



Developing Local Communities through Sustainable Tourism Development Roadmap

Executive Summary



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World Tourism Alliance



UN Tourism

FOREWORD

By Mr. ZHANG Xu

Chair of the World Tourism Alliance



Dear partners in the travel and tourism industry,

In 2024, the tourism industry developed at an accelerated pace, exhibiting strong resilience and vitality. Along with that, people began placing greater value on achieving the goals of sustainable and high-quality tourism and positive interaction between communities and tourism.

Community participation in tourism is an important aspect and assessment criterion for the sustainable development of tourism. It incorporates communities as the main entity of tourism development and participation into the processes of tourism-related policy-making, planning, management, and oversight. In the course of developing the tourism industry, the community's awareness of engagement is thus awakened and raised, and their ability to do so bettered, infrastructure and public cultural services are improved, and the residents' standard of living raised.

Promoting sustainable tourism development to support community progress and boost the locals' senses of happiness, fulfillment, and security is aligned with China's goal of

propelling high-quality development and meeting people's desire for a better life, with the UN 2030 Sustainable Development Goals, and with the World Tourism Alliance's (WTA) mission statement: "Better Tourism, Better Life, Better World." Accordingly, the WTA has teamed up with UN Tourism in researching ten model examples of sustainable community-engaged tourism development to examine the interactive relationship between communities and tourism. Based on the need for long-term, stable community development, we have provided practical insight for both communities and tourism stakeholders on developing appealing, competitive, and sustainable tourism products. At the same time, we have actively explored the relationship between tourism and other sectors of the economy. By using community resources and introducing innovative technologies, we are furthering the integrated development of multiple industries, boosting the proactivity of and engagement by community residents, and formulating practical and effective policy systems and administrative plans. All this seeks to achieve harmonious coexistence among residents, merchants, and tourists while promoting healthy, resilient, sustainable community development.

FOREWORD

By Mr. Zurab Pololikashvili
Secretary-General of UN Tourism



One of the main lessons to be learned from the recent COVID-19 pandemic is the importance of a balanced tourism market. Destinations capable of relying on a strong domestic market not only limited the harm done to their local economies but also recuperated more rapidly once travel restrictions began to ease.

The availability of qualitative tourism products supported by a high level of internal connectivity decisively contributes to a strong domestic market, so if key attributes like local ownership, community engagement and a long-term development perspective can be realized, then destinations will have taken a big step to limit future exposure to external crises.

The community-based tourism roadmap, developed by UN Tourism and the World Tourism Alliance (WTA), is an instrumental tool in pursuing such a goal. It provides local communities and tourism actors, both public and private, with practical insight as to how to implement attractive, sustainable and competitive tourism through in-depth research and a collection of community-based tourism examples from China and the rest of the world.

The possibility of benefitting from clear development guidance and knowledge exchange cannot be underestimated. In an era of constant information flow fueled by technological innovation, destinations are assessed around-the-clock, and decision-making power increasingly resides with the individual. The community-based roadmap reminds us that, while undoubtedly global, we also remain intrinsically local and in need of belonging. In practice, this means that development cannot come at any cost but must be qualitative in nature and aligned with the 2030 Sustainable Development Agenda.

In pursuance of such goals, UN Tourism highly values its partnership with WTA and looks forward to future cooperation aimed at the benefit of tourism communities worldwide. It is our sincere hope that this roadmap will not only enlighten and inspire destinations as they navigate an ever-changing tourism landscape but also serve as a practical asset, equipping them with the tools needed to achieve sustainable and lasting success.

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By the Authors: Dr. Olga Stowell and Dr. Jinlian Shi

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Thank you.

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Introduction



This Executive Summary, officially presented during the 2024 WTA Xianghu Dialogue in Sanya, Hainan Province, People's Republic of China (29 October – 1 November 2024), introduces the key findings of the “Developing Local Communities through Sustainable Tourism Development Roadmap”, which will be available in full detail by the end of 2024.

The roadmap, developed by UN Tourism and the World Tourism Alliance (WTA), offers a comprehensive outline for developing Community-Based Tourism (CBT) as a strategy for sustainable development. The initiative aligns with the 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals (SDGs),

aiming to address challenges such as poverty, inequality, and environmental sustainability through responsible tourism. CBT empowers local communities to manage tourism development, ensuring equitable economic growth, cultural preservation, and environmental stewardship.

The roadmap provides a structured step-by-step approach for CBT development by covering such areas as community engagement, resource mapping, capacity building, and the creation of sustainable tourism products. It emphasizes the importance of multi-stakeholder collaboration, financial viability, and aligning tourism initiatives with the SDGs. Case studies from China and other global contexts illustrate best practices,

demonstrating successful CBT implementations that enhance local livelihoods while preserving cultural and natural heritage.

Additionally, the roadmap highlights strategies for overcoming common challenges in CBT, such as governance issues and financial constraints, providing practical recommendations to ensure long-term sustainability and success. By integrating these strategies, CBT can significantly contribute to the broader goals of sustainable tourism and community development.

The methodology involved a thorough and systematic approach to ensure the accuracy and relevance of the roadmap for CBT development. It began with extensive literature reviews and analysis of previous CBT projects, focusing on identifying key success factors and challenges. A comprehensive situation analysis was conducted to assess CBT products, policies, practices, and trends related to sustainable tourism development.

Best practices and successful case studies were collected from selected communities in China, Switzerland, Malaysia, India, Colombia and Mauritius. Data was gathered through interviews with tourism practitioners, community leaders, and stakeholders, using video calls for remote areas and in-person meetings for local stakeholders. Structured surveys were also administered to community members. Focus group discussions and site visits were organized



where possible.

These case studies highlight successful CBT implementations, identifying key factors that contributed to their success and providing valuable lessons for other communities. By showcasing best practices and success stories, the roadmap ultimately aims to guide and assist in the development CBT projects worldwide.

This Executive Summary, prepared for WTA's Xianghu Dialogue 2024, presents the key findings and introduces the main thematic elements that will be detailed in the roadmap. In terms of structure, at first a contextual overview is provided, followed by the outline of the Step-by-Step Roadmap that is to assist local communities in developing sustainable tourism initiatives. Finally, successful Chinese and global CBT case studies are presented. The combination of theoretical knowledge and real-life practical examples aims to assist tourism stakeholders worldwide as to how to approach community-based tourism product development in a responsible, sustainable and competitive manner.

01

Contextual Overview



1.1 Global Trends in Sustainable Tourism

The global tourism industry is witnessing a significant shift towards sustainable practices, driven by increasing awareness of environmental, social, and economic responsibilities. Travelers are opting for eco-friendly accommodations, engaging in cultural and volunteer tourism, and supporting local economies. This shift is further amplified by technological innovations, such as smart tourism platforms and sustainable energy solutions, which are helping to manage tourist flows and minimize environmental impacts. Policies like the European Green Deal and sustainability certifications (e.g., GSTC) are setting higher standards for tourism businesses globally. The overarching trend emphasizes responsible travel, community engagement, and resilience in the face of global challenges like climate change and the COVID-19 pandemic. Sustainable tourism has the potential to contribute significantly to the achievement of the Sustainable Development Goals (SDGs), supporting equitable economic growth, environmental conservation, and social inclusion.

1.2 The Role of CBT in Achieving the SDGs

Community-Based Tourism (CBT) is a key driver in achieving the SDGs, fostering inclusive growth, social equity, and environmental sustainability. By positioning local communities at the core of tourism activities, CBT ensures that the benefits are equitably shared while promoting cultural preservation and environmental conservation. The Stockholm Resilience Centre's "SDG Wedding Cake" model underscores the interdependence of the biosphere, society, and economy, which CBT addresses holistically. Specific CBT activities—such as local entrepreneurship, cultural heritage preservation, and eco-friendly tourism practices—directly align with several SDGs, notably those focused on reducing poverty, enhancing education, promoting gender equality, and ensuring sustainable ecosystems.

1.3 Defining Community-Based Tourism and its Principles

CBT is defined by its emphasis on community control, ensuring that local people play an active role in the planning, development, and management of tourism activities. Key principles of CBT include local empowerment, sustainability, cultural preservation, economic equity, capacity building, and collaborative partnerships between public and private sectors. These principles ensure that tourism aligns with the needs and values of local communities, fostering long-term benefits while preserving cultural and natural heritage.

By adhering to these principles, CBT becomes a vehicle for sustainable development that benefits both the community and visitors, contributing to the SDGs.

1.4 Different Forms of Community-Based Tourism

CBT can take many forms, depending on the community context and tourism goals. These include rural tourism, urban tourism, cultural and heritage tourism, eco-tourism, agritourism, indigenous tourism, marine and coastal tourism, and adventure tourism. Each form of CBT offers unique opportunities for tourists to engage with local cultures, environments, and economies, all while ensuring that the community benefits from these interactions. For instance, rural CBT allows tourists to experience traditional agricultural practices, while urban CBT offers authentic experiences in city environments. Each model has

distinct benefits and challenges, but all share the common goal of fostering sustainable, equitable, and culturally respectful tourism.

1.5 SWOT Analysis of Community-Based Tourism

A SWOT analysis of CBT highlights its strengths, such as economic empowerment, cultural preservation, and environmental conservation, alongside weaknesses like infrastructure gaps and reliance on tourism. Opportunities include economic diversification, cultural exchange, and the promotion of sustainable development, while threats stem from economic vulnerability, environmental degradation, and social tensions. By addressing these factors, CBT initiatives can maximize their positive impacts and mitigate risks, ensuring long-term sustainability and alignment with global development goals.



02

Step-by-Step Roadmap for CBT Development

In response to global trends in sustainable tourism, the Step-by-Step Roadmap for developing local communities through sustainable tourism builds on the growing shift toward responsible travel and community engagement. Community-Based Tourism plays a crucial role in this movement by ensuring that local communities benefit equitably from tourism, while fostering cultural preservation and environmental stewardship.

The roadmap emphasizes a structured approach, starting with the creation of a community vision and objectives that align with sustainable development. This includes mapping local resources, developing management structures, enhancing tourism products, and building human capacity through education and training. In tandem, effective marketing strategies and diversified financial sources ensure that the benefits of tourism are widely distributed within the community, contributing to its long-term economic resilience. Monitoring and evaluation through Key Performance Indicators (KPIs) help track progress and ensure continuous improvement. This approach, grounded in global best practices, reinforces CBT's potential to contribute significantly to the SDGs, particularly in reducing poverty, promoting social equity, and preserving ecosystems.

By integrating these steps, the roadmap not only addresses the positive contributions of tourism but also mitigates potential negative impacts, ensuring that tourism development remains aligned with community values and global sustainability goals. Below is a summary of the main points that are then presented in detail in the roadmap.

2.1 Mapping Community Resources

Mapping community resources is essential for identifying and leveraging assets that support CBT development. This process involves categorizing key resources, such as natural landscapes, cultural heritage, human skills, and local infrastructure. The goal is to ensure that tourism activities are sustainable, beneficial, and aligned with the community's long-term vision.

- **Natural Resources:** Include landscapes, ecosystems, and biodiversity critical for eco-

tourism.

- **Cultural Resources:** Capture traditions, festivals, and local crafts, essential for preserving community identity.
- **Social and Human Resources:** Leverage local leadership, organizations, and skilled individuals to drive tourism.
- **Infrastructure:** Ensure adequate facilities like roads, healthcare, accommodations, and public services for tourists and locals alike.

Resource mapping provides a foundation for strategic planning, helping communities maximize strengths and address gaps, ultimately leading to sustainable tourism growth and community empowerment.

2.2 Community Vision, Objectives, and Strategy

2.2.1 Formulating the Community Vision

A well-defined community vision is the cornerstone of successful CBT development. This vision articulates the community's long-term aspirations for tourism, ensuring that initiatives are aligned with values like cultural preservation, economic prosperity, social equity, and environmental sustainability. The vision should reflect the desires of the community, crafted collaboratively through workshops, focus groups, and stakeholder engagement.

Steps for Formulating a Vision:

1. Community Engagement: Gather broad input from residents and stakeholders to ensure

the vision aligns with collective goals.

2. Consensus Building: Ensure agreement on key elements of the vision to promote unity and shared ownership.
3. Drafting and Refinement: Develop a clear, aspirational statement that encapsulates the community's goals for the future of tourism.

Example Visions:

- Rural CBT Vision: "Our village will be known for its agritourism experiences, where visitors learn traditional farming and participate in local festivals."
- Urban CBT Vision: "We aim to make our city a vibrant cultural tourism hub, showcasing historic neighborhoods and markets with immersive experiences."

2.2.2 Conducting a SWOT Analysis

Once the vision is set, a SWOT analysis (Strengths,





Weaknesses, Opportunities, and Threats) helps assess the current state of the community and tourism infrastructure. This analysis is crucial for strategic planning.

- **Strengths:** Evaluate internal assets such as cultural heritage, natural beauty, and existing tourism skills.
- **Weaknesses:** Identify gaps like insufficient marketing expertise, limited infrastructure, or lack of tourism education.
- **Opportunities:** Consider external factors like growing trends in eco-tourism, potential partnerships, or new technology to enhance CBT.
- **Threats:** Recognize risks such as economic downturns, environmental damage, or cultural commodification.

2.2.3 Setting SMART Objectives

SMART (Specific, Measurable, Achievable, Relevant, Time-bound) objectives translate the vision into concrete, actionable steps. Objectives should leverage strengths, mitigate weaknesses, exploit opportunities, and defend against threats. By aligning objectives with the SDGs, CBT can contribute to broader sustainable development.

Examples of SMART Objectives:

- **Economic Development (SDG 8):** “Increase local employment in tourism by 20% over 3 years by promoting locally owned guesthouses.”
- **Cultural Preservation (SDG 11):** “Host 5 local festivals annually within 2 years to celebrate cultural heritage.”
- **Environmental Sustainability (SDG 15):** “Reduce waste in tourist areas by 25% within 2 years through eco-friendly practices.”
- **Community Empowerment (SDG 10):** “Engage 50% of the local population in tourism decision-making processes within 3 years”.

2.2.4 Developing a Strategic Plan

The strategic plan acts as a detailed roadmap, outlining the key actions, resources, responsibilities, and timelines required to achieve the objectives. It focuses on translating vision and objectives into implementable projects, with the following key components:

- **Key Actions:** Break down objectives into actionable steps (e.g., building new accommodations or launching marketing campaigns).

- **Resource Allocation:** Budget for personnel, materials, and expertise, identifying funding sources like grants or public-private partnerships.
- **Responsibility Assignments:** Clearly define who manages each task to ensure accountability.
- **Timelines and Milestones:** Set realistic deadlines and track progress against established milestones.

This strategic planning process is flexible and adaptable to changing circumstances, ensuring the long-term success of CBT initiatives.

2.3 Community Management Structure and Organization

2.3.1 Roles and Responsibilities of Key Stakeholders

In CBT, success hinges on the effective collaboration between various stakeholders.

Key Stakeholder Groups Include:

- **Public Sector:** Governments establish legal frameworks, offer financial support, and provide essential infrastructure. Tourism boards and development agencies take a lead in planning and marketing CBT. NGOs and international bodies like UN Tourism offer expertise and facilitate the sustainable growth of CBT initiatives.
- **Private Sector:** Local businesses, including travel agencies, accommodation providers, and tour operators, provide necessary tourism services and partner with local communities to develop tourism infrastructure and attract tourists. They stimulate local economies by

generating employment and contributing to tourism growth.

- **Local Communities:** Community members are at the core of CBT. They engage in decision-making, serve as hosts, and preserve cultural heritage while ensuring that tourism aligns with their values and traditions. Community leaders also play a key role in organizing and leading tourism projects.

2.3.2 Inclusion of Women, the Elderly, Local Youth, and Migrants

Inclusive CBT development fosters economic and social empowerment by engaging all community members, especially women, youth, the elderly, and migrants. Best practices include:

- **Women:** In various CBT initiatives, women take leadership roles, managing guesthouses, craft shops, and tourism services. Programs





that provide women with microfinance and business training enhance their participation and decision-making power

- **The Elderly:** The elderly contribute valuable cultural knowledge in traditional crafts and local history, playing roles in hosting activities like cultural workshops or guided tours.
- **Youth:** Youth involvement through training programs, internships, and entrepreneurship initiatives helps introduce innovative ideas and digital tools that enhance CBT projects.
- **Migrants:** Migrants bring cultural diversity to CBT and are often involved in creating unique cultural experiences, enhancing cross-cultural understanding and inclusion within tourism activities.

2.3.3 Legislation Relevant to CBT Development

CBT development requires adherence to both

national laws and global standards that ensure sustainability and equity.

Key Regulatory Frameworks Include:

- **Environmental Laws:** Protecting natural resources and ecosystems is essential. Many countries have established strict environmental protections to ensure sustainable tourism practices.
- **Cultural Heritage Laws:** Laws preserving cultural heritage safeguard historical sites and traditional knowledge from unsustainable tourism practices.
- **Community Rights and Land Use Regulations:** Regulations ensure that local communities maintain control over land use and receive fair compensation for tourism activities.

2.3.4 Public-Private Partnerships (PPPs)

Public-Private Partnerships are integral to CBT

development. These partnerships combine the public sector's regulatory frameworks and infrastructure investments with the private sector's innovation, investment, and tourism management expertise. Local communities contribute their cultural and natural resources, ensuring that tourism development aligns with community values.

Successful PPP Examples Include:

- **Infrastructure Development:** Partnerships to develop tourism facilities such as visitor centers or eco-lodges.
- **Cultural Heritage Promotion:** Collaborations that restore and promote cultural heritage sites while generating economic benefits for local communities.

2.3.5 Regulations and a Code of Conduct for Tourists

In CBT, a framework of regulations and a code of conduct for tourists ensures that tourism activities are respectful and sustainable.

Key Distinctions Between Regulations and Codes of Conduct Include:

- **Regulations:** Legally binding rules enforced by governments, such as laws protecting natural areas or cultural heritage. For example, in

eco-tourism initiatives, tourists may be legally restricted from disturbing wildlife.

- **Code of Conduct:** Non-binding guidelines that encourage respectful behavior, such as asking permission before photographing cultural events.

Effective implementation strategies include orientation sessions for tourists and clear signage at tourist sites.

2.4 Tourism Products

CBT products emphasize sustainability, community engagement, and the preservation of natural and cultural heritage.

2.4.1 Natural and Cultural Attractions

CBT initiatives prioritize attractions that align with sustainable and equitable tourism. Natural attractions (e.g., national parks, forests) and cultural attractions (e.g., artisan workshops, festivals) are ideal for CBT as they can be managed by the community, preserving authenticity while offering meaningful tourist experiences. Large-scale commercial attractions, such as resorts, are often unsuitable as they may contradict CBT's core principles of community empowerment and sustainability.

2.4.2 Accommodation

CBT accommodations such as homestays, eco-lodges, and farm stays emphasize local culture and sustainability. These accommodations provide authentic experiences while ensuring the economic benefits flow to local communities. Implementing eco-friendly practices (e.g., water conservation, local sourcing) in accommodations supports environmental sustainability and community well-being.





2.4.3 Transportation

Transportation is crucial for connecting CBT destinations to major tourist routes and ensuring accessibility. Sustainable transport options (e.g., electric vehicles) and infrastructure improvements enhance connectivity without harming the environment, increasing tourist flow while minimizing disruption to local life.

2.4.4 Food and Beverage

F&B offerings in CBT should emphasize local cuisine and involve local producers. By integrating local food traditions and ensuring hygiene and safety standards, communities can offer tourists an authentic and safe culinary experience, while supporting the local economy through partnerships with local farmers and producers.

2.4.5 Public Infrastructure (Restrooms, Parking, TICs)

Adequate public facilities like restrooms, parking, and Tourist Information Centers (TICs) are essential for visitor satisfaction. Sustainable design, regular maintenance, and community involvement in managing these facilities ensure that they meet the needs of tourists while supporting local communities.

2.4.6 Leisure Activities

CBT leisure activities (e.g., cultural workshops, nature tours, and farm experiences) provide immersive experiences that foster a deeper connection between tourists and the community. These activities promote sustainability by minimizing environmental impact and preserving cultural practices.

2.4.7 Connection with Major Tourist Routes

Linking CBT destinations with established tourist routes enhances accessibility and visibility. Strategic partnerships with tour operators and improved infrastructure are key to integrating CBT with larger tourism networks, increasing tourist traffic while promoting sustainable practices.

2.4.8 Sustainability

Sustainability is central to CBT tourism products. Eco-friendly accommodations, waste management, local sourcing, and conservation efforts help minimize environmental impact while fostering economic resilience and preserving cultural heritage. Community engagement in decision-making ensures that tourism aligns with local values and priorities.

2.4.9 Accessibility

Ensuring accessibility for all visitors, including those with disabilities, broadens the market for CBT. Inclusive infrastructure (e.g., accessible paths, signage, and transportation) and community involvement in developing accessible tourism products help ensure that CBT destinations are welcoming and equitable for all tourists.

2.5 Sales and Marketing

Sales and marketing strategies must be aligned with the principles of sustainability, community

engagement, and authenticity. The expanded marketing framework—Product, People, Promotion, Place (Channels), and Price—provides a comprehensive approach to promoting CBT effectively.

2.5.1 People

Understanding the target audience is key to tailoring tourism products and marketing efforts. Through market research and audience segmentation, communities can identify distinct tourist profiles, such as eco-tourists, adventure seekers, or cultural explorers, and create detailed personas to guide personalized marketing strategies. Ensuring the involvement of local communities in shaping the tourism experience is critical for authenticity and sustainable development.

2.5.2 Promotion

A strong Unique Value Proposition (UVP) distinguishes the community's tourism offerings by emphasizing unique cultural

and natural features. Crafting compelling marketing messages, leveraging storytelling, and highlighting sustainability are crucial to appealing to the target audience. Strategic promotional campaigns, including seasonal offers and influencer marketing, help maintain a steady flow of visitors and enhance the community's visibility in the tourism market.

2.5.3 Channels

Effective use of channels, particularly digital platforms, is essential for reaching a global audience. Developing user-friendly websites, engaging on social media, and creating content tailored to the target audience increase visibility and engagement. Strategic partnerships with travel agencies, online platforms, and participation in tourism fairs further extend the reach of CBT initiatives.

2.5.4 Price

Pricing strategies in CBT must balance accessibility, fair compensation for local





communities, and long-term sustainability. Approaches like value-based pricing, tiered pricing, and dynamic pricing ensure that tourism offerings reflect their true value while catering to different market segments. Ethical and transparent pricing enhances trust and ensures that tourism benefits are equitably distributed among community members.

By integrating these sales and marketing strategies, CBT initiatives can attract the right visitors, build strong relationships with their audience, and foster sustainable tourism that benefits both the community and the environment.

2.6 Human Capabilities Building

Human capabilities building is vital for sustainable CBT.

Key Strategies Include:

- **Training and Education:** Programs in hospitality, customer service, and sustainable tourism equip locals with necessary skills. Certification and regular workshops ensure continuous improvement.
- **Capacity Building:** Community engagement, leadership training, and peer learning foster ownership and effective management of tourism projects.

- **Partnerships:** Collaborating with educational institutions provides specialized training, internships, and practical experience to enhance local tourism management.
- **SME Support:** Business development services and access to finance help local entrepreneurs grow tourism-related businesses, boosting the local economy.
- **Cultural and Environmental Awareness:** Training on cultural preservation and environmental sustainability ensures tourism activities align with local traditions and ecological conservation.
- **Inclusion:** Gender-sensitive programs and social inclusion initiatives empower women and marginalized groups to participate in and benefit from tourism.
- **Monitoring:** Feedback mechanisms and performance metrics ensure continuous improvement and adaptation of capacity-building efforts.

This approach equips communities with the skills needed to manage tourism sustainably and maximize its benefits.

2.7 Financial Sources and Distribution of Benefits in CBT

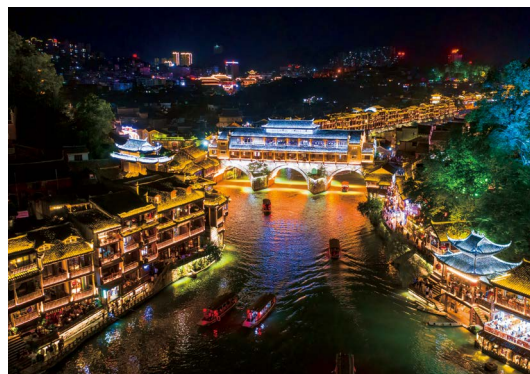
A well-structured financial strategy ensures sustainable growth and equitable distribution of benefits among local communities.

Key elements include:

Diversified Financial Sources:

- **Public Funding:** Governments provide seed funding, infrastructure, and marketing support.

- **Private Investment:** Partnerships with tourism operators and private entities supply capital and expertise.
- **Community Contributions:** Locals contribute resources, fostering ownership.
- **International Aid:** NGOs and international bodies provide grants and technical assistance.
- **Tourism Revenue:** Income from services like tours and accommodations is reinvested into the community.



- **Transparent Governance:** Accountability in financial management builds trust and supports equitable distribution.

Equitable Distribution:

- **Inclusive Mechanisms:** Revenue is shared fairly among community members, including marginalized groups.
- **Local Employment:** CBT focuses on creating local jobs and building skills.
- **Reinvestment:** Revenues fund improvements in education, healthcare, and infrastructure, enhancing both community welfare and tourist experiences.
- **Cultural and Environmental Preservation:** Funds are allocated to protect natural and cultural assets.



Challenges:

- Addressing power imbalances through collective decision-making.
- Encouraging economic diversification to reduce reliance on tourism.
- Maintaining cultural sensitivity to prevent the commodification of local heritage.

These strategies ensure CBT benefits local communities while fostering sustainable growth and cultural preservation.

2.8 Monitoring and Evaluation Process: (KPIs)

Key Performance Indicators (KPIs) offer a structured approach to tracking progress across various dimensions, ensuring that tourism projects benefit local communities while preserving cultural and environmental assets.

1. **Community Engagement:** KPIs measure the extent of community involvement in decision-making and leadership roles, fostering local empowerment through active participation in tourism development.

2. **Economic Benefits and Equity:** Tracking local employment, revenue distribution, and the growth of tourism-linked businesses ensures equitable sharing of tourism profits and supports local economic resilience.
3. **Environmental Sustainability:** KPIs focus on sustainable resource management, waste reduction, and biodiversity conservation, monitoring how tourism operators adopt eco-friendly practices.
4. **Cultural Heritage:** Indicators evaluate the preservation of cultural sites and the effectiveness of initiatives to promote local traditions, ensuring tourism supports cultural continuity.
5. **Social Inclusion and Capacity Building:** KPIs assess whether tourism benefits are distributed equitably, especially to vulnerable groups, and measure the effectiveness of vocational training in empowering locals.
6. **Innovation and Digitalization:** Tracking the use of digital tools and the growth of innovative tourism enterprises ensures CBT remains competitive and technologically adaptive.
7. **Infrastructure and Accessibility:** KPIs assess the quality, sustainability, and accessibility of tourism infrastructure, ensuring improvements benefit both tourists and local residents.
8. **Governance and Collaboration:** Indicators measure the success of public-private-community partnerships and local governance in implementing sustainable tourism policies.
9. **Crisis Management:** KPIs evaluate the preparedness and responsiveness of CBT projects in handling crises, focusing on the



effectiveness of crisis management plans and training.

By utilizing these KPIs, CBT initiatives can ensure positive economic, social, and environmental impacts while fostering long-term sustainability and community empowerment.

2.9 Positive and Negative Impacts of Tourism

Tourism can offer significant benefits but also presents challenges across multiple dimensions.

Economic Impacts

- Positive: Tourism stimulates investment, job creation, and economic diversification, benefitting local economies like Liguria, Italy.
- Negative: Increased cost of living for locals and dependency on tourism make communities vulnerable to external shocks like pandemics or natural disasters.

Physical Impacts

- Positive: Enhances infrastructure such as roads and public facilities, benefitting both tourists and residents.
- Negative: Overcrowding can lead to environmental damage and strain infrastructure, as seen in the Andaman Islands.

Social and Cultural Impacts

- Positive: Promotes cultural exchange and helps preserve local heritage.
- Negative: Can erode local traditions, leading to social tension and



commercialization of culture.

Environmental Impacts

- Positive: Supports conservation efforts and protects biodiversity through ecotourism.
- Negative: Overuse of natural resources, pollution, and habitat destruction occur when environmental limits are exceeded.

Perceptual Impacts

- Positive: Managing tourist numbers improves visitor satisfaction and local quality of life.
- Negative: Overcrowding reduces privacy and satisfaction for both tourists and locals.

Effective tourism management, community involvement, and sustainable practices are essential to harness its benefits while mitigating its negative effects.

03

Case Studies

The case studies to be included in the roadmap and summarized here serve as a crucial guide for the development of Community-Based Tourism, offering practical examples from a variety of regions. Each case study not only reflects the unique cultural, environmental, and community characteristics of the destination, but also highlights the level of development of the destination and the extent of external investments that have influenced the CBT process. These factors play a significant role in shaping the success of CBT initiatives, as they determine the community's capacity to engage in tourism, access resources, and implement sustainable practices.

By examining destinations with varying degrees of development, readers can see how well-established infrastructure, investment from external bodies, and community readiness directly impact the ability to implement CBT strategies. Some communities benefit from significant external funding, which accelerates development, enables comprehensive training, and enhances the tourism product offering, while others may rely on more grassroots approaches, navigating challenges with limited resources and relying heavily on local leadership and self-organization.

Each case study follows the structured framework outlined in the Step-by-Step roadmap, ensuring a uniform approach that clearly connects the different elements of CBT, such as governance, tourism product development, and community management. This consistency allows for a thorough analysis of how destination-specific factors, including the level of development and external financial support, shape decision-making processes and outcomes in diverse environments. In the following, a brief introduction to each case is provided.

3.1 Xiajiang, Zhejiang Province, China

Xiajiang Village, located in Fengshuling Town, Chun'an County, Zhejiang Province, China, is a rural community with a rich history and deep connection to its natural environment. Nestled near the Qiandao Lake area and surrounded by lush mountains and rivers, the village boasts over 7,000 acres of national-level ecological public forest, making it an ideal location for both agriculture and eco-tourism. The community has a long-standing tradition of agriculture,

with villagers cultivating crops like grapes, strawberries, and peaches, and practicing sustainable farming techniques passed down through generations. Known for its traditional Huizhou-style architecture, Xiajiang Village has preserved its cultural heritage while evolving into a model for rural revitalization. Through collective efforts, the community has transformed from a remote, impoverished area into a thriving center for green tourism and cultural preservation, blending the old with the new in a way that maintains its historical roots while embracing



future growth.

The Key Insights of Xiajiang Village's Success:

Rural Revitalization and Sustainable Development:

Xiajiang Village has successfully transitioned from a remote, impoverished area to a thriving community through rural revitalization efforts, emphasizing eco-tourism, cultural heritage, and green agriculture. The development strategy prioritizes environmental protection, leveraging local natural resources for tourism and agricultural innovation.

Government and Community Collaboration: The Zhejiang Provincial Government and local village committees play a crucial role in Xiajiang's tourism development, implementing policies that support rural revitalization. Public-private partnerships with external enterprises have attracted investments, resulting in projects like vineyards, eco-tourism ventures, and adventure tourism.

Economic Growth and Shared Prosperity:

Tourism has significantly increased the village's collective income and per capita earnings, with profits distributed among villagers through shares. Initiatives such as homestays, specialty agriculture, and cultural products contribute to both economic growth and community well-

being, with women, youth, and elderly playing active roles.

Cultural Preservation and Tourism: Xiajiang Village integrates cultural heritage into tourism offerings, with traditional architecture, local handicrafts, and performances such as songs and dances attracting visitors. Immersive experiences and "red tourism" related to the Communist Party's history have also become key attractions.

Environmental Sustainability: Xiajiang Village adheres to strict environmental standards, particularly in protecting Qiandao Lake's water quality. Waste management, renewable energy initiatives like biogas, and organic farming are essential components of the village's sustainable practices.

Tourism Impact on Residents: Residents have seen improvements in their quality of life due



to tourism, including better infrastructure, job opportunities, and training programs. Tourism has not put pressure on the cost of living as villagers' incomes have increased.

Inclusive Development: Women, the elderly, and youth are actively engaged in Xiajiang's tourism and agricultural sectors, with targeted vocational training programs fostering entrepreneurship and employment. The village's development has also attracted external workers and businesses, contributing to local economic diversification.

3.2 Wukang Road – Anfu Road block, Shanghai, China

The Wukang Road - Anfu Road block, located in Shanghai's Xuhui District, spans approximately 1.5 kilometers and covers about 0.4 square kilometers, comprising eight closely connected residential communities. This vibrant neighborhood balances historical preservation with modern development, focusing not only on tourism-related economic benefits but also on enhancing the quality of public services, promoting harmonious coexistence, and preserving its cultural heritage. The area attracts a diverse range of unique shops, local brands, and independent businesses, blending its rich historical resources with a lively, trendy atmosphere, making it a popular spot for young visitors. Through urban renewal initiatives and the Community Governance Capacity Project, the block has become a model for the integrated development of culture, tourism, commerce, and residential life.

Key Insights of Wukang Road - Anfu Road Block's Success:

Preservation of Historical Culture and Sustainable Development: The block integrates historical preservation with modern vitality, ensuring



that urban renewal maintains its unique cultural identity. It actively explores and promotes its historical roots while introducing new consumption models, fostering cultural innovation and community development. By balancing the old and the new, the block has created a unique space where historical preservation fuels modern cultural expression and community sustainability.

Government and Community Collaboration:

A key factor in the block's success is the collaboration between government departments and community stakeholders. Government officials work closely with neighborhood committees to create a favorable business environment, streamline service models, and foster communication platforms among stakeholders. The promotion of soft law governance ensures the peaceful coexistence of residents, merchants, and tourists, while advancing the block's integrated development in culture, commerce, tourism, and residential life.

Economic Growth and Shared Prosperity:

In 2023, the Wukang Road - Anfu Road block became a "100 million yuan tax block," reflecting its significant economic growth. The tourism development process has brought shared prosperity, with tax revenues supporting public space renewal and historical preservation projects. This boosts the district's image and attracts further investment. Increased tourist spending

enhances business revenues and brand influence, while residents benefit from improved public services and increased satisfaction. Additionally, some residents have capitalized on tourism by operating small shops and participating in community-led businesses.

Cultural Preservation and Tourism: As one of the most distinctive landmarks in Xuhui and Shanghai, the block preserves Shanghai’s urban memory through its historical buildings and surrounding cultural heritage sites. It attracts 20,000 to 30,000 visitors daily, drawn by initiatives such as the outdoor immersive performance “No. 19 Wukang Road” and the immersive exhibition “Shanghai 1924: A Century of Wukang Building.” These events, along with others, provide visitors with unique cultural experiences that highlight the block’s historical significance and artistic vibrancy.

Environmental Sustainability: The block adheres to sustainable development principles, promoting effective waste management and low-carbon practices. Initiatives such as Hunan Street’s appointment-based waste sorting program and

the “No Coffee Cup Left Behind” project have significantly improved environmental sanitation. Additionally, the “Duoazhuayu” comprehensive recycling store champions the circular economy, reinforcing the community’s commitment to sustainability in business practices.

Tourism’s Positive Impact on Residents: Tourism has brought significant benefits to the district, improving infrastructure and public cultural services that enhance living standards for residents. This development also strengthens the preservation and transmission of the community’s cultural heritage, fostering pride and ownership among residents.

Inclusive Development: The block promotes inclusive development, with active participation from women, youth, and the elderly in tourism-related activities. Women play leadership roles in community governance, while the elderly contribute as volunteers. Targeted vocational training promotes entrepreneurship and employment, and the district’s growth has attracted newcomers seeking opportunities, further diversifying the local economy.



3.3 Phoenix Ancient Town, Hunan Province, China

Phoenix Ancient Town is located in the southwest of Xiangxi Tujia and Miao Autonomous Prefecture, Hunan Province. It is a culturally rich and naturally beautiful ethnic interlocking community. The Gucheng community, Shawan community, Hongqiao community, Nanhua community, Sanwangge community, and Dutian village are located in the core area of Phoenix Ancient Town Scenic Area. It is named after the green mountains on its back, which resemble a phoenix spreading its wings to fly. It has 68 cultural relics and ancient buildings, as well as 116 ancient sites. It is a famous historical and cultural city in China. This community has a long and rich ethnic and folk culture, with colorful Miao costumes such as money embroidered clothes and pleated skirts, as well as unique customs and habits of the Tujia ethnic group such as crying for marriage, rushing to autumn, and blocking door wine. Phoenix Ancient Town is famous for its traditional stilted buildings, which not only preserve its cultural heritage but also become a model for

the development of ethnic tourism. Through collective efforts, this Miao village has been revitalized as a beautiful ancient town for tourism, cleverly integrating tradition and modernity, safeguarding the cultural heritage of Fenghuang and promoting innovative development of the cultural and tourism industry.

The Key Insights of Phoenix Ancient Town's Success:

Rural Revitalization and Sustainable Development:

Through measures such as cultural heritage protection, natural scenery management, and green industry development, Phoenix Ancient Town has successfully transformed from a remote Miao village to a prosperous ethnic interlocking community. The development strategy prioritizes cultural protection and environmental governance, utilizing local historical and cultural heritage as well as Miao and Tujia ethnic culture to develop the tourism industry.

Government and Community Collaboration:

The government, together with the neighborhood



committee and village committee, jointly promotes the construction, management, and service of the ancient town, enforces laws and regulations, and maintains tourism order. The cooperation with private enterprises has attracted investment and created tourism projects such as the literary masterpiece “Border Town” forest drama and the folk bonfire show “Phoenix Appearance”.



Economic Growth and Shared Prosperity:

Measures such as homestays, cruise ships, ethnic cultural products, and performing arts activities contribute to economic growth and community well-being. Local women, youth, and elderly actively participate in tourism through becoming inheritors of intangible cultural heritage, employment and entrepreneurship, and selling local characteristic tourism products, making significant contributions to the local economic development.

are key measures for sustainable community development.

Tourism Impact on Residents: The development of tourism has improved residents’ income, quality of life, and living environment, bringing better infrastructure and employment. But the increase in tourists also brings pressure to ecological environment protection, and the balance between economic development and environmental protection needs more attention.

Cultural Preservation and Tourism Development:

Phoenix Ancient Town integrates intangible cultural heritage, celebrity residences, and literature into tourism, attracting tourists with traditional architecture, Miao ethnic costumes, and songs and dances, and innovating the cultural relic utilization model of “government guidance, market operation, enterprise participation, and social co construction”. Combining Miao culture, digital technology, and light and shadow display has promoted the development of the travel photography industry and the immersive ethnic experience of “Night Phoenix”.

Inclusive Development: Women, the elderly, young people and other groups actively participate in the development of tourism, and promote employment and entrepreneurship through vocational training such as makeup, photography, Tiktok, housekeeping and so on. The development of the community has attracted External workers and enterprises, and the government has issued the “Catalogue of Business Projects in Phoenix Ancient Town” to promote economic diversification.

3.4 Wulong District, Chongqing, China

Environmental Sustainability: Phoenix Ancient Town strictly adheres to the standards of cultural relic protection and environmental governance, with particular emphasis on cultural heritage, traditional customs, and water quality protection of the Tuojiang River. Water quality management, garbage classification, and clean energy use

Wulong District, located in the southeastern area of Chongqing, leverages its abundant natural resources to innovate a comprehensive rural tourism poverty alleviation model, creating important opportunities for rural tourism development. Villages within the district capitalize on their unique natural landscapes,

positioning rural tourism as a key driver of economic growth and community revitalization. The district follows a “resource + tourism” model with local characteristics. Jingzhu Village and Longbaotang Village, benefiting from their proximity to the 5A-level scenic spot Xiannvshan Forest Park, have successfully developed tourism-based economies. Similarly, Qiaozi Village and Mugen Village utilize the Wulong High Mountain Tomato Valley to integrate agriculture, culture, and tourism, making them typical representatives of rural community tourism in Wulong District. Through rural tourism, Wulong District has transformed from a “remote and impoverished area” into a “fairylend on earth,” contributing to increased local incomes, the growth of village collective economies, the integration of multiple industries, and the improvement of the ecological environment.

Key Insights From Wulong District’s Success:

Rural Revitalization and Sustainable Development: Wulong District’s villages prioritize ecological protection and achieve rural revitalization through a diversified “tourism + N industries” integrated development model. For example, Jingzhu Village follows a comprehensive development model encompassing a rural complex, a characteristic town, beautiful countryside, a specialty industrial park, and a

tourist attraction. Similarly, Qiaozi Village and Mugen Village promote rural revitalization through an “agriculture + tourism” model, integrating traditional farming with tourism-based activities to boost the local economy.

Government and Community Collaboration:

The Wulong District government and village committees play a crucial role in formulating and executing rural tourism plans, building infrastructure, and integrating resources. The collaboration between villages and external enterprises has facilitated the development of tourism projects such as “Guiyuan Town” in Jingzhu Village, high-altitude vegetable picking in Qiaozi and Mugen Villages, and the high-altitude agricultural industry experience park in Longbaotang Village. These partnerships are essential for ensuring the smooth development of tourism while aligning with local needs.

Economic Growth and Shared Prosperity: The growth of the tourism industry has significantly increased the collective and per capita income of villages in Wulong District. Villagers benefit from the tourism boom through share dividends, managing rural tourism businesses, and selling local agricultural products. This shared prosperity has helped elevate the overall economic well-being of the region.

Cultural Preservation and Tourism Development:

Wulong District’s villages integrate traditional culture into their tourism offerings, attracting visitors with unique cultural experiences. For instance, Jingzhu Village features bamboo weaving, paper cutting, and traditional food-making workshops. Longbaotang Village offers a batik experience, while Mugen Village and Qiaozi Village host alpine vegetable picking activities. These cultural activities not only draw tourists but also help preserve and promote the region’s intangible cultural heritage.





Environmental Sustainability: Environmental protection is a key focus in Wulong District's tourism strategy. For example, Jingzhu Village has implemented river cleanup programs and soil erosion control in its forests, while Longbaotang Village and Qiaozi Village focus on domestic sewage treatment. Mugen Village preserves agricultural plant germplasm resources, further contributing to environmental sustainability. These measures ensure that the district's natural resources are protected while promoting sustainable tourism.

Tourism's Impact on Residents: The development of tourism in Wulong District has opened up new income channels for villagers, improved their living environment, and provided valuable employment and training opportunities. However, it has also led to a rise in the price of agricultural products, increasing the cost of living for some residents. Addressing this balance between economic growth and cost of living is an area for further exploration.

Inclusive Development: Women, the elderly, and youth actively participate in rural tourism

development across Wulong District. Villages organize skills training in areas such as homestay management, e-commerce, agricultural product planting, and handicrafts, promoting entrepreneurship and employment. The district's growing tourism sector has also attracted external personnel and enterprises, contributing to the diversification of the local economy and expanding opportunities for community development.

3.5 Beigou, Huairou District, Beijing, China

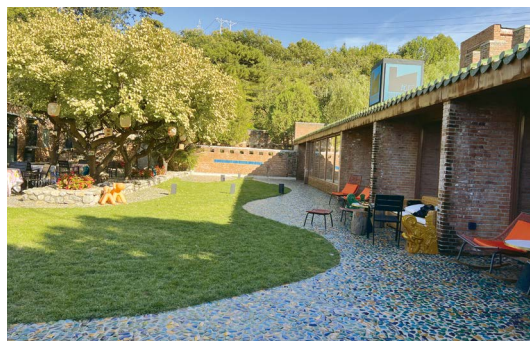
Beigou Village, located in the northeast of Bohai Town, Huairou District, Beijing, is a rural community where natural scenery and modern art, traditional culture and international culture are integrated. Located at the foot of Mutianyu Great Wall Mountain, the village has a unique natural landscape and rich history and culture, which has laid the foundation for the development of characteristic agricultural products planting and tourism. Relying on the resource advantages of the Mutianyu Great Wall scenic area, Beigou Village actively promotes the quality and standardization of the homestay industry,

attracting foreign investors from the United States, France, Canada and other countries. The architectural style of the village reflects the integration of tradition and modernity, which not only retains rich traditional cultural elements, but also integrates international design concepts. After many efforts, the community has been transformed from a small mountain village into a characteristic leisure tourism destination that blends traditional and international culture.

The Key Insights of Beigou Village's Success:

Rural Revitalization and Sustainable Development: Beigou Village adheres to the concept of ecological environment protection and sustainable development. Through the village-enterprise cooperation model, with “living in Beigou” as the core, the development of accommodation is based on diversified formats, including food, art and entertainment. It has attracted nearly half of the villagers to participate in the rural resort industry, thus promoting rural revitalization.

Government and Community Collaboration: The district and town governments have played an important role in policy support, infrastructure construction, and supervision and management. The village committee and enterprises cooperate, whilst the 2049 Investment Group is responsible for the development, operation, and management



of projects such as San Sa Village, Brickyard Hotel, and WA Art Architecture Museum that are key in improving the quality of rural tourism and promote its international development.

Economic Growth and Shared Prosperity: The development of tourism has effectively promoted the growth of the village's collective economy and the increase of the per capita income of villagers. Villagers obtain economic benefits through homestay operations, agricultural product cultivation, catering operations, and cleaning initiatives.

Cultural Preservation and Tourism: Beigou Village has transformed its unique local, Great Wall, and international culture into tourism attractions, such as building the WA Art. Architecture Museum. The museum integrates art and rural culture and is home to the “Great Wall International Cultural” that provides folk culture experience activities and hosts the International Film Festival.

Environmental Sustainability: Beigou Village has taken multiple measures to protect the ecological environment, including garbage classification, resource utilization of agricultural waste, strengthening greening, and promoting the use of clean energy.

Tourism Impact on Residents: The development of tourism not only increases the income of

villagers, but also enriches cultural activities, changes their way of life, and provides more employment and training opportunities. Due to the increase in villagers' income, the development of tourism has not put pressure on their living costs.

Inclusive Development: Women and elderly people actively participate in fields such as homestays, catering, sanitation and cleaning, and agricultural product cultivation. At the same time, vocational training and cultural quality improvement education have been carried out for villagers. The development of the village has also attracted external workers and businesses, including foreigners, and promoted economic and cultural diversification.

3.6 Bannabagram, India

The community of Bannabagram, located in the Ausgram Block of West Bengal, India, is a vibrant, close-knit society that deeply values its rich cultural traditions, including art, music, and craftsmanship. The village, with a population of around 4,200 people, is known for being home to

the Baul singers, whose spiritual songs represent the soul of Bengal, and for the expertise of local artisans in Kantha embroidery and Dokra metal crafts. These artistic traditions are not just leisure activities but are integral to daily life, passed down through generations as a source of both identity and economic empowerment. Historically reliant on agriculture and craftwork, Bannabagram has demonstrated resilience in the face of modern challenges by adapting these traditions for new opportunities, particularly through community-based tourism.

Supported by initiatives like Art for Life (AFL) from Contact Base, the community has transformed its artistic heritage into a powerful driver of economic development, empowering local artisans, particularly women. By professionalizing Kantha embroidery, once a domestic activity, the AFL initiative has enabled thousands of women to earn a sustainable livelihood, providing an economic lifeline while preserving cultural heritage. Bannabagram's tourism offerings are built around these cultural assets, creating immersive experiences for visitors that celebrate local art, music, and culinary traditions.



Key Insights of Bannabagram's Success:

Community-Centric Development: Bannabagram's tourism strategy focuses on leveraging its cultural heritage, including Baul music and Kantha embroidery. These traditions are central to the community's identity and have been thoughtfully integrated into tourism offerings, ensuring that local culture remains at the heart of economic growth.

Economic Empowerment through Cultural Preservation: The AFL initiative has professionalized traditional crafts such as Kantha embroidery, significantly boosting the income of local artisans, particularly women. This model has created a sustainable source of income while ensuring the preservation of cultural practices.

Tourism Infrastructure and Sustainability: Bannabagram has adopted eco-friendly tourism infrastructure, with sustainable accommodations and organic farming practices. The Baul Ashram, a cultural hub, plays a pivotal role in hosting performances and festivals, positioning the community as a key destination for cultural tourism.

Diverse Stakeholder Engagement: The success of Bannabagram's CBT model is due in part to multi-stakeholder collaboration, involving NGOs like Contact Base, government bodies, and international organizations such as UNESCO and the British Council. These partnerships provide financial support, capacity-building, and market access, ensuring long-term sustainability.

Cultural and Economic Impact: Tourism has equitably distributed economic benefits among local residents, including artisans, musicians, and women entrepreneurs. The Kantha weavers, for instance, have seen their earnings increase twelvefold since the AFL initiative began, directly

benefiting from tourism while preserving cultural integrity.

Training and Capacity Building: Ongoing training programs in crafts, hospitality, waste management, and digital literacy have empowered local residents. These efforts have improved the community's service offerings and enhanced the sustainability of its cultural practices, particularly through skill transmission workshops aimed at younger generations.

Cultural and Environmental Conservation: While tourism has brought economic benefits, there is careful management to maintain the authenticity of cultural experiences and prevent the commercialization of traditions. Sustainable practices, such as organic farming and eco-friendly accommodations, help minimize the environmental impact of tourism.



3.7 Miso Walai Homestay, Malaysia

The Orang Sungai community of Batu Puteh in Sabah, Malaysia, is deeply connected to the Kinabatangan River, which has shaped their traditional way of life for generations. Known as the “people of the river,” they have long relied on the river for their livelihood, practicing fishing, agriculture, and traditional crafts such as basket weaving and wood carving. Over time, the community has faced challenges due to deforestation and environmental changes, but they have responded with resilience by embracing sustainable practices. The Miso Walai Homestay project is a testament to their commitment to preserving their cultural heritage and protecting the rich biodiversity of their homeland, while providing new economic opportunities through eco-tourism and environmental conservation efforts. The community’s deep-rooted traditions and knowledge continue to thrive, ensuring the survival of both their culture and the natural environment for future generations.

The Key Insights of Miso Walai Homestay’s Success:

Sustainable Tourism Model: Miso Walai



Homestay is recognized as a model for community-based eco-tourism, integrating economic empowerment, cultural preservation, and environmental conservation. It emphasizes low-impact tourism, which includes wildlife river cruises, jungle treks, and cultural immersion experiences.

Environmental Conservation: The homestay’s forest restoration project has been a cornerstone of its regenerative tourism efforts. The community is actively involved in reforestation efforts, including tree planting and wildlife monitoring, aiming to reverse decades of damage from unsustainable logging practices.

Economic Impact and Inclusivity: Since its establishment in 2003, the homestay has benefited over 340 local members. The initiative has been particularly empowering for women, who play a central role in providing accommodations and guiding tourists. The project has improved local infrastructure and services, including schools, healthcare, and conservation programs.

Cultural Preservation: Miso Walai Homestay offers cultural tourism experiences that preserve and showcase the Orang Sungai people’s traditional practices, such as basket weaving, wood carving, and traditional cooking. Cultural immersion is a key part of the visitor experience,

supporting the preservation of local customs.

Challenges and Growth: While successful, the project faces challenges such as the pressures of deforestation, the need for sustainable tourism growth, and economic diversification. Despite these challenges, the homestay remains a model of responsible tourism that balances community development with environmental stewardship.

Multi-Stakeholder Collaboration: The homestay is supported by a wide range of stakeholders, including local communities, NGOs, government agencies, tour operators, and conservation organizations. This collaborative effort ensures that tourism benefits are shared equitably and that the environmental and cultural integrity of the region is preserved.

Empowerment of Women and Youth: Women in the community have gained financial independence through their involvement in the homestay, while local youth have benefited from training in hospitality, guiding, and environmental conservation. The initiative has also helped reduce rural-urban migration by providing local employment opportunities.

Tourism Rules and Code of Conduct: A tourist code of conduct emphasizes respect for the local culture, environmental responsibility, and wildlife protection, ensuring that visitors engage responsibly with the community and environment.

3.8 Orito, Colombia

Orito, a municipality located in the southwestern region of Colombia, within the department of Putumayo, is nestled in the Andean-Amazon foothills and is characterized by its rich biodiversity, tropical rainforests, and pristine rivers. With a strong indigenous heritage, particularly from the Kofan people, Orito has a

population of approximately 45,000, composed of indigenous, Afro-Colombian, and mestizo communities. Historically reliant on agriculture and the oil industry, Orito has faced both economic benefits and environmental challenges. In recent years, however, the community has embraced Community-Based Tourism as a pathway toward sustainable development, focusing on eco-tourism and agro-tourism initiatives. These initiatives, such as the Gallito de Roca Collective, Corpolíbano, Kuychi Mila Natural Reserve, among others, emphasize the protection of biodiversity and the preservation of indigenous knowledge related to medicinal plants. The CBT efforts are supported by key organizations such as the Wildlife Conservation Society (WCS), through its PVS and Conservando Juntos initiative. It also receives governmental funding from the United States of America, the United Kingdom, Germany, Norway, and Canada, due to the promotion of sustainable tourism and environmental conservation.

Key Insights of Orito's Success:

Community-Driven Approach: Orito's CBT development is firmly rooted in the involvement of local campesino and indigenous groups (Awá and Emberá). Their participation ensures that tourism initiatives align with local values





and benefit the entire community by creating authentic and sustainable tourism experiences.

Cultural and Environmental Preservation: The conservation of Orito’s rich biodiversity, along with the safeguarding of its indigenous cultural heritage, is at the core of the CBT model. The biodiversity associated with protected areas, like the National Park Santuario de Fauna y Flora Plantas Medicinales Orito Ingi-Andé, is a key attraction that protects both the environment and traditional medicinal plant knowledge, drawing eco-conscious tourists while preserving cultural practices.

Economic Diversification and Empowerment: Historically reliant on oil extraction and agriculture, Orito has diversified its economy through eco-tourism and agro-tourism initiatives. This shift has reduced dependency on extractive industries and provided sustainable livelihoods for women, youth, and indigenous communities, empowering them economically while maintaining cultural integrity.

Sustainable Tourism Infrastructure: Orito has invested in eco-friendly tourism infrastructure, such as eco-lodges and rural homestays, to accommodate visitors while minimizing environmental impact. These efforts ensure that

the community remains a top destination for nature and culture enthusiasts, promoting long-term sustainability.

Capacity Building and Training: Continuous capacity-building efforts, led by organizations like USAID’s Territorios de Oportunidad and the Wildlife Conservation Society (WCS) through their Conservando Juntos initiative, have equipped local residents with the skills necessary to manage tourism activities, ensuring professionalism and community-led growth.

Collaborative Partnerships: The success of Orito’s CBT model is underpinned by strong partnerships between local communities, NGOs, and international organizations. These partnerships provide technical expertise, financial resources, and marketing support, facilitating sustainable tourism development that benefits both the environment and local economy.

Environmental and Social Impact: Orito’s CBT model has had a positive impact on both the environment and local social cohesion. By leveraging tourism to promote conservation and peacebuilding, Orito has transformed from a conflict-affected area into a model for sustainable, community-driven tourism that fosters cultural pride and social stability.

3.9 Le Morne, Mauritius

Le Morne Village, a UNESCO World Heritage site and recognized as one of the Best Tourism Villages by the UN Tourism in 2021, stands as a prime example of how community-based tourism can be successfully implemented. The village's achievements in tourism development stem from its rich cultural heritage, sustainable tourism practices, and active community involvement. These factors combine to create a robust model of tourism that not only attracts visitors but also empowers locals and preserves the environment.

Here Are The Key Insights Into Le Morne Village's CBT Success:

Cultural and Historical Legacy as a Cornerstone:

Le Morne Mountain, a UNESCO World Heritage site, is not just a natural landmark but a symbol of resistance and freedom for runaway slaves from Africa, Madagascar, and India. Known as the Maroon Republic, this mountain served as a refuge for slaves who faced harsh punishment

if recaptured, with many tragically choosing to jump from the cliffs rather than being re-captured again. This poignant history has become central to Le Morne's tourism appeal, offering an emotional and educational experience to visitors. To preserve this legacy, the Le Morne Heritage Trust Fund works to protect and promote the historical significance of the region. Through guided tours, historical storytelling, and cultural performances, visitors can engage deeply with the village's past, learning about the struggles of enslaved people and the importance of Le Morne as a symbol of resilience.

Diverse Tourist Attractions and Cultural Resources:

Le Morne has successfully combined its cultural assets with its natural beauty to offer a wide range of attractions. The Le Morne Beach is a popular destination for visitors looking to enjoy sunbathing, swimming, and water sports such as kite surfing, windsurfing, and snorkeling. The region's Paradis Golf Club also provides a premium golfing experience, making Le Morne appealing to a wide spectrum of tourists, from



adventure-seekers to those looking for luxury leisure activities. Beyond its beaches and water sports, Le Morne celebrates its diverse cultural heritage through festivals such as Maha Shivaratree and Cavadee, showcasing traditional music, dance, and crafts. The culinary experience is another key attraction, with traditional Mauritian cuisine influenced by African, Indian, and Creole cultures.

Traditional Fishing as a Cultural and Economic Pillar: Fishing has long been a cornerstone of the village's economy and identity, and this heritage has been preserved through sustainable fishing methods that ensure marine conservation. Local fishermen use these methods to maintain the ecological balance, ensuring that tourism activities do not deplete natural resources. Visitors can participate in fishing tours, providing them with an immersive experience of the local way of life. This not only promotes eco-tourism but also fosters a deeper connection between tourists and the village, giving them a firsthand look at the sustainability practices embedded in Le Morne's way of life.

Range of Accommodation Options: Le Morne Village offers a diverse range of accommodation options that cater to all types of travelers. Visitors can choose from luxury resorts such as Paradis Beachcomber Golf Resort & Spa, LUX Le Morne Resort, and the JW Marriott Mauritius, which provide high-end experiences, or opt for more affordable, family-run bungalows and apartments. This variety allows the village to attract a broad demographic, from affluent tourists to budget-conscious travelers, ensuring that the economic benefits of tourism are spread across different segments of the community. This inclusive approach to accommodation not only supports larger hotel chains but also empowers local families and small business owners, enabling them to directly benefit from tourism.

Community Engagement and Empowerment: Community members are involved in offering a range of experiences, from historical tours and traditional crafts to culinary workshops and fishing excursions. This engagement empowers the local population, creating job opportunities and encouraging entrepreneurship. By taking ownership of tourism initiatives, the residents of Le Morne ensure that tourism benefits remain within the community. Le Morne's CBT model has also strengthened cultural preservation, as locals are encouraged to showcase their traditions, crafts, and way of life. This not only enhances the visitor experience by providing authentic cultural exchanges but also fosters pride and unity within the community, ensuring that future generations continue to uphold these traditions.

Social Sustainability through Community Initiatives: A key factor in Le Morne's CBT success is its focus on social sustainability, particularly through initiatives led by organizations like Caritas-Soleil de L'Ouest (SLDO). The "Strong Family, Strong Community" project has been instrumental in addressing socio-economic challenges, including poverty alleviation, education, gender equality, and health. These initiatives have had a direct impact on improving the living conditions of residents, ensuring that tourism growth is aligned with community development. Workshops, educational support, and socio-economic programs help residents gain new skills, improve their financial literacy, and access better opportunities. This holistic approach to social sustainability ensures that tourism revenue is used to uplift the entire community, creating a model where both economic and social development thrive in tandem.

Environmental Sustainability and Responsible Tourism: Le Morne Village places a strong emphasis on environmental sustainability, ensuring that its tourism practices do not

harm the local ecosystem. From eco-friendly accommodations to responsible fishing practices, the village has made sustainability a key part of its tourism offering. This focus on responsible tourism appeals to environmentally conscious travelers, who are increasingly seeking destinations that prioritize natural conservation and eco-friendly practices. Moreover, the village actively promotes tourism in less-explored regions, reducing pressure on more popular destinations and contributing to environmental balance. This approach not only protects the environment but also redistributes tourism revenue, ensuring that lesser-known areas benefit from tourism growth.

3.10 Rougemont, Switzerland

The community of Rougemont, nestled in the Swiss Alps within the french-speaking canton of Vaud, is a small yet vibrant village known for its deep connection to its historical and cultural roots. With a population of around 850 residents,



Rougemont has preserved its traditional Swiss chalet-style architecture, some dating back centuries, and maintained a strong agricultural heritage that defines the local way of life. The village is renowned for its close-knit community, where residents actively participate in communal decision-making and uphold local traditions through farming, artisanal crafts, and cultural festivals. The community's sense of autonomy, cultivated over generations, has fostered a spirit of self-reliance and sustainable living, making Rougemont a model of how rural Alpine villages can thrive while preserving their cultural identity and natural environment.

The Key Insights of Rougemont's Success:

Community Engagement and Direct Democracy:

Rougemont's governance model is rooted in Switzerland's tradition of direct democracy, where local residents actively participate in decision-making processes through communal councils and referendums. This high level of civic engagement ensures that tourism development aligns with the community values, needs, and environmental priorities, fostering a strong sense of ownership and responsibility among residents. This approach strengthens the community ability to preserve its cultural heritage while promoting sustainable tourism.

Public-Private Partnerships: Rougemont's success in tourism is partly due to strong collaboration between public entities, private businesses, and the local community. These partnerships drive tourism development, infrastructure improvements, and economic growth, while reinvesting tourism revenues into the community.

Historical and Cultural Preservation: Rougemont is deeply rooted in its historical and cultural identity, with key landmarks such as the Church



of Saint-Nicolas and traditional Swiss chalets. The community prioritizes the preservation of its architectural heritage and traditional practices, such as tavillonnage (shingle-making) and decoupage (paper-cutting).

Sustainable Development: The community has embraced sustainable tourism practices, including environmental stewardship and the promotion of eco-friendly activities such as hiking and e-biking. This is reinforced by regional regulations that limit second homes construction and encourage sustainable land use to maintain the village's character and natural beauty.

Diverse Tourism Products: Rougemont offers a wide range of tourism activities, from outdoor adventures like skiing and paragliding to cultural experiences such as music festivals and traditional alpine farming. Visitors can also participate in educational trails, highlighting the region's natural resources and craftsmanship.

Inclusive Tourism: Rougemont is committed to making its tourism offerings accessible to all, including people with disabilities. The village promotes inclusive activities such as the Cimgo, an all-terrain wheelchair that allows individuals with mobility challenges to enjoy the region's scenic mountain trails. This focus on inclusivity ensures that Rougemont can accommodate a diverse range of visitors while fostering a



welcoming environment for all, reinforcing its reputation as a community that values accessibility and equal participation.

Economic and Social Benefits: Tourism in Rougemont provides significant economic benefits to the local community, especially through the involvement of women, youth, and farmers. Agritourism is a key component, with local farms offering authentic experiences and locally produced goods such as artisanal cheeses and venison.

Challenges and Opportunities: The region faces challenges such as climate change and maintaining infrastructure, but opportunities exist in further developing sustainable tourism, expanding into new markets, and leveraging its rich cultural heritage to attract authenticity-seeking tourists.

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