also organized which highlight traditional songs and dance. The entire surplus of revenues earned goes back into the community through various projects. A highlight of the project is 47 ex-poachers are now a part of the project as they have transitioned into officers for the Forest Department (Chanchani 2009:22).

In 2006 the Mountain Shepard’s initiative started near the Nanda Devi Biosphere Reserve in the North Indian state of Uttarakhand. The Mountain Shepard initiative was born from the Chipko and Jhapto Cheeno movements aimed at reclaiming the people’s land and forest rights (Chanchani 2009:24). In 2004 the Winterline Foundation helped fund and train 40 youth in basic mountaineering. The training provided a fresh start for many of the youth who were not able to finish school. With their training they were able to access more specialized and higher paying work. This also helped in reducing the outmigration of youth.

Another aspect of the project is the ability to experience village life by staying in traditional homes and partaking in chores. By adopting tourism youth who had previously
migrated to the city are staying in the region. Before joining MSI the majority of youth worked in farming earning an average of half of what they earn as guides. MSI has also developed a rotational system ensuring that there is an equitable distribution of opportunities. A part of the profits earned by MSI are reinvested back into a fund to provide micro credit to help improve the homestays (Chanchani 2009:30). Since tourists have started coming into the community, the fear and anxiety the community initially had toward tourists has disappeared, as the community member have become more comfortable in interacting with tourists.

MESCOT, Borneo

The Model Ecologically Sustainable Community Tourism Project (MESCOT) was setup in 1997. Due to shrinking job opportunities in the community tourism was seen as an employment opportunity for many youths of the community (Goh 2015:42). The project was also seen as one that would require very little initial startup capital. The resources that were needed included a guesthouse and language and hospitality training services. Since its inception the program has setup a community fund which offers micro credit to its members to assist in improving infrastructure. The CBT project has created more than 128 jobs including 21 guides. The initial success of the MESCOT project has been attributed to local champions who were able to encourage and solicit community participation.

KOPEL Cooperative, Malaysia

A community cooperative KOPEL in Batu Puteh Malaysia has shown “transparent income distribution, an engagement with project partners, a creation of social cohesion through a strong sense of ownership and sense of belonging, and an alleviation of
environmental concerns through conservation and reforestation programs” (Mohammad 2012:1). The cooperative also proved to be a catalyst toward providing more entrepreneurial opportunities for the community. The cooperative has acted as a tool to manage the community’s tourism interests in a fair and equitable manner. KOPEL has been able to empower local youths and women through their employment in ecotourism and conservation activities. The increased income for the women has enabled them to contribute to the overall household income.

CBT has also allowed more people to stay put in the village with the additional job opportunities that have been created. As the community has felt a greater sense of ownership for the project, there has been an increased sense of pride in the community. A key to KOPELs success has been its partnerships with international agencies, government agencies, NGOs, volunteer organizations, and local tour agencies.

Endogenous Tourism Project, India

The Endogenous Tourism Project – Rural Tourism Scheme (ETP-RTS) is a collaborative effort between the Ministry of Tourism Government of India and the UN Development Program. The program was initiated in 2003 across 36 sites. The focus of the project is on sustainable livelihoods, extending beyond economic objectives such as employment and income generation to promote a much larger objective of community based action (Chanchani 2009:62). The issues that the project looks to address include sustainable livelihoods, gender equality, and empowerment of women, youth and other disadvantaged sections of the community. The ETP represents a shift in tourism policy which previously concentrated on
REFERENCES


http://d2ouvy59p0dg6k.cloudfront.net/downloads/homestay_final_article.pdf