Unit 5 Learning Management Plan

Title: Principles of Sustainable Tourism Management

Total Time in Learning/Teaching: 6 Hours

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Introduction

Sustainable tourism is a concept arisen in responding the emerging consequences of tourism many decades ago. The sustainability concept can be broadly implied and implemented in many ways environmentally, socially, culturally and economically. Many times the concept can be vague and ambiguous. Therefore, this unit aims to provide the founding principles of sustainable tourism management for tourist destinations with some important concepts that should be considered when managing the tourism at destinations.

Learning Outcomes

At the end of this unit, the students should be able to:

1. define sustainable tourism management.
2. indicate the principles of sustainable tourism management.
3. describe definition and significance of local community participation in tourism.
4. classify levels of community participation.
5. explain how destination carrying capacity and destination resource management are important for sustainable tourism.

Scope of Contents

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2. Local community participation
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   1.2 Levels of community participation
   1.3 Barriers of community participation in tourism
3. Destination carrying capacity and resource management
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5. Unit Conclusion
6. Exercise
7. Unit References

Learning Activities

Direct instruction

Doing exercise to review the lesson

Case study discussion

Learning and Teaching Resources

1. Textbooks and Main Documents

Cooper, C. (2016). *Essentials of Tourism*. Harlow: Pearson Education Limited.

K.L. Mak, B., T.O. Cheung, L. and L.H. Hui, D. (2017). Community participation in the decision- making process for sustainable tourism development in rural areas of Hong Kong, China. *Sustainability*, vol. 9, no. 10.

Maggi, L. and Fredella, F.L. (n.d.). The carrying capacity of a tourist destination. The case of a coastal Italian city. Retrieved from http://www-sre.wu.ac.at/ersa/ersaconfs/ersa10/ERSA2010finalpaper576.pdf

Mason, P. (2008). *Tourism Impacts, Planning and Management*. Oxford: Butterworth-Heinemann.

Mowforth, M. and Munt, I. (1998) Tourism and Sustainability: New Tourism in the Third World. London: Routledge.

Mustapha, N.A., Azman, I. and Ibrahim, Y. (2013). Barrier to community participation in tourism development inisland destination. *Journal of Tourism, Hospitality & Culinary Arts*, Vol. 5, No. 1, pp. 102- 124.

Park, H.Y. (2014). *Heritage Tourism*. Oxon: Routledge.

2. *Important Documents for Extra Study*

World Tourism. (1997). *Tourism carrying capacity*. Retrieved from http://www.biodiversity.ru/coastlearn/tourism-eng/con_capacity.html

Measurement and Evaluation

Test

Discussion participation

Home assignment

Unit 5

Principles of Sustainable Tourism Management

1. Overview of sustainable tourism management

1.1 Definition of sustainable tourism management

Tourism represents a phenomenon that incorporates social, cultural and economic elements together that contributes to economic growth of countries. As these elements concern quality of being of resources as the assets used in tourism industry, it is significant that management of these should ensure sustainability of them. Accordingly, the results will influence sustainability of tourism as a whole. Sustainable tourism management can be defined by these 3 words: tourism, sustainability and management. It is defined as the management that takes into account importance and put into practice of integrity maintenance of destination resources in all kinds and of tourism experiences, through balancing uses of resources and economic development to ensure quality experiences of both visitors and local residents. In here, the five general principles of management should be included. The functions of management includes planning, organizing, staffing, directing and controlling. Then, in order to manage tourism towards sustainability, sustainable management should be practiced in all the mentioned functions for both supply and demand sides.

1.2 Founding principles of sustainable tourism management

In order to put into practice the concept of sustainable tourism management, there are principles for implementation. These principles incorporate important aspects in managing the sustainability of tourism and give attention to the balances of needs of stakeholders and between the adaptive uses and the conservation and safeguarding. Below are the main principles.

(1) *Considering carrying capacity in physical and socio-cultural aspects*: this means that uses of resources for tourism activities should not exceed limit of destination's or site's carrying capacity in physical and socio-cultural aspects. That is, the tourism management within the site must have

development plan that includes monitoring and control plan and action plan for prevention, protection and when problems happen.

(2) *Local participation in managing tourist attraction*: local participation means the participation of local residents who live in the destination and who share ownership of the resources of their neighborhood. Generally, tourism occurring in big city or urban tourism, local resident participation may not be perceived more critical than tourism that occurs at communities or in cultural tourism or community- based tourism where local ownership of resources is obvious and the key users of resources are local people. This is inferred that in order that the local resources are used in tourism, the owners of the resources must be included at different levels of development process.

(3) *Considering local needs*: the principle relates to the previous principle as the locals live in the site. Every development of tourism should be considerably aware of, informative to, and considering the needs of people living in that area, such as whether they want it or not, what benefits they expect and what they do not want to happen from the development. As tourism to be occurred within their area would finally affect them in various ways, both positive and negative ways.

(4) *Equity in income distribution*: tourism induces income at different levels to different groups of people. The management of tourism should contribute fairly to groups of people especially those who have costs in tourism. These are not only the businesses but also small people.

(5) *Local consensus in destination management*: receiving and building local consensus is important. This helps bring all major groups of people concerned directly and indirectly in tourism consequences together to be part of participation in tourism by being informed, giving voices and even taking further serious and concrete actions towards particular subjects of the development. It is part of inviting people to participate in tourism management and decision making of tourism development in order to

receive opinions of people for further consideration as well as to publicize established plans for wider participation.

(6) *Quality of experiences*: experiences here refer to experiences of both visitors and local residents who normally interact either one way or another in tourism activities. Management of experience has goal to fostering and increasing quality between both sides so that the activities last longer and repeatedly.

(7) *Tourists' education and understanding of destination in terms of geography, people and their living and culture*: way to educating tourists to understand various dimensions of destinations is the role of tourism interpretation. Interpretation is a process that explains to visitors the significance of the place they visit (Moscardo and Woods, 1998, cited in Chhabra, 2010). In heritage tourism, people and culture are very significant and main content of this type of tourism should represent the people and their culture at the site. According to Tilden (1998, cited in Chhabra, 2010), interpretation is an educational activity that communicates meanings and relationships through hand- on experience and instructional media. It is not just about informing but provoking mindfulness of visitors to learn and understand the place and its heritage and people.

(8) *Applying architectural designs that are harmonious with local architecture, with use of local resources/ materials*: this principle concerns much on quality and harmony of built environment of places such as buildings. Architectural designs, colors and height of buildings to be built in places especially places of heritage significance and natural settings should harmonize with the vernacular styles of local buildings, the environment and local historical and cultural context in order that the new development will not have detrimental effect or have minimal effect on aesthetic appeal of the place.

Picture 5.1 Street arts in Lampang Province (currently facing the controversial)

Source: https://www.matichon.co.th/region/news_963678
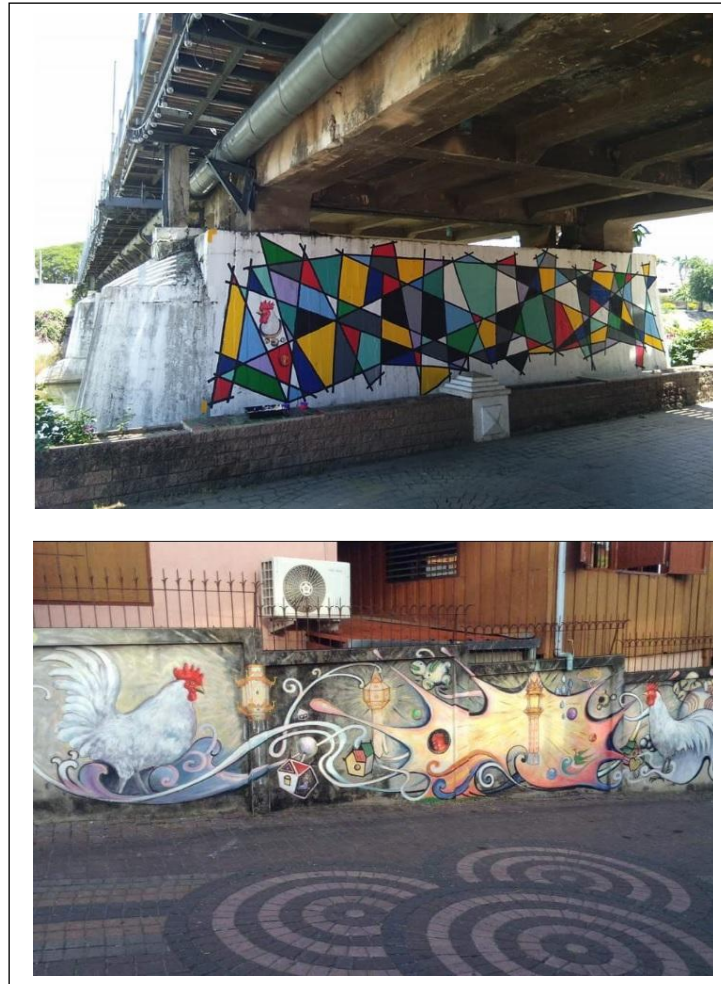
2. Local community participation

2.1 Definition and significance of local community participation

Local community participation in tourism refers to participation in tourism planning, development and management. The idea of incorporating participation of local people in communities is from the fact that the tourism industry uses resources of communities to develop as tourism products. Getting local participation is therefore a vital element of sustainable tourism. One way to foster the tourism industry to be sustainable is to bring importance of the people living in and around areas of resources to be part of decision making in developing and

managing tourism activities. Local community participation is an important strategy for sustainable tourism development.

Community participation involves with empowerment and decision making of people. Local people are groups who share ownership to the place or the resources of the place they live, and therefore have more sense of belonging to the community. If they are empowered or given with power and capability to make decision in the process of tourism development in their own community, they will hold the will, resources and opportunity to make decisions within the community (Fennell, 1999, cited in Mason, 2008, p. 175). With this empowerment, sense of pride and identity will be developed among them and this will lead to more active behavior in safeguarding the assets of their place.

2.2 Levels of community participation

There are 8 levels of people participation in a ladder of citizen participation (Arnstein (1969, cited in Mak, Cheung and Hui, 2017). The ladder explains the degree of power distribution in the participation, which includes (1) manipulation; (2) therapy; (3) informing; (4) consultation; (5) placation; (6) partnership; (7) delegated power; (8) citizen control. This is shown in Figure 5.1.

Figure 5.1 Arnstein's Levels of citizen participation

Source: Arnstein (1969, cited in Mak, Cheung and Hui, 2017)
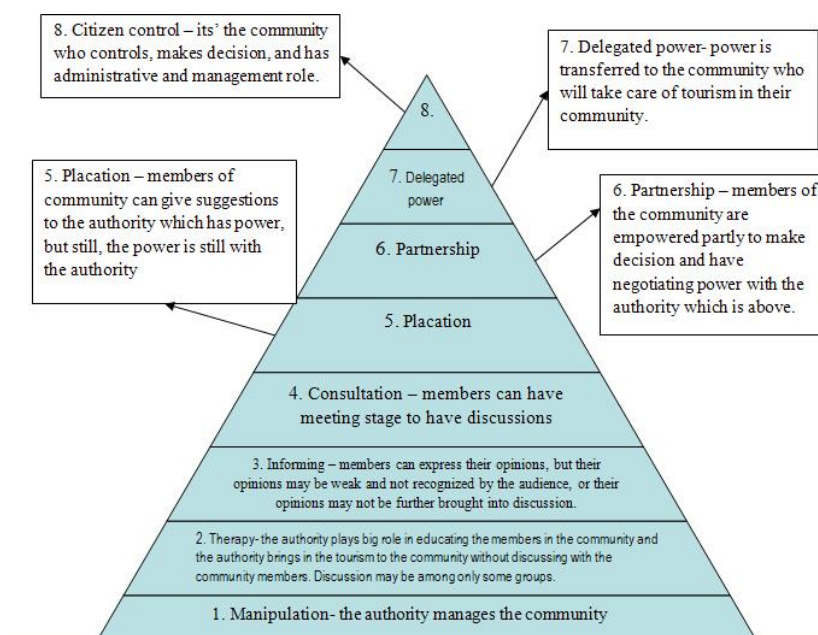
(1) Manipulation and *Therapy* represent levels of non-participation because the authority holds the real power to avoid allowing local community participation in decision-making about development.

(2) Informing, Consultation and *Placation* describe levels of tokenism that allow the local community to know and offer opinions on projects. It is not ensured that their views will be taken into consideration in the decision-making process.

(3) Partnership, Delegated Power and *Citizen Control* are the levels where real participation begins where negotiation between various stakeholders is included and the local community takes up part of the responsibility for decision-making. At levels 7 and 8, participants' views have been taken into consideration in the decision-making arena, and they are empowered to Sustainability make decisions about development (Arnstein, 1969).

2.3 Barriers of community participation in tourism

While community participation in tourism topic has been paid attention and believed as the driver to empowering people in the process of decision making, it is noted that there still are some barriers of this that lead to failure of local participation. As there are 8 levels of citizen participation, not all are achieved due to lacks of knowledge and authorization of people. The study of barriers to community participation in tourism development in island destination in Malaysia (Mustapha, Azman and Ibrahim, 2013) indicated that some main barriers of community participation to be successful include the following:

(1)   unwillingness of shareholders towards sharing of power

(2)   centralization of public administration

(3)   lack of information

(4)   elite domination

(5)   lack of financial resources

(6)   attitude of professional

(7)   lack of appropriate legal system

(8)   limited capacity of poor people

(9)   apathy and low level of awareness in the local community

3. Destination carrying capacity and resource management

3.1 Definition and significance of destination carrying capacity

Carrying capacity is a concept applied with environmental aspects. The concept defines the relationship between tourism and the environment (Cooper, 2016, p. 79). In tourism, carrying capacity is generally defined as "the ability of a destination to take tourism use with deteriorating in some way". As most of tourism resources are characterized by resources at destinations influenced by their topographical history and components which are nature- made, carrying capacity therefore is used to identify how much human can use resources or environment.

Destination carrying capacity is defined to be more operationalized with wider scope by World Tourism Organization (WTO, 1997). It is defined as "the maximum number of people that may visit a tourist destination at the same time, without causing destruction of the physical, economic, socio- cultural environment and an unacceptable decrease in the quality of visitors' satisfaction."
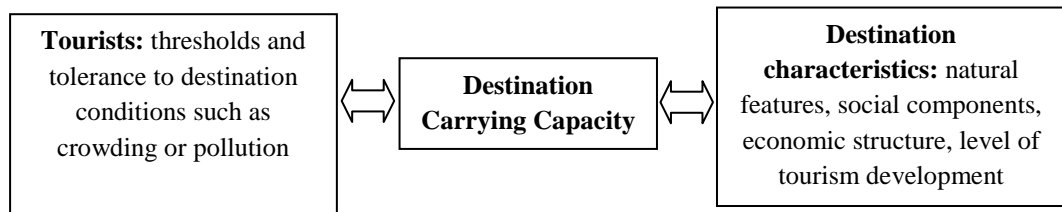
Whereas. Middleton and Hawkins (1998, cited in Maggi and Fredella) defined carrying capacity concept specifically to tourist areas as " a measure of the tolerance a site or building are open to tourist activity and the limit beyond which an area may suffer from the adverse impacts of tourism". Moreover, Chamberlain (1997, cited in Maggi and Fredella) defines the concept by incorporating the significance of host communities at destination and tourist experiences, as "the level of human activity an area can accommodate without the area deteriorating, the resident community being adversely affected, or the quality of visitors experience declining".

In conclusion, the definition of the carrying capacity concept suggests that in order to run tourism activities at various types of tourist destinations, not only at natural setting but also urban one, managers, developers or those who involve in destination resource management should take into account levels of capacity of areas or sites or even particular buildings where tourism activities take place, and how to manage destinations with concerns of negative impacts not to occur exceeding their capacity or within the acceptable level as well as still maintaining quality experiences of both hosts (communities) and guests (tourists or visitors). Tourism impact indicators are also used for implementing this concept.

The significance of destination carrying capacity is represented by how conditions of a tourist destination are influenced by factors around the tourism system in association with tourist activities and tourist behavior. Figure 5.3 shows 2 sets of influences upon carrying capacity for any environmental system: the tourist, and the destination resource itself.

Figure 5.2 Influences upon destination carrying capacity

Source: Adapted from Cooper, C. (2016), Essentials of Tourism, p. 79

Tourists: thresholds and tolerance to destination conditions such as crowding or pollution	⟷	**Destination Carrying Capacity**	⟷	**Destination characteristics:** natural features, social components, economic structure, level of tourism development

3.2 Types of destination carrying capacity

There are 5 types of destination carrying capacity (Cooper, 2016).

(1) Ecological- environmental carrying capacity (or biophysical carrying capacity): The maximum number of individuals (tourists) that the ecology of a given environment can support without detrimental effects. In order word, it refers to limits of use in the ecosystem for tourism.

(2) Physical carrying capacity (PCC) (or physical- facility carrying capacity): This is the maximum number of individuals that an area is actually able to support: this concerns the number of facilities available such as car parking spaces or other tourist facilities. In the case of an individual tourist attraction it is the maximum number that can fit on the site at any given time and still allow people to be able to move. This is normally assumed to be around 1 meter square per person. *"PCC per a day = area* (in meters square) x visitors per meter x daily duration"* (Mowforth and Munt, 1998). This is a formula which has been used to calculate the physical carrying capacity.

(3) Social carrying capacity: This relates to the negative socio-cultural impacts occurred in host communities in relation to tourism development at destinations. It is a measure of the ability of the host community to tolerate tourism (Cooper, 2016). The indicators that can be used to evaluate perceptions of local people (as well as tourists) in situations where the social carrying capacity has been exceeded and in order to know whether and how much tourism development has reduced local tolerance for tourism, is Doxey's Index of Irritation. This is why local participation has become an essential part of managing tourism sustainably. Reduced visitor enjoyment and increased crime are also indicators of when the social carrying capacity has been exceeded.

(4) Economic carrying capacity: This refers to the point at which the investment needed to sustain environmental quality becomes prohibitive. Simply explaining, it refers to a level of acceptable change within the local economy of a tourist destination. While the tourism in a community has been growing and attracting more investments, the economic carrying capacity points out that those economic developments must not cause the loss of local activities and local economic system. In this regards, too much leakage of money and too high cost of living until the locals cannot afford their lives and well- being in tourist destinations and communities are the critical issue. These are the sign warning that tourism activities and tourism development in an area are exceeding the economic carrying capacity of that area.

(5) Psychological or behavioral carrying capacity: This is similar to social-carrying capacity. However, this can be focused on tourist side. It is the point at which a tourist attraction/ destination can accommodate without causing dissatisfaction, disappointing of tourists, or affecting their comfort and convenience. In conclusion of this, this type of carrying capacity can be thought of being an outcome of all types of carrying capacity above.

3.3 Destination resource management

Tourism would never exist without destination resource, no matter it is nature- made or built environment, rural or urban characters. Resources in tourism also cover facilities that support uses of tourism products or tourists' experiences. In this part, destination resources refer to resources that give directly tourists' experiences such as natural or cultural resources, tangible and intangible. These are important resources for tourism as they can be diversified into various forms of tourism activities and developed into what we call 'visitor or tourist attraction'. As a result of this diversification, there usually are effects induced from this development. Therefore, destination resource management is critical. In order to manage destination resources with understanding, there are 5 main characteristics of visitor attractions: cultural appraisal, multiple use, perishability, economic significance and ownership (Cooper, 2016, p. 150). These characteristics of destination resources determine existence, conditions or qualities of resources and the management.

(1) Cultural appraisals: resources to be developed as a tourist attraction need to have value and utility for tourists and to be worth to visit. As time passes by, different resources are increasingly perceived to be attractive or of interest among people. Some resources which were not seen as an attraction may be turned into an attraction later owing to changing perception of people. By this, attractions are inherently dynamic and can pass into and out of favor.

(2) Multiple use: many visitor attractions are not used exclusively by tourists but also by other groups of people such as local residents. Therefore some resources at destination serve purposes of use of different groups of people. For example, resources in national parks are used for tourism and recreational purposes, however there are some parts that are preserved for other purposes of use; religious sites at tourist destination in modern day have served both the tourism industry or tourist use and local use. It is essential to use different strategies to manage resources for multi-purposed uses.

(3) Perishability: destination resources can be deteriorated if they are intensively used. Overuse of the resources can lead to undesirable impacts and pressure

not only to physical but socio-cultural conditions of destination. This means that destination resources need effective visitor management.

(4) Economic significance: visitor attractions play an important part in tourism economic of a destination such as generating incomes and jobs. The economic significance of destinations varies by qualities of destination resources. Moreover, even though attractions are the core product that motivates people to visit, they do not receive the majority of tourists' expenditure. Revenue rather flows to accommodation and transportation units.

(5) Ownership: operation and ownership of attractions is fragmented across a variety of organizations which include the private sector, the public sector and voluntary organizations. Community people for example are also the civic sector that owns attractions of their community. This can be in the form of what is called 'community- based tourism'. The fact that different groups of people have directly and indirectly ownership of attractions (resources) indicates different levels of limits of use or accessibility to attractions and the ways of management.

4. Economic beneficial equality

In order to develop tourism in a sustainable way, economic beneficial equality needs to be concerned. As we know that tourism is a great way today that boosts both national and local economic and generates income to different groups of people. To make economic benefiting equally, it relates to how an area is designated and managed in zoning. Enclave tourism may not be a good pattern in generating income in an equal way. Moreover, tourist guide and tour operators also have a huge role in creating economic beneficial equality, as they are the group of people that contact directly with tourists before they arrive at destinations. Designing tour programs that give chance to tourists to visit local places can promote direct economic impact from tourists to local community. If this is a policy at a national level, it will empower marginalized, indigenous communities by providing employment, training, and promotional opportunities for neighboring villagers in all aspects of workforce. It can support gender equality, create mutually beneficial trade linkages by supporting local producers and

traders and minimize the leakage of revenue out of local areas through such trade, and contribute financially to community development and conservation programs in the areas of operation.

5. Unit Conclusion

This unit elaborates the essence of sustainable tourism management with the principles that help bring about guidelines for practicing the management for sustainability. The principles emphasize on maintaining quality of both demand and supply sides of tourist destination by paying importance on local consensus and participation, harmonizing natural and built environment, educating tourists or visitors and distributing fair income. There are critical factors if practiced leading to sustainability of tourist destinations including local community participation with some barriers for further discussion, the concept of carrying capacity of destination and resource management, and significance of fair economic distribution to all stakeholders in tourism.

6. Exercise

6.1 Questions for revision

1. Define sustainable tourism management.
2. Why is local participation significant in managing tourism for sustainability?
3. Discuss ways in which community tourism can contribute to enhancing socio- cultural sustainability.
4. Point out some factors that may impede active community participation in tourism.
5. How many types of destination carrying capacity? Explain each one.
6. How does destination carrying capacity relate to destination resource management?

6.2 Case study discussion

Students are given a case study for reading. They are assigned to answer the given questions and to write a discussion paper.

Questions

1. What is the role of Heritage Watch in this case?
2. Do you think which level of community participation is reflected in this case? Please also give reasons to support your answer.
3. How is the project mentioned in the case important to the community and its entirety, and how does it help contribute to the sustainability of the ancient temple complex of Cambodia?

The case study: Heritage Watch in Cambodia

Source: Source: www.heritagewatchinternational.org, cited in Park, 2014, p. 161, Heritage Tourism

Heritage Watch, a non- profit organization, was found in 2003 in order to preserve Southeast Asia's cultural heritage. Heritage Watch launched an innovative project of heritage protection and poverty reduction at one of Southeast Asia's largest temple complexes, the ancient Khmer capital of Koh Ker in 2007. This project was supported by various organizations and private donors, including Friends of Khmer Culture, Pepy Ride, the Fonds Famille vanBeek and Lonely Planet. This tenth century site, home to dozens of magnificent temples, was isolated for much of the last century by war, landmines and poor roads. But due to recent demining efforts and improved roads, Koh Ker is now poised to become a major tourist destination. Through the project, Heritage Watch promoted the protection of the temple complex while providing a sustainable development strategy. The area is among the poorest in Cambodia where the majority of local people are disabled landmine victims who mainly rely on farming and forest scavenging for subsistence. This poverty has naturally exacerbated looting at Koh Ker, which was heavily plundered in the 1990s. However, much of this remarkable site is still intact, and its future protection hinges on the local community being able to benefit from the coming economic boom. Heritage Watch provided training in heritage protection and conservation for the local community, organizing and equipping community patrols to protect the temples from looting. It also established a baseline survey of past looting at the temples and, using this, recent thefts can easily be detected. These patrols were provided with training in basic environmental management, including picking up litter and emptying rubbish bins. Training in tourism at a basic level was also provided, so that the villagers could establish sustainable businesses near the temples- such as refreshment stands, ox- cart tours of the site and traditional craft sales. Village women and the disabled, some of the most disadvantaged groups in the community, will be trained in the production of these crafts. Income was generated by the villagers through the sale of craft goods, ox- cart rides and other products. Perhaps most importantly, this project illustrated to the entirety of Cambodia that protecting heritage is more financially advantageous than destroying it.

7. Unit References

Cooper, C. (2016). *Essentials of Tourism*. Harlow: Pearson Education Limited.

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