Social Science Review [The Dhaka University Studies, Part-D], Vol. 28, No. 2, December 2011

Community Participation in Tourism Development: a Study on Cox's Bazar

Masudur Rahman

Abstract: *Community participation is regarded as an important tool for successful tourism development. Western scholars argued that successful community participation in the decision making process will benefit local communities. But in developing countries such participation is difficult to achieve due to lack of political commitment and elite domination in the political process. This article explores the participation of local community of Cox's Bazar in tourism development through identifying their involvements in the local administrative decision making process. It also analyzes whether socio-economic impacts are considered while formulating any concerned policy by either of the local or national government agencies. A study in Cox's Bazar was conducted to achieve these objectives. In this article author identifies the level of inclusion of local community in local administration and explores to what extent socio-economic considerations are visible in the policy formulation process.*

Introduction

Globally tourism is regarded as the fastest growing industry as most economies are benefiting from its positive impacts (UNWTO, 2008). Tourism has been considered as an effective vehicle for economic development of many countries (Sharpley, 2009). With its strong forward and backward linkages, it promotes economies by creating and improving infrastructure and other issues (World Travel and Tourism Council (WTTC), 1998; Saayman *et al.*, 2000). Through appropriate government support, the economic benefits from tourism can expedite the process of economic development of developing countries and improve the standard of living of local communities (Sharpley, 2009).

For Cox's Bazar tourism is not a new issue. Governments since 1950s have taken initiatives to develop the tourism sector but the industry grew slowly for decades. However, the Government of Bangladesh (GoB) identifies that during the 1990s Cox's Bazar experienced a momentum of rapid growth in tourism development (GoB, 1992). The socio-economic infrastructure of the target locality is often considered as a prime concern in developing any tourist area. As Bangladesh is a least developed country (LDC) with an insignificant industrial development, the natural assets could arguably be better utilized if a sustainable tourism industry were established with optimal use of resources.

Local community of Cox's Bazar and the rest of the country are now more conscious and aware of the economic significance of tourism. This growing concern among the mass people has instigated the local community to think about the benefit distribution issues and involvement of local people in the tourism development process. Community

Masudur Rahman *Ph.D.*, Dept. of Marketing, DU

participation is generally regarded as one of the essential tools for successful and sustainable tourism development. The concept of sustainable tourism development promotes community participation and argued that it improves the quality of life of local communities. However, this participation becomes more fruitful if it can involve the local voice in the decision making process. Government imposed policies regarding tourism development mainly targets economic development but some consequent socio-economic impacts are also inevitable. If resulting socio-economic impacts are not considered while formulating policies then it may cause unforeseen long-term negative impacts. Thus to ensure that negative impacts do not overshadow the positive ones, it is vital to take account of the probable socio-economic impacts of a policy to be imposed. Therefore, to focus the above issues author streamlined the article based on the following objectives:

i) to identify and analyse the extent to which local community take part in the decision making process of tourism development issues, plans, and programs, and

ii) to find out whether consequent socio-economic impacts (if any) are considered while formulating policies by the government agencies for tourism development.

Methodology

To achieve the objectives the author planned to investigate the concerned decision making processes in tourism development and analysed the relevant social phenomena through the eyes of concerned members of the local community. As there exists few qualitative researches on this issue, concentration is given on building local community's perspective of tourism development in Cox's Bazar to reflect the reality; and phenomenology is considered to be the perfect tool to achieve the objectives of this article. So author adopts a methodology incorporating a qualitative research paradigm to collect, interpret and analyze the data; and uses a case study as the research methodology. In the qualitative paradigm, in depth interviews were carried out among the respondents' groups as qualitative interviewing is particularly useful for accessing individual's attitudes and value propositions that cannot necessarily be observed thorough formal questionnaire (Byrne, 2006). Author used open-ended and flexible questions from a pool of check lists to get spontaneous responses to facilitate better scope of getting interviewee's experiences, views, understandings, and interpretations of events.

In qualitative research non-probability sampling methods are often used because of the difficulty of selecting cases randomly for observational studies or for intensive interviewing, involving hard-to-locate respondents while random sampling can also appear giving less important data due to wrong selection of target respondent as the selection is under no subjective control. Considering the socio-cultural norms of the locality, the author perceives that unless the right respondents are interviewed the outcome might be a mere waste of time and effort and hence the author used snowball sampling approach. The sample size was 10, of them six were entrepreneurs involved in tourism businesses and employees of tourism organizations, and four were government officials. Among the respondents, entrepreneurs and the employees represent the local community. Author used

context to achieve the objectives is difficult because in most of the developing countries power lies with a few groups of people who may resist any significant change regarding redistributing power. While defining community participation Stone (1989:207) said:

> *... that intended beneficiaries are encouraged to take matters into their own hands, to participate in their own development through mobilising their own resources, defining their own needs, and making their own decisions about how to meet them.*

Here Stone (1989) claimed that local communities should play an important role in the development process but ignored the fact that resources and political power frequently lie with the central government and so it is difficult for local communities to participate in the development process if the central government does not permit their participation.

Kaufman and Poulin (1994:339) defined community participation as:

> *... a process in which individuals take part in decision making in the institutions, programs and environments that affect them.*

Thus community has the right to take part in the decision-making process but cannot influence the process due to lack of power. Askew *et al* (1986:5) defined community participation as:

> *... an educational and empowering process in which people, in partnership with those able to assist them, identifies problems and needs and increasingly assume responsibilities themselves to plan, manage, control and assess the collective actions that are proved necessary.*

The definition provided a comprehensive idea about community participation in the development process advocating an active participation from the local community. It also noted that local community participation needs support from the government to help them to control and manage development activities.

Different arguments have emerged regarding community participation in tourism from many scholars and practitioners (Murphy, 1985; Lea, 1988; Inskeep, 1991; Pearce, 1994; Brohman, 1996; Dei, 2000; Tosun and Timothy, 2003). Murphy (1985), one of the pioneers on community participation in tourism activities, argued that the local community who live in the tourism destination bear the main impacts of tourism whether it is positive or negative. Murphy (1985:165) said

> *... the industry uses the community as a resource, sell it as a product, and in the process affects the lives of everyone.*

Lea (1988) found that in developing destinations to maximize the quality of tourism community participation is essential. Inskeep (1991) opined that host community must play a role in tourism activities in their community and further said that their maximum involvement would help to maximize their socioeconomic benefits from tourism.

Pearce (1994) identified that community involvement represents a technique of limiting negative social impacts. Brohman (1996) claimed that local residents have received very

limited and unfair benefits although they have to live with probable impacts of the development of tourism such as overcrowding, conflicts over resource use, rising prostitution and other crime, social control disorder, loss of cultural identity and increase of inflation. Brohman (1996) said community participation in the tourism development process as if it is a panacea to overcome tourism related problems in third world countries. He asserted that community participation will achieve a more equal distribution of benefits, discourage undemocratic decision-making and meet the needs of the local community in a better way. Taylor (1995:48) supported the concept of the distribution of costs and benefits of tourism development and stated:

> *... tourism entrepreneurs within a community may not actually be part of that community. They may be 'off-comers', strangers who import qualities which do not and can not stem from the group itself, or they may be in some ways marginal, perhaps better equipped to profit from tourist enterprise.*

Dei (2000) suggested that community involvement in tourism development helps to create entrepreneurial opportunities for locals and engages them in development related decision-making processes particularly regarding socio-cultural and environmental consequences associated with tourism. Tosun and Timothy (2003) outlined seven arguments to support the necessity of community participation in tourism: (i) community participation is a crucial component in the implementation of tourism plan and strategies; (ii) sustainable tourism development can be achieved; (iii) tourists' satisfaction can be increased; (iv) better tourism plans by tourism professionals can be facilitated; (v) fair distribution of costs and benefits among community members; (vi) local identity needs can be satisfied; and (vii) the democratization process can be strengthened in tourist areas. Tosun (2000) said that community participation in tourism helps implementation of sustainable tourism development by creating better opportunities for local community to gain larger and balanced benefits.

Inskeep (1994:8) noted that local community's involvement in tourism activities result in more positive attitudes towards tourism development and help the conservation of local resources, asserting:

> *... sustainable development is emphasising community based tourism. This approach to tourism focuses on community involvement in the planning and development process, and developing the types of tourism, which generate benefits to local communities. It accrues to local residents and to outsiders. Maximizing benefits to local resident typically results in tourism being better accepted by them and their actively supporting conservation of local resources.*

Mitchell and Reid (2001) found that 90% of respondents from the local population of Peru feel that they can increase their earnings if can enjoy greater participation in tourism activities. Views of the local community must be taken into account if this industry is to be sustainable in long run (Williams and Lawson, 2001). Scheyvens (2004) claimed that

community involvement and their control over tourism resources lead to better distribution of economic benefits among the community.

Findings

In this segment author presents all his findings under two distinct sub-segments where the first one deals with issues relating to the local administration and the inclusion of local community in that and the second one explores to what extent socio-economic considerations are visible in the policy formulation process.

Local Administration and Formal Inclusion of Local Community

Participation of the local community in any development planning is crucial (Murphy, 1985; Lea, 1988; Dei, 2000; Tosun and Timothy, 2003) as local views and aspirations should be considered. Some researchers (Inskeep, 1991; Brohman, 1996; Scheyvens, 2004) argued that local community's participation in planning process enhances scopes for the distribution of benefits among them. In this section author presents the real picture of the involvement of the local community of Cox's Bazar in tourism related decision making processes.

Planning process of the GoB is undertaken by planning commission, a government department responsible for planning economic and social activities. Planning initiatives are normally taken by the concerned ministries; and tourism sector is under the ministry of Civil Aviation and Tourism. The ministry created an autonomous body Bangladesh Tourism Board (BTB) and Bangladesh Parjatan Corporation (BPC) to govern this sector. BPC is primarily responsible to formulate plans and after that it sends the plans to the BTB that afterward is forwarded to the concerned ministry. The concerned ministry reviews it and sends it to the planning commission where the officials scrutinize the proposal, do necessary amendments and finally incorporate it in national planning document. Then they send their approval to ministry and after that the ministry sends that back to BTB. BTB then forwards it to BPC. After approval finance ministry allocates fund to implement the plan. Both BTB and BPC have some personnel who have expertise and knowledge about tourism but in the ministry and planning commission there is hardly any concerned expert involved in this process. As planning and funding process take about a year, therefore sometimes BTB and BPC cannot take timely actions to initiate implementation of the policy.

Although there is an office of BPC in Cox's Bazar but local community is almost ignored by the BPC head office regarding their involvement in policy formulation process. The officials responsible for policy formulation work in head office in Dhaka and usually do not consult with local BPC office. In most cases these officials lack practical experiences of how tourism business works, what the customers expect and how tourism affects local community socio-economically. Mr. Abul, an official of BPC office in Cox's Bazar, said:

> *All the orders are coming from our head office and we are just implementing the policy. The officials who are responsible to formulate policy do not ask for suggestion from us. We cannot share our thoughts.*

Some of the officials of local BPC office have been working for more than 20 years and have vast experience about tourism business and its impacts on local community. These officials could have been treated as valuable sources of information but ironically are excluded from policy formulation process. This type of exclusion is a normal phenomenon in Bangladeshi context as in civil bureaucracy high officials think that they know the best and treat local officials less educated, to legitimate their exclusion in decision making process. According to Mr. Mahboob, a high official of BPC:

> *We do not need any suggestion from the lower grade officials. These officials are recruited just to carry out the orders. Why should we include them in the decision making process?*

This is consistent with the findings of Li (2004) who identified that Chinese government officials consider that local communities are not qualified enough to participate in the planning process. The officials of GoB do not seek local people's opinions, hardly have any technical and practical knowledge about Cox's Bazar and fail to consider the physical characteristics of the town. Hence some of their plans hardly have economical and social value in favour of local community. Murphy (1985) also opined that planning process must be compatible with local aspirations and capacities.

BPC owns vast land in the tourist zones of Cox's Bazar where it established many tourist facilities. It has an income generating fishing project for which every year it spends huge amount of money but according to BPC these are not profitable projects and concerned personnel are also not interested about these. Mr. Gazi, a BPC employee, said:

> *We are not fishermen and not supposed to do this job. Our bosses who are taking this decision have no idea about the skill and knowledge of the BPC staffs. They live in the dreamland and lack accountability. They are instructing us to do a lot of things which only demoralize us and sometimes it is a mere wastage of the tax payer's money.*

It is an irony that people who are responsible for promoting tourism are busy with making plans that do not have significant impact on the promotion of tourism rather demoralizes local officials and causes wastage of resources of this poor country. In Cox's Bazar all tourism related government committees are headed by District Commissioner (DC) who is the administrative head of the district. Due to diversified workload, DC generally faces time constraints to give proper attention to every issue and sometimes it delays the implementation of some emergency decisions. Other senior government officials who are not related with tourism activities occupy important positions in the committee. As these government officials hold more power and administrative status therefore BPC officials cannot play active and important roles in the committee. Sometimes power struggle

among government departments also makes it difficult to implement the decisions. According to Mr. Abul, an employee of BPC:

> *Our status is lower than the district government officials. Although they do not have any experience about tourism they are influential and possess more administrative power. Therefore they usually ignore our suggestions and take decisions by their own. In most of the cases these decisions do not bring any positive result to us.*

Officials who are responsible for the formulation of policies also ignore the views of local community in policy making process and do not recognize the importance of their participation in decision making process and implementation stages. Tosun and Timothy (2003) also opined that in developing countries central governments prepare majority of the tourism plans but may lack adequate knowledge about local situation under which these plans are going to be implemented. Researcher identified that local community especially entrepreneurs and people related with tourism are frustrated and angry about their exclusion from policy formulation and decision making process. In this regard, Mr. Halim, a hotel owner expressed:

> *I am very angry with these government officials who stay in Dhaka but make all the decisions without consulting anybody in Cox's Bazar. Our problems and expectations are not reflected in the plans. Their decisions do not have significant positive impacts in the tourism development as these do not consider the local community's views.*

Generally, officials of the GoB have a tendency to keep every power in their hands and are very reluctant to delegate power. This results in centralization of power in the hands of only a few people and hinders the progress of privatization and local community's involvement in policy and decision making process. Mr. Kobir, president of the local chamber of commerce, said:

> *I have been serving as the president of the local chamber of commerce for the last three years and running business in this town for the last 50 years. During this period no government officials ever invited me to talk about my views regarding tourism. As the head of the chamber of commerce I have sent some proposals to the government for the development of tourism but have not received any reply from them.*

GoB has now realized the importance of tourism and wants to use it as an effective tool for economic development of the local economy and the country at large. This government initiative and the recent increasing popularity of this town as a tourist place are attracting a good number of private sector investments. These investors are investing huge amount of money and developing infrastructure to satisfy the needs of different types of tourists. But they are facing problems to retain tourists for longer time as tourists can only enjoy day time sight seeing as proper measures have not yet been taken to offer other innovative attractions or entertainment facilities at the night time.

Private investors and local community want to get involved with policy formulation and decision making processes as involvement of private sector is increasing and tourist visits has greater impacts on their livelihood. They are putting pressure on the government regarding their participation. Recently GoB has incorporated a few private investors and few local community members in decision making body to contribute in local level tourism related activities. But Majority of the members of this committee is government officials and they usually dominate the process. It is also interesting to note that most of the public members are chosen by the government officials in a biased manner and they usually support the government members to maximize their own interests by taking special benefits. Generally they are members of the ruling political parties or local elites closely related with the concerned government officials. Mr. Jamal, a local restaurant owner, claimed:

> *These representatives from the local community and the private sector do not represent us. They are really 'yes-men' to support the government officials. Government wants to show that they are listening to us but it is a farce. They always ignore real representatives as they believe that these people will resist their vested interest.*

Author found that formal government initiatives include local people as representatives only to show off because they are not considered as partners in decision making endeavours. Tosun (1999) termed this type of participation as 'induced participation' where local community can express their voice but this level of participation does not give assurance that their recommendations will be considered in the board by powerful interest groups. This phenomenon is the reason behind the involvement of people unrelated with tourism development. This interest group influences government's development decisions regarding tourism that sometimes even appear as business decisions in favour of the vested group or go against development approaches. One incident, presented in Box 1 is a clear evidence of such a phenomenon when infrastructural development causes natural destruction and benefits the well-offs.

Box 1: Inappropriate decision causing negative impacts

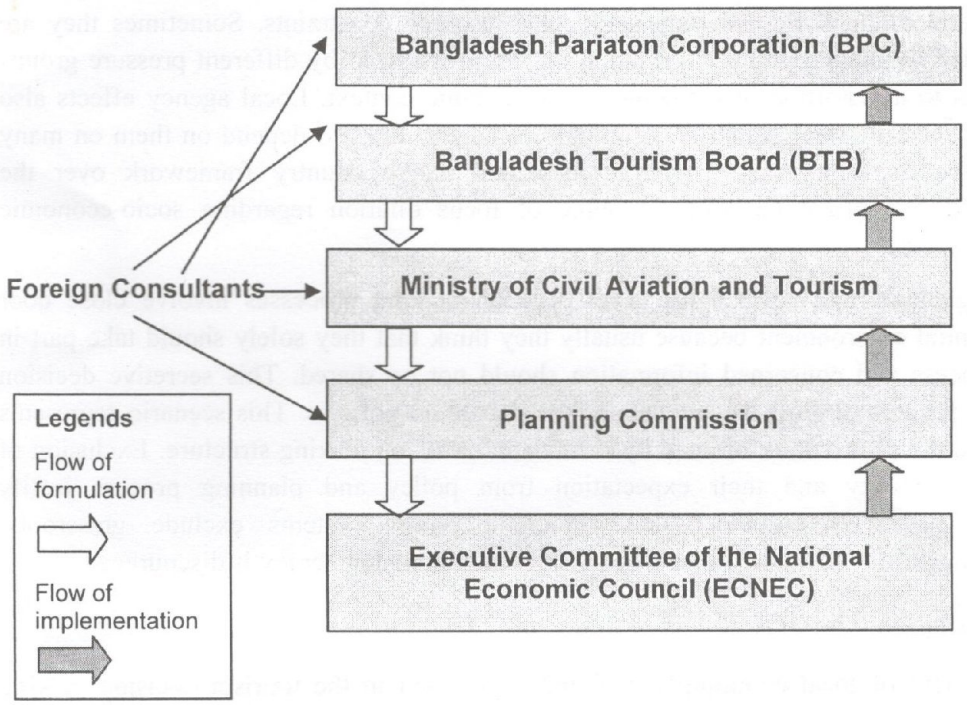
There was a small hill just near the prime tourist zone of Cox's Bazar. It was a natural resource of beauty; and abode of many creatures vital for maintaining biodiversity. It could have worked as a tourist attraction but that small hill does not exist now. Local government along with the previously mentioned type of vested group decided to develop a residential area in that particular location for the people who work in tourist zones. It was decided that plots would be allotted for those workers but reality reflected something different as most plots were allotted in favour of those interested group instead of the target group. Thus it appears as a doubly negative impact creating approach. Firstly, the target group is deprived and secondly the nature is losing its innate characteristics. In this way lack of local participation appears as a two-way sword as it is hampering optimum use of existing limited recourses for the welfare of local people as well as target group is not getting the benefits.

Source: Developed by the author

Socio-Economic Impact Consideration in Policy Formulation

In Bangladesh several formal institutions are involved in policy formulation and implementation. Author identified the following relationships among the concerned parties regarding both policy formulation and implementation tasks. Flows of information in policy formulation and implementation process are indicated in figure 1.

Figure 1: Flow of Policy Formulation and Implementation



Source: Developed by the author

The author tried to figure out whether policy makers consider the consequences of socio-economic impacts of tourism development in policy making endeavours but finds that most of the times focus is given on new initiatives, sources of financing, and profitability of projects. Mr. Mahboob, a high official of the BPC, said:

> *Our main concerns are how we can finance the projects and whether it would provide us with enough profit. Proper sources of finance and potentiality of profit are the main criteria for project approval.*

Concerned officials informed that unlike standard practice, during policy formulation planners do not take proper initiative to seek opinions of the local community. Moreover, this exclusion is not even considered by policy planners as a shortcoming of the policy making process. The cause behind this is mainly the perception of the concerned parties which usually do not put emphasis on this issue. They usually think that any development

project brings benefits and even if there is any negative impact that will not exceed the overall positive impacts. In this regard, Mrs. Nasreen, said:

> *Ours is a poor country with ample resource constraint. And development endeavours are also rare. That is why whenever any development project is taken the local people wholeheartedly welcome that and do not bother whether they are consulted or not.*

The findings also reveal that in most cases foreign consultants are involved to prepare policy and often work with time and other resource constraints. Sometimes they are misguided by inappropriate information or feel pressurized by different pressure groups that lead to a distortion in realizing socio-economic context. Local agency effects also hamper unveiling real scenario as foreign consultants need to depend on them on many occasions. Superimposing foreign consultants' native country framework over the consulted one might be another source of focus dilution regarding socio-economic consequences.

In Bangladesh, most of the top level decision making processes involve close door confidential environment because usually they think that they solely should take part in that process and concerned information should not be shared. This secretive decision making process of GoB discourages public debate on policies. This scenario represents the culture and is also reinforced by centralized decision making structure. Exclusion of local community and their expectation from policy and planning process justify Timothy's (1999) argument that autocratic power systems exclude grassroots' involvement in tourism activities where representational democracy is discouraged.

Conclusion

Involvement of local community is found suppressed in the tourism decision making process. This situation is mainly caused by the exclusion of local community from concerned policy formulation and implementation process as due to this, their requirements are not addressed in policies. The policies usually reflect perception of the involved members and therefore do not fulfil needs of local community. This signifies a crucial flaw of a missing reality to apprehend involvement of local community to ensure balanced benefit sharing. Local community's participation in governmental policy formulation and planning process is insignificant as GoB usually takes a centralized decision making approach and often do not seek local community's opinion. Government's concern is limited to economic impacts of tourism development and usually not extended to the socio-cultural impacts and community participation in tourism development process. A little hope of improvement of this situation is there, as awareness of local community is increasing and this might lead to an equitable benefit sharing in future.

References

Archabald K., Naughton-Treves, L. (2001) Tourism revenue-sharing around national parks in Western Uganda: Early efforts to identify and reward local communities, Environmental Conservation, 28, pp. 135–149.

Arnstein, R. S. (1969) A ladder of citizen participation, Journal of the American Institute of Planners, 35, pp. 216-224.

Askew, I., MacDonald, M. and Lenton, C. (1986) The Community Participation Approach in Family Planning Programs: Some Suggestions for Project Development, London, IPPF.

Brohman, J. (1996) New directions in tourism for Third World Development, Annals of Tourism Research, 9 (3), pp. 331-358.

Byrne, B. (2006) Qualitative Interviewing. In: Seale, C. ed. Researching Society and Culture. 2nd ed. Sage, London, pp. 180-191.

Dei, L. A. (2000) Community Participation in Tourism in Africa. In Dieke, P. ed. Political Economy of Tourism Development in Africa. New York, Cognizant Publications.

GoB. (1992) National Tourism Policy, 1992. Dhaka, Bangladesh Government Press.

Hollnsteiner, M. R. (1977) People Power: Community Participation in the Planning of Human Settlements. Assignment Children, 40, pp. 11-47

Inskeep, E. (1991) Tourism Planning: An Integrated and Sustainable Development Approach. New York, Van Nostrand Reinhold.

Inskeep, E. (1994) National and Regional Tourism Planning: Methodologies and Case Studies. London, Routledge.

Jones, E. and Tang, C. H. (2005) Tourism SMEs, Service Quality and Destination Competitiveness. In: Jones, E. and Tang, C. H. eds. Tourism SMEs, Service Quality and Destination Competitiveness. Oxfordshire, CABI, pp. 1-24.

Kaufman, S. and Poulin, J. (1994) Citizen participation in prevention activities- a path model. Journal of Community Psychology, 22 (4), pp. 359-374.

Lea, J. (1988) Tourism and Development in the Third World. London, Routledge.

Lew, A. A. (1999) Managing tourism induced acculturation through environmental design on Pueblo Indian villages in the U.S. In: Singh, T. V. and Singh, S. eds. Tourism Development in Crictical Environments. New York, Cognizant, pp.120-136.

Li, Y. (2004) Exploring Community Tourism in China: The Case of Nanshan Cultural Tourism Zone. Journal of Sustainable Tourism, 12 (3), pp. 175-193.

Midgley, J., Hall, A. , Hardiman, M. , and Narine, D. (1986) Preface. In: Midgley, J., Hall, A., Hardiman, M. and Narine, D. eds. Community Participation, Social Development, and the State. London, Methuen, pp. vii-ix.

Mitchell, G. D. (1968) A Dictionary of Sociology. London, Routledge and Kegan Paul.

Mitchell, R. E. and Reid, D. G. (2001) Community integration: island tourism in Peru. Annals of Tourism Research, 28, pp. 113-139.

Murphy, P. E. (1985) Tourism: A Community Approach. London, Routledge.

Pearce, D. (1991) Tourism Development. 2nd ed. UK , Longman.

Poplin, D. E. (1979) Communities. 2nd ed. London, MacMillan Pulishing.

Price, M. F. (1996) People and Tourism in Fragile Environments. Chichester, John Wiley and Sons.

Saayman, M., Saayman, A. and Naude, W. A. (2000) The Impact of Tourist Spending in Southern Africa: Spatial Implications. South African Journal of Economic and Management Sciences, 3 (3), pp. 369-386.

Scherer, J. (1972) Contemporary Community: Sociological Illusion or Reality. London, Tavistock Pulication.

Scheyvens, R. (1999) Ecotourism and the empowerment of local communities. Tourism Management, Vol. 20, pp. 245-249.

Sharpley, R. (1994) Tourism, Tourists and Society. Huntingdon, Kings Ripton, ELM Publications.

Sharpley, R. (1999) Tourism, Tourists and Society. 2nd ed. Cambrigeshire, ELM Publications.

Sharpley, R. (2000) Tourism and Sustainable Development: Exploring the Theoretical Divide. Journal of Sustainable Tourism, 8 (1), pp. 1-9.

Sharpley, R. (2001) Tourism in Cyprus: Challenges and Opportunities. Tourism Geographies, 3 (1), pp. 64-86.

Sharpley, R. (2002) Tourism: A Vehicle for Development? In: Sharpley, R. and Sharpley, R. (2009) Tourism and Development challenges in the Least Developed Countries: the Case of The Gambia. Current Issues in Tourism, 12 (4), pp. 337-358.

Sharpley, R. and Sharpley, J. (1996) Tourism in West Africa: The Gambian experience. In: Badger, A. ed. Trading Places: Tourism as Trade. London, Tourism Concern, pp. 35-56.

Sharpley, R. and Telfer, J. D. (2002) Tourism and Development Concepts and Issues. Clevedon, Channel View Publication.

Stacey, M. (1969) The Myth of Community Studies. British Journal of Sociology, 20, pp. 134-147.

Stone, L. (1989) Cultural Crossroads of Community Participation in Development: A case from Nepal. Human Organisation, 48, pp. 206-213.

Swarbrooke, J. (1999) Sustainable Tourism Management. Wallingford, CABI.

Taylor, G. (1995) The Community Approach: does it really work? Tourism Management, 16(7), pp. 487-489.

Thorns, D.C. (1976) The Quest for Community: Social Aspects of Residential Growth. London, George Allen & Unwin.

Telfer, D. J. (2002) Tourism and Development Concept and Issues. Clevedon: Channel View Publications, pp. 11-34.

Timothy, D. J. (1999) Participatory planning: A view of tourism in Indonesia. Annals of Tourism Research, 26, pp. 371-391.

Tosun, C. (1998) Roots of Unsustainable Tourism Development at the local level: the Case of Urgup in Turkey. Tourism Management, 19, pp. 597-610.

Tosun, C. (1999) Towards a typology of community participation in the tourism development process. International Journal of Tourism and Hospitality Research, 10 (2), pp.113-134.

Tosun, C. (2000) Limits to Community participation in the tourism development process in developing countries. Tourism Management, 21 (6), pp. 613-633.

Tosun, C. (2006) Expected nature of community participation in tourism development. Tourism Management, 27, pp. 493-594.

Tosun, C. and Timothy, D. J. (2003) Arguments for Community Participation in Tourism Development Process. The Journal of Tourism Studies, 14 (2), pp. 2-15.

UNWTO. (2008) Tourism Market Trends: World Overview & Tourism Topics. Madrid, WTO.

Williams, J. and Lawson, R. (2001) Community Issues and the Resident Opinions of Tourism. Annals of Tourism Research, 28(2), pp.269-290.

WTTC. (1998) South Africa's travel and tourism: economic driver for the 21st century. London, WTTC.