

**Impact of Community-Based Tourism Projects' Empowerment on the Adoption of Sustainability Practices by Community Tourism Entrepreneurs in Sri Lanka**

**G.T.W.Sriyani**

Department of Management and Entrepreneurship, Faculty of Management and Finance,  
University of Ruhuna, Matara,  
SRI LANKA  
gtwasanthas@badm.ruh.ac.lk

**Abstract**

Community-Based Tourism (CBT) has emerged in many countries as a tool for poverty reduction and sustainability enhancement. Even though sustainability practices are essential for promoting community-level tourism, due to lack of capacity and know-how, poor attitudes, reluctance to change, etc. cause to lower the application of sustainability practices by community tourism entrepreneurs. Therefore, CBT projects were initiated and greater efforts were taken to indoctrinate the sustainability practices among the micro and small scale tourism entrepreneurs (MSSTEs). However, several past researchers argued that those efforts were unable to build fruitful results. This was reported in several community tourism villages, especially in the Sri Lankan context. Therefore, this research endeavors to study the impact of empowerment efforts of CBT projects on the adoption of sustainability practices by the MSSTEs. The structured questionnaire survey was applied for data collection from a sample of 200 MSSTEs in six villages of Sri Lanka who were empowered by two selected CBT projects. Empowerment efforts were the independent variable, and capacity building, financial assistance, education and training, network building, monitoring and evaluation were the five sub-constructs of it. Sustainability practices were the dependent variable and economic, social and cultural, and environmental sustainability were the three sub-constructs of it. Findings revealed that CBT empowerment efforts affect significantly on the adoption of the three facets of sustainability practices by the MSSTEs. Economic sustainability was the highest achieved practice and it implies that CBT project empowerments were able to eliminate poverty in the rural community and strengthen their economic status.

**Keywords:** Community Based Tourism projects, Community tourism entrepreneurs, Empowerment efforts, Sustainability practices

## 1. INTRODUCTION

With the increase of community involvement in tourism in many countries and demands shift happen from mass tourism to niche tourism, Community-Based Tourism (CBT) concept has emerged as an alternative type of tourism (Khalid, et al., 2019; Sriyani, 2021<sub>a</sub>). Meanwhile, CBT is considered as a powerful tool for reducing poverty, harnessing the potential use of untouched resources, and enhancing sustainability in tourism (UNWTO, 2017). Presently, several international organizations such as World Tourism Organization (WTO), United Nations (UN), International Labour Organization (ILO), Australian Aids (AusAID), and national level organizations such as Sri Lanka Tourism Development Authority (SLTDA), Sri Lanka Tourism Bureau, and provincial tourism bureaus apply the CBT concept with the broadest views of poverty reduction, diversifying local economies, enhancing livelihoods and sustainability in the tourism sector (UNWTO, 2017; Asker, et al., 2010; Sheham, 2016; Sriyani, 2018 and 2021<sub>a</sub>). Community-Based Tourism is defined as the tourism activities conducted by the local community in a rural area and involves community participation and aims to generate benefits for local communities in the developing world by allowing

tourists to visit these communities to receive an exciting experience and learn (Anuar & Sood, 2017). With the increase in community involvement in tourism activities, greater attention required to be given on sustainability practices among the community (Sardianou, et al., 2016). Sustainable tourism is defined as "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, environment and host communities" (UNWTO, 2001). These economic, social, and environmental impacts are concerned as the three main elements of sustainable practices which are called today as Triple Bottom Line (TBL) of Profit, Planet, and People. The host communities in the rural tourism destinations are recognized as the vital agents who should bear the hard role of being the guarantors of ensuring sustainability in terms of Planet, People, and Profit (Amir, 2015; Sriyani, 2021<sub>b</sub>). However, due to the low level of education, capacity, technology and business know-how, etc. of the community people in rural destinations, bearing such a hard role is questionable without the assistance of a third-party (Kumara, 2016; Sriyani, 2021<sub>a</sub>). Therefore, the implementation of sustainable tourism development is profound in many countries with the involvement of tourism

development projects (Sardianou, et al., 2016).

By reviewing peer-reviewed articles on empowerment that were published since the introduction of Scheyvens' empowerment framework, Agahazamani & Hunt (2017) revealed limited applications of the empowerment concept in the tourism sector. On the other hand, nevertheless, several past studies are available on sustainability in CBT, but it is lacking the empirical evidence of sustainable tourism linking with the concept of empowerment, and assessing how vital the empowerment is in achieving the social, economic, and environmental goals of sustainable development (Boley, et al., 2015; Khalid, et al., 2019; Scheyvens & van der Watt, 2021). Even if scholars, academics, and practitioners have emphasized various diagnostic tools and measuring empowerment from a general perspective, Dolezal & Novelli (2020) noted that very few scholars have investigated the diverse facets of community empowerment in sustainable tourism. In the Sri Lanka context also, fewer empirical studies were undertaken relating to the empowerment efforts of the CBT projects to stimulate the community tourism entrepreneurs in rural villages to adopt sustainable tourism practices (Samarathunga et al., 2015; Pattiyagedara & Fernando, 2020).

Moreover, it was argued that many CBT projects emphasized enhancing economic benefits due to the highest emphasis on poverty reduction rather than the environment, and social and cultural, and this caused to eroding of local culture and social structures in the rural villages (Khalid, et al., 2019).

On the other hand, the existing empirical findings show contradictory arguments on the impact of CBT empowerment projects on sustainable tourism in rural destinations. For example, in South and South-East Asia, several negative impacts associated with tourism as well as several potential gains for local communities were found (Forstner, 2004; Gnanapala & Sandaruwani, 2016; Sriyani, 2021<sub>b</sub>). Riehl, et al., (2015) realized mixed effects of Namibia's Community-Based Natural Resource Management (CBNRM) program on socio-economic well-being (Cited by Sardianou, et al., 2016). Past researchers, for example, Gnanapala & Sandaruwani (2016), Kumara (2016), and Sriyani (2018) evidenced that unsuccessful CBT stories were reported in several destinations in Sri Lanka. Gnanapala & Sandaruwani (2016) further highlighted that the local villagers in Sri Lanka do not sufficiently benefit even financially from tourism development. Even though CBT

projects make great efforts on encouraging sustainability practices in tourism among the community tourism entrepreneurs in rural destinations, past researchers (Samarathunga, et al., 2015; Rathnayake & Kasim, 2016; Gnanapala & Sandaruwani, 2016; Havadi-Nagy & Espinosa Segui, 2020) highlighted that due to inadequate government planning, policies and regulations, high level of poverty, low level of education, lack of industry know-how, poor attitudes, etc. affect the community to give a low level of attention on the sustainability practices though such practices have been recognized as essential for the sustainability and growth in the tourism industry.

Therefore, by considering the afore-described research gaps, this study endeavors on two main objectives including to reveal the impact of empowerment efforts of CBT projects on the adoption of sustainability practices by the tourism entrepreneurial community in rural villages, and to determine which pillars among the three pillars of sustainability practices were affected highly and significantly due to the empowerment efforts of the CBT projects. Because the CBT is becoming popular all over the world including in Sri Lanka rather than mass tourism, the findings based on the sustainable practices among the rural tourism community would be beneficial

to fulfill the identified research gaps, to provide important implications for community-based tourism planners and practitioners to assure the sustainability in community tourism.

## **2. LITERATURE REVIEW**

### **2.1 Empowerment and Sustainable Tourism**

Community-Based Tourism is known as the tourism activities conducted by the local community in rural areas with the community participation aiming at generating benefits for local communities in the developing world by allowing tourists to visit these communities to receive an exciting experience and learn about local culture (Dangi & Jamel, 2016; Anuar & Sood, 2017; UNWTO, 2017). Among the countries which implement tourism development projects, Goodwin & Santilli (2009) and Ampumuza, et al., (2008) have identified several countries like Bolivia, Java, Thailand, Botswana, Chira Island, Nepal, Australia, Korea, New Zealand, Kenya, Uganda, Sri Lanka, India, Laos, Cambodia, and Turkey as in the front.

Scheyvens & Van der Watt (2021) mentioned that there is no single definition for empowerment that is widely used for sustainable development in tourism. However, Pigg (2002)

emphasized that empowerment entails individuals or collectives gaining control over, and the capability to make purposive choices about, their lives and futures. Though many researchers in community tourism development argued that CBT projects facilitate individuals to become beneficiaries of 'development', McMillan (2011) emphasized that empowerment allows individuals to become agents of change rather than beneficiaries of 'development'.

On the other hand, sustainable tourism was identified as "Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities" UNEP and UNWTO (2005). This definition is aimed at a high level of tourist satisfaction and integration of socio-economic benefits for all stakeholders including the creation of employment and income-earning opportunities, social services to host communities, and promotion of sustainable tourism practices among them. International Labour organization (ILO, 2011, P.7) defined sustainable tourism under the three pillars social justice, economic development, and environmental integrity. It further emphasized respect for the socio-cultural authenticity of host communities, conserving

their established and living cultural heritage and traditional values, and contributing to inter-cultural understanding and tolerance; while ensuring viable, long-term economic operations, providing equal socio-economic benefits to all stakeholders, including decent and stable employment, income earning opportunities, social services to host communities, and contributing to poverty alleviation.

## **2.2 Dimensions of Community Empowerment and Sustainability in Tourism**

The dimensions of community empowerment towards sustainability in tourism were first identified by Scheyvens in 1999 through the most used empowerment framework which includes four dimensions: psychological, social, economic, and political. Next, the subsequent researchers strengthened this framework by adding environmental and cultural dimensions further (Scheyvens & Van der Watt, 2021). Ayazlar & Ayazlar (2016, P.140) mentioned that it is a must to respect traditional lifestyles as well as traditional industries and protect the host community culture while generating income from tourism activities. Social and cultural dimensions of CBT were also discussed relating to many aspects of peoples' everyday life such as safety and health, happiness, children and

family, friendship, work-life, literacy, community efficacy, etc. (Kostalova, 2017, P.08). The economic aspect is considered as gaining more livelihoods, and income-generating opportunities for the community people, and the environmental aspect of CBT emphasized protecting the natural resources for the use of future generations while using these resources presently for tourism activities (ILO, 2013; SLTDA, 2009). Waterfalls, rivers, lakes & reservoirs, flora and fauna, mangroves, sandy beaches, forests, wildlife, etc. are such natural resources and few of those are inherited to a particular destination and have a unique value for the tourism industry. As well, ensuring the non-polluted environment surrounding the business is a must (SLTDA, 2009).

With the transition of tourism from traditional types which were based on 3Ss (Sun, Sea, and Sand) towards Nature, Culture, and People, demand arises for the participation of the community in tourism planning and monitoring to ensure the provision of exciting and real experience of village life (Kampetch & Jitpakdee, 2019; Sriyani, 2021<sub>b</sub>). Therefore, the community development has been expanded by incorporating sociocultural well-being together with stimulating the participation of residents in tourism activities and environmental conservation goals

in addition to the economic growth. Hence, many researchers (Abukhalifem & Wondirad, 2019; Khalid, et al., 2019) argued that gearing-up sustainable practices through CBT projects are vital to ensure strong participation and political leadership at the village level. Khalid, et al., (2019) and Yu, et al., (2018) mentioned that community participation is a must to ensure the continuation of sustainability practices during the period of post-implementation of CBT sustainability projects. Yu, et al., (2018) also highlighted that forethought initiative which provides a part of empowerment for the community supports to work as change agents collaboratively in the society by shaping and developing their future.

Moreover, past researchers (for example Sardianou, et al., 2016; Anuar & Sood, 2017) have further extended the community empowerment scope of CBT projects by incorporating several other dimensions such as capacity building, poverty alleviation, education, training, conservation, environmental and social justice, equitable distribution of tourism costs and benefits, as well as developing a sense of pride and respect. With this expanded role of CBT, many researchers (for example, Kampetch & Jitpakdee, 2019; Yanes, et al., 2019) emphasized the empowerment of

tourism requires fostering self-determination, self-reliance, self-help, local control, cultural well-being, and sustainable livelihoods among the community. Also, network building among the community is considered a vital part of the empowerment for the sustainability of the tourism businesses (David & Szucs, 2009; Erkus & Eraydin, 2010). Ampumuza, et al., (2008) expressed that networking creates more benefits for linking partners and stakeholders and it helps to link the local people's enterprises to mainstream tourism. Tasci, et al., (2013) mention that, the development of linkages among the actors in the tourism value chain, support for creating community-level societies, improved linkages between public, non-governmental, private, local, and civil society, inter and intra-cultural relations, and links through cultural exchange and dialogue between local community members and tourists can be achieved as benefits of CBT projects.

Scheyvens & Van der Watt (2021) presented 7 number of enabling conditions including social capital, customary practices, access to markets and credits, business training and linkages, governance, law and policy, and politics. Sriyani (2021<sub>a</sub>) highlighted that CBT empowerment projects in many countries back up the community in terms of financial, human, and social capital and assist them to

harness the opportunities from proper utilization of natural capital while protecting those for the future uses. Financial assistance includes financial grants to start and run the business, networking access to the financial and non-financial institutions, encouraging savings, etc. (Kostalova, 2017, P.5). Ampumura, et al., (2008) and Goodwin & Santilli (2009) mentioned that CBT projects empower the community to start group saving schemes, create village development funds and revolving funds and provide micro-financing opportunities. As per this review of existing literature, it can be identified three key sustainability dimensions of tourism namely: economic, social and cultural, and environment. However, the contemporary dimensions of sustainable tourism: Profit, People, and Planet were used only by the ILO and a few researchers. Though in general, the diverse dimensions were presented in the past research literature relating to community empowerment towards tourism, there is a vacuum on the dimensions or measures specifically focused on the community empowerment towards sustainability practices in tourism.

### **2.3 Impact of Community Empowerment on Sustainability Practices in the Tourism Sector**

As per the findings of previous studies, varied arguments can be seen regarding the impact of community empowerment efforts of CBT projects for enhancing sustainability practices in tourism. By analyzing the Chi Phat CBT project in Koh Kong Province, Cambodia, Reimer & Walter (2013) revealed that encouragement for greater community participation and environmental awareness have resulted in less logging and hunting, focusing on local culture, and sharing benefits among the whole community. Also, positive outcomes like environmental and cultural respect, the inclusion of traditional knowledge, equitable sharing of tourism income and indigenous empowerment are resulted from being facilitated in Kakadu National Park in the Northern Territory of Australia (Department of the Chief Minister-NT, 2020). Moreover, Mbaiwa (2015) found that Community-Based Natural Resource Management (CBNRM) programs aimed to address land-use conflicts, distribution of wildlife economic benefits to people living in wildlife areas, and local community participation in wildlife resource management. Further, Dixey (2005) and Jamal & Dredge (2014) emphasized that the CBNRM program provided significant technical and financial assistance and created substantial direct and indirect wider benefits

even among the women in the tourism community in Northern Botswana. Scheyvens (2005) revealed that the New Zealand government empowered the CBT in Samoa by stressing the reliance on local skills, knowledge, and resources, emphasizing local ownership and control, improving standards of living for rural communities, respecting environmental and cultural assets, and emphasizing the valuable role of local NGOs in training, education and capacity building, as well as directing environmental conservation, assistance to direct external expertise and funding toward local community-based conservation and tourism initiatives. Asker, et al., (2010) stated that CBT projects in rural areas affect employment growth, directly and indirectly, increasing the number of tourism business establishments and diversifying tourism activities, repopulation, social upgrading, and revitalization of local culture and local crafts. Pattiyagedara & Fernando (2020) also mentioned that CBT positively influences socio-economic benefits for residents. Dangi & Jamel (2016), UNWTO (2017), and Sriyani (2021<sub>b</sub>) emphasized that not like the mass tourism, CBT is a proper tool for poverty reduction, sustainability improvement, and community development that strengthens the ability of rural communities to manage tourism resources while ensuring the local

community's participation towards initiating and sustaining the tourism business activities. Abukhalifeh & Wondirad (2019) highlighted that most of the CBT empowerment projects were able to create two major influential forces namely, the presence of strong CBT organizations and committed leadership with growing support.

Also, Jamal & Dredge (2014) pointed out that despite the development agendas have shifted to incorporate pro-poor initiatives and identify "triple bottom line" (environmental, economic, and social) goals that comfort with community development agendas tend to be complicated and sometimes indecisive. However, Khalid, et al., (2019) emphasized that there is a high risk of failure of any CBT project established on enhancing sustainable tourism practices if the community does not control or support the post-implementation actions. Though CBT projects aimed at achieving project goals, several CBT projects failed in achieving the goals of sustainable development and transformation of the lives of community people are problematic (Irshad, 2010; Ratnayake & Kasim, 2015; Samarathunga, et al., 2015; Ranasinghe, 2015; Sheham, 2016). In the Sri Lankan context, researchers revealed such failed CBT projects as Walathwewa Community Environmental and

Tourism Initiative (Ratnayake & Kasim, 2015; Ranasinghe, 2015), Rekawa Community Environmental and Tourism Initiative (Ratnayake & Kasim, 2015), Bundala and Nilwala community tourism project (Sheham, 2016), and Padavigampola and Madurawala CBT projects (Sriyani, 2021<sub>b</sub>). Also, several researchers (for example, Sharpley & Naidoo, 2010) highlighted that even though tourism enables to bring short-term economic benefits to the poor, tourism alone is unlikely to make longer-term sustainable contributions to poverty reduction. Even the empowerment of formal CBT projects was affected adversely to erode the traditionally established values of the village level. Alawattage, et al., (2016) highlighted that traditional small kinship groups formed informally to find microfinance requirement of their businesses called the 'Auction Ciettu' system was eroded by such formal interventions. Further, Sriyani (2021<sub>b</sub>) and Rodriguez-Giron & Vanneste (2019) argued that due to severe competition even at the community level, presently, several community people work alone to maximize the benefits for their own after reaching the self-sustainable level. Moreover, several authors such as Hunt, et al., (2015) and Jamal & Camargo (2014) argued that displacement and marginalization of local people, leakage of profits

offshore, widening socio-economic inequalities, loss of traditional sources of income such as agriculture and fishery, and various forms of environmental degradation were the several adverse socio-economic and environmental impacts of tourism development in rural destinations. This review of past research revealed that positive as well as negative impacts of CBT projects were reported. However, the emphasis on the impact of enhancing the sustainability practices among the rural entrepreneurial community in tourism is still lacking.

#### ***2.4 Challenges for Practicing Sustainable Tourism at Community Level***

Though sustainability in CBT activities is a must for ensuring long-term poverty alleviation and socio-economic development in rural tourism destinations, past researchers emphasized that several barriers inhibit sustainable tourism. These include inadequate support received from the government, inadequate financial, training, and technical support, lack of awareness and less capacity and ability of the people who are living in remote areas, the dominance of tourism by intermediaries and wealthy privileged, poor infrastructure (such as roads, electricity, clean water supply, waste management), low human capacity, inequitable distribution

of tourism opportunities and income, less caring the community leadership (Kontogeorgopoulos, et al., 2014), negative community perception, traditional power patterns of community, a little contribution from tourism to community well-being, a weak relationship between the objectives of conservation and rural socio-economic development (Sheham,2016). Rajapakshe, et al., (2021) identified five sustainability challenges faced by SMEs as business capability to adopt economic, social and environmental challenges, application of ethical business practices, respect for limited natural resources and environmental values in the business process, quality standards, certifications and consideration of stakeholder needs in the business process. Sustainability challenges that had been emphasized by Jayasundara, et al., (2019) include efficient use of natural resources and safeguarding of the environment, engaging in ethical and responsible business practices, supplying high-quality products and services, and developing metrics to meet the stakeholder requirements. Ellis (2011) mentioned that even though CBT focuses on niche tourism markets which are generally small by nature, such as ecotourism, adventure tourism, etc., however, when the volume of tourists

increases the communities seem to be ill-prepared to respond to the demand. Community-based conservation programs in Zimbabwe appear the inability to ensure cultural sustainability and human-environmental relationships. Sheham (2016) mentioned that majority of CBT projects were identified as failed projects due to the inability to achieve both project goals as well as community goals therefore, sustainable tourism may not be the remedy to long term development as supposed, because development goals fundamentally conflict with sustainability goals and benefits cannot accrue to communities.

### **3. METHODS**

The positivism paradigm and quantitative research approach were selected for this study because it was expected to recognize the individual's constituents on a phenomenon of empowerment efforts of CBT projects towards the adoption of sustainability practices, and reveal relationships between these constructs. Moreover, data were expected to collect from a large sample with the purpose of testing the hypothetical relationships. The research strategy of this study was cross-sectional survey method and a structured questionnaire was used in collecting data from the sample of MSSTEs. The population of this study was micro and small-scale tourism

entrepreneurs in Sri Lanka who were empowered by a CBT project to start tourism businesses and ensure sustainability in tourism. MSSTEs were defined based on the criteria of the number of employees of the business as 1-50, by using the definition of the National Policy Framework for SME Development in Sri Lanka (2016). A sample of 220 micro and small-scale tourism entrepreneurs (MSSTEs) was selected by using the random number generator with the list of MSSTEs who were empowered by the two selected CBT projects namely the International Labour Organization (ILO) and Ruhunu Tourism Bureau (RTB). ILO CBT project was initiated under the international donations and RTB CBT project was initiated under the Ministry of Tourism by using government funds. Both of these projects presently operate at the post-project period. The researcher was able to have a list of 140 MSSTEs from Ampara district and 310 MSSTEs from the Galle and Matara districts. Two villages namely Panama and Arugam Bay from Ampara district and 4 villages namely Kanneliya, Vihrahena, Mederipitiya, and Godahena from Galle and Matara districts were considered in selecting the sample. The structured research questionnaire included the demographic profile, and the business profile of the MSSTEs, five-point Likert-scale questions

from strongly disagree (1) to strongly agree (5) to reveal the extent of the empowerment efforts of CBT projects and the adoption of sustainability practices by the MSSTEs in the sample. Out of 220 questionnaires, 20 were ignored due to incomplete responses, and 200 questionnaires were processed for analysis purposes. The response rate was about 91 percent. Cronbach alpha test was applied to determine the reliability and the internal consistency of the measurements.

The dependent variable of this study was the sustainability practices adopted by the MSSTES and it was measured by using the most used three key dimensions economic, social and cultural, and environmental. It is believed that to ensure sustainable development, MSSTEs should incorporate these three concepts relating to every aspect of their business activities (Masocha, 2018). Empowerment efforts of the CBT projects were the independent variable of this study and 5 sub-dimensions including capacity building, financial assistance, education and training, network building, and monitoring and evaluation were taken into account based on the views of the previous researchers. In Appendices, Table 1 shows the operationalization of sub-dimensions of these dependent and independent variables.

Below mentioned three hypotheses were developed by focusing on the research gaps identified in this study and correlation and multiple regression analysis were applied to test these hypotheses.

*H<sub>1</sub>: Empowerment efforts of the CBT projects affect significantly on reaching economic-related sustainability by the MSSTEs*

*H<sub>2</sub>: Empowerment efforts of the CBT projects affect significantly on reaching social and cultural related sustainability by the MSSTEs*

*H<sub>3</sub>: Empowerment efforts of the CBT projects affect significantly reaching environment-related sustainability by the MSSTEs.*

In addition to the structured questionnaire survey, an interview guide was applied to have a discussion with the 6 community tourism leaders and 6 officers of the selected two CBT projects. About 30 minutes discussion had with each of the person and after getting the permission, the interviews were recorded. Narrative expressions of the participants were summarized and used for analysis purpose.

#### **4. RESULTS**

As per the demographic profile of the MSSTES, a majority (62%) in the study sample were women. It implied that more women had joined to receive empowerment

from CBT projects in the selected villages. The majority have passed G.C.E. O/L (36%) and G.C.E. A/L (32%) and this convinced the high potential of entrepreneurial literacy among the MSSTEs in the selected villages to enhance their knowledge and know-how on sustainability practices. Also, 71% of the sample was between 30 to 50 years of age, and the empowerment of such capable and mature people is a good investment in local development. Homestays, souvenir shops, retailing food and beverages are the most common feminine CBT businesses, and tour guide and transport, wildlife and village life safari, water-based and land-based adventure activities, and restaurants are the most common masculine CBT businesses in the selected villages.

As seen in Table 2, Cronbach's alpha values greater than 0.6 for all constructs imply the internal consistency and the scales deemed reliable for further analyses as per the rule of thumb described by Zikmund (2013). Also, the assumptions of multiple regression analysis were met as per the statistics reported. The VIF values for all the five sub-dimensions of the independent variable were reported as between 1 to 5 and hence multicollinearity assumption was met. The Scatterplot diagram shows that standard residuals are scattered with no clear pattern and hence, the multiple

regression model is not influenced by the heteroscedastic problem.

One of the main objectives of this study is to reveal the impact of empowerment efforts of CBT projects on the adoption of sustainability practices by the tourism entrepreneurial community in rural villages. Table 3 shows the group statistics of empowerment efforts and sustainable tourism practices of the tourism entrepreneurial community. All the mean values reported as greater than 3.0 except the empowering through 'monitoring and evaluation'. Also, 'education and training' reported the highest mean value (4.153) and 'financial assistance' reported the 2<sup>nd</sup> highest mean value (3.962). Hence, these two were the popular empowerment mechanisms for enhancing sustainability among the community tourism entrepreneurs. On the other hand, 'economic sustainability was the highest perceived sustainable practice adopted by the MSSTES in the sample. Also, as per the mean values, a satisfactory level of adoption of the other two aspects of sustainability practices can be seen and it shows that the projects' efforts were fruitful in inculcating a culture of sustainability in tourism in the selected villages.

Table 4 shows the correlations between the five dimensions of CBT empowerment efforts and

enhancing sustainable tourism practices by the MSSTEs. All the Pearson correlation values were reported as positive and significant at the 0.01 level. Among the CBT empowerment efforts, Education and Training shows the highest positive correlation value (0.538) and it implies that education and training was the highly affecting factor in inculcating sustainability practices among the community. Monitoring and Evaluation effort was the less correlated factor (0.306) for stimulating the community towards the sustainability practices. However, all the 5 empowerment efforts contribute to enhancing the tourism sustainability practices among the rural community. The model summary depicted in Table 5 shows the  $R^2$  values relating to the three models of economic sustainability, social and cultural sustainability, and environmental sustainability, and Table 6 shows the ANOVA results of these three models.

The three hypotheses formulated for this study aimed at testing whether the empowerment efforts of the CBT projects affect significantly reaching economic related, social and cultural related and environmental-related sustainability by the MSSTEs. These statistics show that a high positive correlation was reported between the CBT empowerment efforts and all the dimensions of

sustainability practices in tourism including economic sustainability (0.693), social and cultural sustainability (0.641), and environmental sustainability (0.556) reached by the MSSTEs. Findings further revealed that CBT empowerment efforts explain 48 percent ( $R^2 = 0.480$ ) of the total variability of the dependent variable of economic sustainability, 41.2 percent ( $R^2 = 0.412$ ) of the total variability of the dependent variable of social and cultural sustainability, and 30.9 ( $R^2 = 0.480$ ) percent of the total variability of the dependent variable of environmental sustainability. The  $R^2$  value of economic sustainability is very closer to 0.5 shows that the model is effective enough to determine the relationship between CBT empowerment and reaching the economic sustainability other than social and cultural, and environmental sustainability. As depicted in Table 6, the F values relating to all the three sustainability practices [economic sustainability:  $F(1, 200) = 19.541$ ,  $p < .000$ ; social and cultural sustainability:  $F(1, 200) = 69.926$ ,  $p < .000$ ; and environmental sustainability:  $F(1, 200) = 44.529$ ,  $p < .000$ ] show that independent variable (CBT empowerments) statistically significantly predict the dependent variable of reaching sustainability in tourism in terms of economic sustainability, social and cultural sustainability, as

well as environmental sustainability and it implies that the regression model is a good fit of the data.

The second objective of this study was focused to determine which pillars among the three pillars of sustainability practices were affected highly and significantly due to the empowerment efforts of the CBT projects. The coefficient statistics relating to CBT empowerment efforts and community sustainability practices in tourism shown in Table 7 support testing the three hypotheses formulated on focusing on this objective. Accordingly, the highest beta value of 0.667 was reported on economic sustainability and the second-highest value (0.641) and third-highest value (0.555) were reported respectively on social and cultural sustainability and environmental sustainability. All the beta values are significant at the 0.01 significance level and *t* values are also greater than 2 indicating that all the three hypotheses of the study can be accepted. Accordingly, it can be determined that the selected two CBT projects affect enhancing economic sustainability, social and cultural sustainability, as well as the environmental sustainability among the MSSTEs in the selected 6 villages. Economic sustainability was the highly reached sustainability by the MSSTEs through the empowerment of

CBT projects and the other two sustainability practices (social and cultural sustainability, and environmental sustainability) were also affected significantly by the empowerment efforts.

The descriptive statistics regarding economic sustainability show that projects empowerments enable the community to open access to a diverse range of tourism-related livelihood opportunities, increasing the employment and income level of the villagers, recycling and reusing the waste to earn an extra income, and attracting more visitors. In terms of social and cultural sustainability, projects empowerments enable the community to have a well-functioning CBT association with strong and committed leadership to direct the community for greater participation in tourism development, enhance the quality of life of the people while managing properly the dual role of female entrepreneurs and managing the multi-income sources of the family, eliminate unfair competition among the members in the community by assisting to maintain standards, and intervening to transfer the inherited knowledge and skills on local culture and crafts among future generations. Also, the empowerments of both projects facilitate the achievements of environmental sustainability in terms of ensuring a non-polluted

surrounding by self-managing the business waste, empowering to develop the village as a "green destination" and maintaining a balance between the business expansions and natural resources utilization, and aware and change the mindsets of the visitors and community on how they can contribute in protecting the environment.

Further, the discussions had with the community leaders of the two selected CBT projects revealed that it was able to achieve mainly the sustainability in tourism by increasing tourism-related livelihood opportunities and direct and indirect employment opportunities in the tourism sector, increasing women's involvement in tourism activities, increasing the household income due to multi income sources, improving living standard and quality of life of families, infrastructure development in the villages, utilizing productively the untouched resources and talents for tourism, accumulation a reputation as the business community and powerful entrepreneurial networks, generating a strong village-level leadership and a strong voice and leadership succession, and greater community participation in village-level development. Moreover, the majority of the community leaders claimed that even though the CBT projects work hardly on empowering the community to adopt and reach

sustainability in tourism, due to the prevailing economic crisis of the country as well as the lack of long term tourism development plan and transparent decision making at the ministry level, and regular changes of the ministers and the responsible heads at the ministry and provincial level affect severely on ensuring the overall sustainability in the tourism industry.

## 5. DISCUSSION

Varied arguments are presented in the research literature on the impact of community empowerment efforts of CBT projects for enhancing the use of sustainability practices by community tourism entrepreneurs. Most of the past studies such as ILO (2011), Kostalova (2017), Pandigama & Sriyani, 2019, Scheyvens & Van der Watt (2021), Rajapakshe, et al., (2021), etc. used economic, social and cultural, and environmental sustainability as the dependent variable and this study also used the same dimensions. Previous researchers such as Ampumura, et al., (2008), Goodwin & Santilli (2009), Tasci, et al., (2013), Ranasinghe (2015), Samarathunga, et al., (2015), Sardianou, et al., (2016), Anuar & Sood (2017), Scheyvens & Van der Watt (2021), etc. used a similar type of dimensions in measuring the independent variable of CBT empowerment as used in this study. However, empowerment through

monitoring and evaluation which was applied in this study is unavailable in the existing research literature. This study found that CBT empowerments were done in terms of capacity development, financial assistance, education and training, network building, and monitoring and evaluation. Though the capacity development of this study was taken as strengthening the community by developing the required infrastructure and other facilities which require to convert a destination into a tourism attractive place, several past studies interpreted it by including education and training also as capacity development. As found in this study, several researchers mentioned that education and training (Sardianou, et al., 2016; Anuar & Sood, 2017; Scheyvens & Van der Watt (2021) and financial assistance (Ampumura, et al., 2008; Goodwin & Santilli, 2009; Kostalova, 2017) were the highly recognized empowerment tools by the community. The findings of this study also supported the arguments on the effectiveness of network building (Ampumura, et al., 2008; David & Szucs, 2009; Erkus & Eraydin, 2010; Connelly & Sam, 2018; Nitikasetsoontorn, 2015) and capacity development (Scheyvens, 2005; Anuar & Sood, 2017) as empowerment tools. Monitoring and evaluation as an empowerment tool was rare in the research literature and this

study also revealed that though a positive correlation exists, it was the less popular tool of empowerment. When considering the impact of CBT empowerment on reaching the tourism sustainability by the rural tourism entrepreneurs, past researchers provided varied arguments such as the effect positively and significantly (Tasci, et al., 2013 & 2014; Asker, et al., 2010; Nitikasetsoontorn, 2015; Connelly and Sam, 2018; Pattiyagedara & Fernando, 2020), not affect significantly (Ranasinghe, 2015; Samarathunga, et al., 2015; Ratnayake & Kasim, 2015; Sheham, 2016; Karacaoğlu and Birdir, 2017; Rodriguez-Giron & Vanneste, 2019), and mix results (Mielke, 2012; Riehl, et al., 2015). Karacaoğlu & Birdir (2017) realized that conservation of tourism resources and capacity development had a lower acceptance rate and these cannot fully embrace sustainable tourism. However, this study revealed that the CBT empowerments were affected positively and significantly on reaching sustainability in all the three facets of economic, social and cultural, and environmental sustainability. Among these three facets, economic sustainability was the highly reported sustainability practice. Accordingly, it can be determined that CBT projects gave the highest concern on poverty reduction and let to gain

economic benefits fairly for all the MSSTEs as argued by (Asker, et al., 2010; Dangi & Jamel, 2016; UNWTO, 2017). However, even recent researchers found that sustainability practices were recognized as a good predictor of business success by the tourism community (Connelly & Sam, 2018) while others say not (Karacaoğlu & Birdir 2017; Sriyani, 2021<sub>b</sub>).

## 6. CONCLUSION

One of the main focuses of this study was to reveal whether the CBT empowerment efforts affect significantly on enhancing the reaching of sustainability in tourism by the MSSTEs and it was found that the community was able to reach sustainability in tourism in terms of all the three aspects of economic, social and cultural, and environmental sustainability. Another key focus of this study was to determine which facet of tourism sustainability among the three facets was affected significantly due to CBT empowerment efforts. It was found that compared to social and cultural as well as environmental sustainability, economic

sustainability was reported as highly achieved sustainability practice which reached due to empowerment efforts. Accordingly, it can be determined that CBT projects gave the highest concern on poverty reduction and let to gain economic benefits fairly for all the MSSTEs who work cooperatively with the CBT society. Even though past experiences were there in an international and national level regarding the problems and bottlenecks of CBT project empowerment towards adopting sustainability practices by the community, the selected two projects of this study were able to achieve their goals. As per the qualitative views of the community leaders, having a strong five-year strategic plan for the tourism sector development as well as the involvement of CBT projects as the arm which brings development paths and facilitation to the local level together with the community participation is essential for continuing the achieved sustainability at the rural level in tourism.

**APPENDIX**

**Table 1: Operationalization of Variables**

Code	CBT project assistance for <u>Capacity Building</u> in the village
CB1	Assistance for infrastructure developments like road systems, water, electricity, communication, sanitary facilities, transport, theme parks, etc.
CB2	Assistance for building common facilities to manage properly the solid waste.
CB3	Assistance for opening up avenues for tourism-based entrepreneurial livelihoods.
CB4	Encouraging the villagers to develop a village development fund.
<b>CBT project's involvement in <u>Financial Assistance</u> for the villagers</b>	
FA1	Providing financial grants and capital goods to start tourism businesses.
FA2	Assistance to receive microfinance to start a tourism business.
FA3	Assistance to find incremental capital to expand the business.
FA4	Encouragements for individual and group savings and use of the retained earnings for business expansions.
<b>CBT project's involvement in providing <u>Education &amp; Training</u> for the villagers</b>	
ET1	Providing Business Management & Technology training.
ET2	Aware of the community & visitors on protecting and proper utilization of natural and other resources while protecting those for future uses.
ET3	Aware the community on how to manage waste at their premises, compose manufacturing, reduce food waste, etc.
ET4	Aware the community about the imposed rules and regulations relating to sustainability practices.
ET5	Aware of the community about how to reduce environmental pollution and resource degradation.
ET6	Train the community on how to utilize eco-friendly things in their businesses.
ET7	Inculcate the attitudes of self-determination, self-help, and self-reliance among the community.
<b>CBT project's involvement in <u>Network Building</u> among the community</b>	
NB1	Support for creating community-level societies
NB2	Networking with the Municipal Council/Pradeshia Saba/waste collectors to dispose properly of the solid waste
NB3	Create linkages between public, non-governmental, private, and civil society
NB4	Facilitate to create of market linkages
NB5	Networking with public, private, & NGO sector financial institutions
<b>CBT project's involvement in <u>Monitoring &amp; Evaluation</u> the sustainable practices</b>	
ME1	The project team visits the village to observe the progress of CBT

	activities and sustainable practices.
ME2	CBT project annually organizes a competition to select the best sustainable tourism business model in the village.
ME3	CBT project discusses the problems relating to sustainability practices faced by the community.
<b>Economic Sustainability</b>	
EC1	Increase employment opportunities and a diverse range of livelihood opportunities
EC2	Enhance the income level of the villagers
EC3	Equitable sharing of income-earning opportunities
EC4	Managing waste for earning extra income and cost reduction
EC5	Increasing visitors due to clean environment & high-quality services
<b>Social &amp; Culture Sustainability</b>	
SCS1	Well-functioning of the CBT association
SCS2	Strong and committed community leadership
SCS3	Greater community participation in village-level tourism development
SCS4	Enhance the quality of life of the villagers
SCS5	Balancing tourism business activities as a housewife or dual/multi income earner
SCS6	Eliminate the unfair competition among the members
SCS7	Intervene to transfer the inherited knowledge & skills on local culture and crafts
<b>Environmental Sustainability</b>	
EN1	Self-manage the business waste to ensure a non-polluted surrounding
EN2	Developed the village as a “Green Destination”
EN3	Maintain a balance between business expansions and resources utilization
EN4	Aware the visitors and community about protecting the environment

**Table 2: Reliability Test Results**

<i>Construct</i>	<i>Indicators</i>	<i>Cronbach's alpha</i>
Capacity Building	CB1,CB2, CB3, CB4	0.802
Financial Assistance	FA1,FA2,FA3,FA4	0.793
Education & Training	ET1,ET2,ET3,ET4,ET5,ET6,ET7	0.837
Network Building	NB1,NB2,NB3,NB4,NB5	0.719
Monitoring & Evaluation	ME1,ME2,ME3	0.809
Economic Sustainability	EC1,EC2,EC3,EC4,EC5	0.812
Social & Cultural Sustainability	SC1,SC2,SC3,SC4,SC5,SC6,SC7	0.767
Environmental Sustainability	EN1,EN2,EN3,EN4	0.791

Source: Survey 2022

**Table 3: Group Statistics of CBT Empowerments & Sustainability Practices**

<i>Construct</i>	<i>N</i>	<i>Mean</i>	<i>Standard Deviation</i>
Capacity Building	200	3.493	1.183
Financial Assistance	200	3.962	1.117
Education & Training	200	4.153	1.005
Network Building	200	3.327	1.012
Monitoring & Evaluation	200	2.538	1.138
Economic Sustainability	200	3.816	1.173
Social & Culture Sustainability	200	3.312	1.102
Environmental Sustainability	200	3.110	1.002

Source: Survey: 2022

**Table 4: Correlations between CBT Empowerments and Sustainability Practices**

<i>CBT Empowerments</i>	<i>Sustainability Practices</i>
Capacity Building	.465**
Financial Assistance	.513**
Education & Training	.538**
Network Building	.451**
Monitoring & Evaluation	.306**

\*\* . Correlation is significant at the 0.01 level (2-tailed). N=200

Source: Survey-2022

**Table 5: Model Summary of CBT Empowerments and Tourism Sustainability**

<i>Model</i>	<i>R</i>	<i>R<sup>2</sup></i>	<i>Adjusted R<sup>2</sup></i>	<i>Std. Error of the Estimate</i>
Economic Sustainability	.693	.480	.453	.53402
Social & Culture Sustainability	.641	.412	.407	.35244
Environmental Sustainability	.556	.309	.301	.38007

Predictors: (Constant) CB,FA,ET,NB,ME

Source: Survey-2022

**Table 6: ANOVA Results on CBT Empowerments and Tourism Sustainability**

<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
EC	Regression	9.349	1	9.349	19.541	.000 <sup>b</sup>
	Residual	11.758	200	.198		
SC	Total Regression	21.107	201			
	Residual	8.686	1	8.686	69.926	.000 <sup>b</sup>
EN	Total	12.421	200	.124		
	Total	21.107	201			

	Regression	6.502	1	6.502	44.529	.000 <sup>b</sup>
	Residual	14.536	200	.145		
	Total		201			
a. Dependent Variables: EC,SC,EN						
b. Predictors: (Constant)- CB,FA,ET,NB,ME						

Source: Survey-2022

**Table 7: Coefficient Statistics of Empowerment Efforts and Sustainability in Tourism**

<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
EC	(Constant)	.671	.113		6.088	.000
	Empowerments	.512	.058	.667	8.916	.000
SC	(Constant)	.621	.123		5.063	.000
	Empowerments	.598	.072	.641	8.362	.000
EN	(Constant)	.913	.110		8.276	.000
	Empowerments	.387	.058	.555	6.680	.000

Source: Survey – 2022

## REFERENCES

- Abukhalifeh, A. N. and Wondirad, A. (2019). Contributions of community-based tourism to the socio-economic well-being of local communities: the case of Pulau Redang Island, Malaysia, *International Journal of Tourism Sciences*, <https://doi.org/10.1080/15980634.2019.1621521>
- Aghazamani, Y. and Hunt, C. A. (2017). Empowerment in Tourism: A Review of Peer-Reviewed Literature, *Tourism Review International*, 21, 333–346, DOI: <https://doi.org/10.3727/154427217X15094520591321>
- Alawattage, C., Graham, C. and Wickramasinghe, D. (2019). Micro accountability and bio politics: Microfinance is a Sri Lankan village, *Accounting, Organizations and Society*, *ELSEVIER*, 72, 38-60, <https://www.sciencedirect.com/science/article/abs/pii/S0361368218302642>
- Amir, A. F. (2015). Sustainable tourism development: a study on community resilience for rural tourism in Malaysia, *Procedia - Social and Behavioral Sciences*, 168, 116-122.
- Ampumuza, C., Hendriks, N., Klunder, R., Mazurek, J.,

- Ong, S. T., Pan, S., et al. (2008). Women Empowerment through Tourism. Wageningen: Wageningen University and Research Centre.
- Anuar, A.N.A. and Sood, N.A.A.M. (2017). Community-Based Tourism: Understanding, Benefits and Challenges, *Journal of Tourism & Hospitality*, 6(1), DOI: 10.4172/2167-0269.1000263
- Anuar, A. N. A., and Sood, N. A. A. S. (2017). Community-based tourism: Understanding, benefits, and challenges. *Journal of Tourism & Hospitality*, 6(1), 1000263. <https://doi.org/10.4172/2167-0269.1000263>
- Asker, S., Boronyak, L., Carrard, N., and Paddon, M. (2010). *Effective Community Based Tourism: a best practice manual*. Sustainable Tourism Cooperative Research Center.
- Ayazlar, G., and Ayazlar, R. A. (2016, December 20). Residents' Tourism Support Behavior: The Role Of Sustainable Tourism Attitude. *ReaserchGate*, 135.
- Boley, B.B., Maruyama, N., and Woosnam, K.M. (2015). Measuring empowerment in an eastern context: Findings from Japan. *Tourism Management*, 50, 112–122.
- Dangi, Tek B., and Tazim Jamal. (2016). An Integrated Approach to Sustainable Community Based Tourism. *Journal of Sustainability*. 8, 475, doi:10.3390/su8050475.
- David, L., and Szucs, C. (2009). Building of Networking, Clusters, and Regions for Tourism in the Carpathian Basin via Information and Communication Technologies. 63-74.
- Department of the Chief Minister-Northern Territory, (2020). Beyond Measure: The economic and social value of Kakadu National Park, [www.deloitte.com.au](http://www.deloitte.com.au)
- Dixey, L. (2005). Inventory and analysis of community-based tourism in Zambia. Zambia: Production, Finance, and Technology (PROFIT), 29–60, [africanphilanthropy.issuelab.org › resources](http://africanphilanthropy.issuelab.org/resources)
- Dolezal, C. and Novelli, M. (2020). Power in Community-Based Tourism: Empowerment and Partnership in Bali, *Journal of Sustainable Tourism*, 1–19. DOI: [10.1080/09669582.2020.1838527](https://doi.org/10.1080/09669582.2020.1838527)
- Ellis, S. (2011). Community-based tourism in Cambodia: exploring the role of community for successful

- implementation in the least developed countries.  
<https://ro.ecu.edu.au/theses/451>
- Erkus, H., and Eraydin, A. (2010). Environmental Governance for Sustainable Tourism Development. *ScienceDirect*, 113-124.
- Forstner, K. (2004). Community Ventures and Access to Markets: The Role of Intermediaries in Marketing Rural Tourism Products, *Development Policy Review*, 22 (5), 497-514
- Gnanapala, W.K.A., and Sandaruwani, J.A.R.C. (2016). Socio-economic Impacts of Tourism Development and Their Implications on Local Communities, *International Journal of Economics and Business Administration*, 2(5), 59-67, <http://www.aiscience.org/journal/ijebe>
- Goodwin, H.J, and Santilli R. (2009). Community-Based Tourism: a success? *ICRT Occasional Paper 11*, <https://www.researchgate.net/publication/265278848>
- Havadi-Nagy, K.X., and Segui, A. S. (2020). Experiences of community-based tourism in Romania: chances and challenges, *Journal of Tourism Analysis: Revista de Análisis Turístico* 27(2), 143-163, <https://www.emerald.com/in-sight/publication/issn/2254-0644>
- Hunt, C.A., Durham, W.H., Driscoll, L. and Honey, M. (2015), “Can ecotourism deliver real economic, social, and environmental benefits? A study of the Osa Peninsula, Costa Rica”, *Journal of Sustainable Tourism*, 23 (3), 339-357
- International Labour Organization-ILO, (2011), Toolkit on Poverty reduction through tourism in rural areas, <https://www.ilo.org>
- ILO. (2013). *Poverty Reduction through Tourism*. Geneva: ILO.
- Irshad, H. (2010). *Rural tourism- An Overview*. Alberta: Agriculture and Rural Development Division. [humaira.irshad@gov.ab.ca](mailto:humaira.irshad@gov.ab.ca)
- Jamal, T. and Dredge, D. (2014) Tourism and Community Development Issues in R. Sharpley and D. Telfer, *Tourism and Development*. 178-204.
- Jayasundara, J. M. S. B., Rajapakshe, P. S. K., Prasanna, R. P. I. R., Naradda Gamage, S. K., Ekanayake, E. M. S., and Abeyrathne, G. A. K. N. J. (2019). The Nature of Sustainability Challenge in Small and Medium Enterprises and its Management. MPRA Working Paper.
- Kampetch, P. and Jitpakdee, R. (2019). The Potential for

- Key Success of Community-Based Tourism Sustainability: Case Study Baan Rim Klong Homestay, Samut Songkram, Thailand. *ABAC Journal*, 39(4), (October-December), 111-122.
- Karacaoğlu, S. and Birdir, K. (2017). Success Factors of Community Based Tourism (CBT) Perceived by Local Peoples: The Case of % 100 Misia Project, *International Rural Tourism and Development Journal*, E-ISSN: 2602-4462, 1(2): 53-61, <https://www.researchgate.net/publication/326671050>
- Khalid, S., Ahmad, M. S., and Ramayah, T., Hwang, J., and Kim, I. (2019). Community empowerment and sustainable tourism development: The mediating role of community support for tourism, *Sustainability*, 11(2), 6248. DOI: [10.3390/su11226248](https://doi.org/10.3390/su11226248)
- Kontogeorgopoulos, N., Churyen, C., and Duangsaeng, V. (2014). Success Factors in Community-Based Tourism in Thailand: The Role of Luck, External Support, and Local Leadership, *Tourism Planning & Development*, 11(1), 106–124, <https://doi.org/10.1080/21568316.2013.852991>
- Kostalova, B. (2017, May). Tourism Impact And Residents' Perspective: The Case Of Zell Am See - Kaprun. III. Vienna: Modul Vienna University.
- Kumara, H. I. (2016). Challenges to Implementing Community-Based Eco-Tourism as a bottom Up Development Approach in the Sinharaja rain forest(Sri Lanka). <https://hdl.handle.net/10289/9894>
- Masocha, R. (2018). Does environmental sustainability impact innovation, ecological and social measures of firm performance of SMEs? Evidence from South Africa. *Sustainability*, 10(11), 3855
- Mbaiwa, J.E. (2015). Community-Based Natural Resource Management in Botswana. In: van der Duim, R., Lamers, M., van Wijk, J. (eds) Institutional Arrangements for Conservation, Development, and Tourism in Eastern and Southern Africa. [https://doi.org/10.1007/978-94-017-9529-6\\_4](https://doi.org/10.1007/978-94-017-9529-6_4)
- McMillan, C.L. O’Gorman, K.D., and MacLaren, A.C. (2011). Commercial Hospitality: A Vehicle for the Sustainable Empowerment of Nepali Women, *Internal Journal of Contemporary Hospitality Management*, 23, 189–208.
- Pattiyagedara, S.S., and Fernando, P.I.N. (2020). Rural tourism niche-market

- as a development strategy on rural community: reference to Hiriwadunna village track, Meemure and Heeloya Knuckles Valley tourism village, Sri Lanka, *Sri Lanka Journal of Management Studies*, 2(1), 89-107.
- Pigg, K.E. (2002) 'Three faces of empowerment: expanding the theory of empowerment in community development, *Journal of the Community Development Society*, 33 (1), 107–123.
- Rajapakshe, P. S. K., Upulwehera, J.M.H.M., Bandara, K.B.T.U.K., Gamage, S.K.N., Ekanayake, E.M.S., Jayasundara, J.M.S.B., and Prasann, R.P.I.R. (2021). The Readiness of Local Institutions in Addressing Sustainability Challenges Confronting the SMEs: A Case Study of Sri Lanka, *Sri Lanka Journal of Business Studies and Finance*, 1(1), 16-37.
- Rathnayake, I., and Kasim, A. (2016). Community Tourism Development Propositions based on empirical evidence from Sri Lanka, *BIMP-EAGA Journal for Sustainable Tourism Development*, 5(1), 32-48.
- Ranasinghe, R. (2015). Evaluation of Homestay Accommodation Supply in Sri Lanka. *International Journal of Multidisciplinary Research and Development*, 2(2), 442-447.
- Reimer, J. K., and Walter, P. (2013). How do you know it when you see it?: community-based ecotourism in the Cardamom Mountains of southwestern Cambodia. *Tourism Management*, 34, 122-132
- Riehl, B., Zerriffi, H., and Naidoo, R. (2015). Effects of community-based natural resource management on household welfare in Namibia. *PLoS One*, 10(5).
- Rodriguez-Giron, S., and Vanneste, D. (2019). Social capital at the tourist destination level: Determining the dimensions to assess and improve collective action in tourism, *Tourist Studies*, 19(1), 23-42, [journals.sagepub.com/home/tou](http://journals.sagepub.com/home/tou).
- Samarathunga, W. H. M. S., Wimalarathana, W., Silva, D. A. C. (2015). Community-Based Tourism Management Experience in Sri Lanka, *International Research Symposium Rajarata University of Sri Lanka*, <http://repository.rjt.ac.lk>
- Sardianou, E., Kostakis, I., Mitoula, R., Gkaragkani, V., Lalioti, E., and Theodoropoulou, E. (2016). Environment Development

- and Sustainability, June, DOI 10.1007/s10668-015-9681-7
- Scheyvens, R., and van der Watt, H. (2021). Tourism, Empowerment and Sustainable Development: New Framework for Analysis. *Sustainability*, 13, 12606.  
<https://doi.org/10.3390/su132212606>.
- Scheyvens, R. (1999). Ecotourism and the Empowerment of Local Communities. *Tour. Manag.* 20 (2), 245–249. DOI: [10.1016/S0261-5177\(98\)00069-7](https://doi.org/10.1016/S0261-5177(98)00069-7)
- Scheyvens, R. (2005) Growth of Beach Fale Tourism in Samoa: The High Value of Low-Cost Tourism. In C.M. Hall and S. Boyd (eds) *Nature-Based Tourism in Peripheral Areas: Development or Disaster?* 188–202. Clevedon: Channel View Publication.
- Sheham, A. (2016). Sustainability of Community-Based Tourism in Sri Lanka. *EPRA International Journal of economic and Business Review*, 114-115.
- SLTDA. (2009). *Sri Lanka Sustainable Tourism Development Projects: Environmental Assessment and Management Framework*. SLTDA.
- Sriyani, G. T. W. (2018). Problems and Challenges faced by the Homestay operators in Sri Lanka. Proceedings of *International Conference on Management and Economics*. (ICME), University of Ruhuna, Sri Lanka.
- Sriyani, G.T.W. (2021<sub>a</sub>). Impact of Social Capital Empowerments on the Businesses Success among the Micro and Small-Scale Tourism Entrepreneurs in Sri Lanka, *Wayamba Journal of Management*, 12(1), 233-250. DOI: <http://doi.org/10.4038/wjm.v12i1.7522>
- Sriyani, G.T.W. (2021<sub>b</sub>). Impact of Competitive Capabilities Empowered by Community-Based Tourism Projects on Tourism Businesses Success in Rural Tourism Destinations, *Journal of Business Studies*, University of Jaffna, 8(SI), 156-180.
- Tasci, A.D., Semrad, K.J., and Yilmaz, S.S. (2013). *Community-Based Tourism Finding the Equilibrium in the COMCEC Context Setting the Pathway for the Future*. Ankara: COMCEC Coordination Office, [www.comcec.org](http://www.comcec.org)
- UNEP and UNWTO. (2005). *Making Tourism More Sustainable: A Guide for Policy Makers*. Paris and Madrid: UNEP DTIE and UNWTO.
- UNWTO Annual Report, (2017). e-Library, <https://www.e-unwto.org/doi/book/>

- United Nations World Tourism Organization (UNWTO). (2001). The concept of sustainable tourism.
- Yanes, A., Zielinski, S., Diaz Cano, M., and Kim, S. (2019). Community-Based Tourism in Developing Countries: A Framework for Policy Evaluation, *Sustainability*, [www.mdpi.com/pdf](http://www.mdpi.com/pdf)
- Yu, C. -P. Cole, S. T, and Chancellor, C. (2018). Resident Support for Tourism Development in Rural Midwestern (USA) Communities: Perceived Tourism Impacts and Community Quality of Life Perspective, *Sustainability*, 10(3), 802, DOI:[10.3390/su10030802](https://doi.org/10.3390/su10030802)
- Zikmund, William G., Jon C. Carr, Barry Babin, and Mitch Griffin. (2013), '*Business research methods*', Nelson Education.