CHI PHAT: AN EXEMPLAR OF A SUCCESSFUL COMMUNITY BASED TOURISM DESTINATION IN CAMBODIA

By
Sophea TIENG

A thesis

Submitted to the Victoria University of Wellington

In partial fulfilment of the requirements for the degree of

Master of Tourism Management

Victoria University of Wellington

2016

Abstract

Community based tourism (CBT) has been one the driving forces of the growth of tourism in Cambodia. Even though tourism scholars recognise the importance of the subject, community success in Cambodia remains a relatively under researched topic in the field. One of the exemplars of success, is Chi Phat, the community based tourism destination in the southwestern part of Cambodia. But why?

This thesis sets out to explore the factors of Chi Phat's success through the voices of stakeholders in order to determine if the success could be replicated by other tourism communities. By understanding how different stakeholder groups construct an understanding of success, a contribution is made in how we manage stakeholders through understanding that success.

The study deployed a qualitative research methodology based upon the following objectives. First, to review the literature on CBT in order to evaluate factors of success. Second, to determine how different stakeholders perceive intrinsic or extrinsic factors of success for the Chi Phat CBT destination. Third, to develop a conceptual framework of community based tourism important factors of success. Twenty members of stakeholders including those from the community, local and national authority, NGOs and the private sector involved in Chi Phat had been contacted for an interview by using the semi-structured interview approach.

The contribution of the thesis is to be able to make recommendations for future community based tourism projects by using Chi Phat as an exemplar and that the success of Chi Phat can be replicated by other emerging CBT projects.

The findings suggested that both intrinsic and extrinsic factors are extremely important to the development of the CBT. Even though stakeholders agreed on most of the factors, for instance, the collaboration and partnership, some factors were also perceived differently. However, those perceived factors contribute immensely on the success of Chi Phat.

Dedication

For my parents, KHIN Phoeun and PHEN Tol,

You are truly heroes! I cannot describe how much I appreciate to have you both guided me

through, nurture me and push me far beyond my imagination. You made me believe that

as long as I have a dream, I will definitely get it and you have shared that dream with me.

For my uncle and auntie, Loman TIENG (Aka, SON) and Tim YOS,

You have changed my life from a typical farmer of the remote village to become a scholar.

You have influenced me in so many ways.

Acknowledgement

My thesis cannot be completed without a great deal of support from so many people. They have influenced, motivated and encouraged me throughout the years. Accordingly, I would like to take this opportunity to formally acknowledge my thesis to a number of people.

First, my heartfelt thanks to NZAID program and the government of New Zealand and its people for giving me such a great opportunity to come to New Zealand to experience a wonderful academic life as well as the chance to explore New Zealand in greater details. Without your support, I can never make my dream come true. I would also like to thank to all stakeholders of the Chi Phat community, who have been so supportive and happily joined in my research. This research represents the interpretation of your thoughts, inputs and ideas. I deeply appreciate of your permission for me to use them in this research.

Most importantly, thank you to my supervisor, Dr. Ian Yeoman, whose patience, understanding, kind advices and academic guidance have been so much valuable to me. Ian, you have been a wonderful supervisor with whom I am so grateful to cooperate. Thank you very much for your kindness, encouragement and support throughout ups and downs of this project. I would also like to thank to the School of Management, especially Tourism Management Team at Victoria University of Wellington who have provided necessary assistance, feedback, constructive comments, encouragement and advices throughout my academic life. To Victoria University of Wellington who partly provided financial support to my research project.

To my fellow Master students and flatmates who have been part of my life throughout the entire time in New Zealand. You have made the path less struggling and funnier, in particular I would like to thank Sochea, Sokha, and Sereiyut, with whom I spent most of my personal and academic life in New Zealand. We struggled together but we are there at the end! The sincere thanks also goes to the Cambodian community based in Wellington who have been so supportive and kind to me.

To my friend Sokly, Pisey, Emily, and Dr. Nancy BEAVAN, who inspire me to keep going. Thank you for bearing with me during my time here. Last but not least, to the utmost important people of my life, to my families. Mom and dad, thank you so much for believing in me and support for everything I do. Dad, thanks for being a role model and leading skills in making me archived my dream. To Uncle Loman TIENG and the entirely family, for your continual support of my education. I am so fortunate to share this challenging experience with all of you.

Table of contents

List of figures

List of tables

List of acronyms

Term	Description
APPA:	Appreciative Participatory Planning and Action
CB(E)T:	Community Based Eco-tourism
CBO	Community Based Organization
CBT:	Community-Based Tourism
CCBEN:	Cambodia Community Based Ecotourism Network
DIAPB	Dubai International Award for Best Practices to Improve the Living Environment
DMO:	Destination Management Organizations
FA:	Forestry Administration
GDP:	Gross Domestic Product
GTZ:	German Technical Cooperation, now known as **GIZ** (Deutsche Gesellschaft für Internationale Zusammenarbeit)
IUCN:	International Union for Conservation of Nature
KR:	Khmer Rouge (Civil War, 1975-1979
Live and Learn:	Live and Learn Environmental Education
MAFF:	Ministry of Agriculture, Forestry and Fisheries
NGO:	Non-governmental Organization
TO:	Tour Operators
USAID:	US Agency for International Development
WA	Wildlife Alliance

Chapter I: Introduction

1.1. Introduction

This thesis is concerned with the key success factors for community based tourism (CBT) within the context of the Chi Phat CBT destination in Cambodia. The research's aim is to understand the factors of success in order for other communities to replicate the success. It looks at extrinsic and intrinsic factors of success which offer in depth and local meanings from different stakeholders perspectives. Therefore, this introductory chapter indicates the background of study, provides an overview of the research context, introduce the Chi Phat community, and briefly summarises CBT in Cambodia. It also introduces key research objectives and highlights the methodology used in this thesis. The brief outline of the following chapters is also be included.

1.2. Research problem

Prior to my education in New Zealand, I (as a researcher) had been working for the CBT project called the Chi Phat CBT located in the southwestern part of Cambodia. Chi Phat is considered a good example of community tourism success. After many years of development, Chi Phat has received both local and international recognition as a leading CBT destination. It has received awards of the best community from many entities. The details of the awards can be found in table 5. Furthermore, it has attracted the attention of a number of local and international media platforms. Meanwhile, Chi Phat has hosted and accommodated several hundred international tourists, (on average 300 tourists per month, unofficial data from Wildlife Alliance, 2014), and generated a very large income for its population. It has also attracted great attention from researchers. The fact that there are 56 CBT project sites have been established in the last two decades in Cambodia (Ministry of Tourism, 2015b) but many of them have closed their doors or have no operations to date.

Although CB(E)T projects in Cambodia have received a lot of attention from local and international academics (Ven, (2015); Reimer et al. (2013); Kakda, (2012); Hewlett, & Nicholls, (2011); and Bith, (2011), there is relatively little work that has been published on CBT success of Cambodia. There is limited information that can be gained from recent research on how to develop CBT successfully. Many studies have been conducted in different areas, including Thailand and Malaysia, the neighboring countries of Cambodia, however, many of them have identified the extrinsic factors of success while identification of the intrinsic factors are limited. Therefore by observing this gap in identifying success

factors for CBT within the academic research, I have been driven to undertake this study. Furthermore, little is known from the stakeholders' perspective in regards to the success of the community development. The study of Ellis (2011) on CBT in Cambodia which aimed at exploring the role of the community for successful implementation in the lesser developed countries, focused on two communities in Cambodia – Banteay Chhmar and Banlung, and only community members, NGOs, Ministry of Tourism were included as respondents in the study. The private sector was not included. Consequently, there is the need to extend research on the success of community tourism and to investigate different levels of perception among stakeholders (Huang, Pennington-Gray, Ko, & Thapa, 2010), including the private sector. This thesis will address this neglected topic and provide insights and recommendations for other CBT initiatives (or projects) to replicate the success by using the Chi Phat community as an example of best practice for CBT development.

1.3. Research context
1.3.1. Tourism statistics: Cambodia

The tourism sector in Cambodia is widely considered and recognized as a major driver, playing an increasingly important role, one that is key to economic progress and social development in Cambodia (Ong & Smith, 2014).

> "Tourism is directly and indirectly conductive to society, the economy, culture and environment. Tourism is a main factor driving economic growth through instant flow of foreign currency (tourism revenue) in to the domestic economy, which accelerates economic activities, improves GDP and create and increase jobs, occupation, incomes and poverty alleviation" (Ministry of Tourism, 2012, p. 03).

Tourism has experienced spectacular growth during the post-civil war era (1975-1979). As a consequence and with government encouragement, the industry expanded rapidly. International tourist arrivals increased from 118,183 in) 1993Ministry of Tourism, (2014 to4.77million in) 2015Ministry of Tourism, (2016. Tourism was estimated to generate over 3million USD and create 600, 000direct and indirect jobs in) 2015Ministry of Tourism, .(2016The industry is one among the four major industries earning high GDP for the nation, these industries are; agriculture, textile, construction and tourism (Royal Government of Cambodia, 2014; Ministry of Tourism 2012). In 2014, Cambodia had received a total of 4,502,775 international tourist arrivals with 7% increase, compared to the total of 4,210,165

arrival in 2013 (Ministry of tourism, 2014). Domestically, there are 9.0 million of domestic tourists, compared to 8.5million in 2013, with the increase rate of 5.7%. Significantly, there are three main tourism destinations in Cambodia which attract the majority of visitors; Angkor Wat temple (Siem Reap province), Phnom Penh (capital city), and the coastal areas. Cambodian tourism receipts have improved significantly to 2,736 million USD for 2014, which represents a growth of 7.4% when compared to 2013. The average expenditure of tourists per trip was 612 USD and 94 USD per day, with an average length of stay of six days (Ministry of Tourism, 2014). Meanwhile, tourists to Cambodia have become increasingly more interested in the ecotourism (or CBT) market. In 2014, of the 9.0 million domestic tourists from all tourist destinations, 0.45million (an increase of 9.2%, compared to 2013) travelled to the ecotourism destinations in Cambodia-the Northeast provinces including Kratie, Mondulkiri, Rattanakiri and Stung Treng (Ministry of Tourism, 2014).

1.3.2. History of Community Based Tourism (CBT)

CBT was introduced into Cambodia in the 1990s but it was not until 2007 that a baseline study was conducted into CB(E)T by CCBEN (CCBEN, 2008). According to CCBEN, in 2007 there were eight CB(E)T sites in Cambodia and these generated about 75,377 USD of income. At that time, there were approximately two million international tourists arrivals to Cambodia, of these only approximately 46,400 tourists, (which was less than 1% of international tourists), visited the eight CB(E)T sites (CCBEN, 2008). Thus, the NGOs supporting the CBT sites were increasingly looking for partnerships with the private sector. Table 1 shows the statistics of tourist arrivals to the eight CBET sites around Cambodia.

Table 1: Tourists arrivals to 8 CB(E)T sites in Cambodia

CB(E)T site	Domestic	International	Total	Main source markets
Virachey	-	180	180	France, UK, Germany
Yeak Laom	14,291	3,570	17,861	-
Chambok	12,350	650	13,000	Australia, US, Europe (UK, France, Germany, Netherlands)
Banteay Chhmar	191	48	239	France, Netherlands, North America
Prek Toal/Peak Kanteil	-	756	756	France, UK, North America
Kampong Pluk	1,510	2,727	4,237	-
Ang Trapeang	10,000	95	10,095	UK, North America, Australia
Tmatboey	-	76	76	UK, US, Germany
Total	**38,342**	**8,102**	**46,444**	

Table: Visitor arrivals at the CB(E)T sites in 2007. Source: CCBEN and its members

Source: Adapted from CCBEN, 2008, p. 04

Currently, according to the Ministry of Tourism there are 56 communities which have been registered as CB(E)T sites in 16 provinces around Cambodia (Ministry of Tourism, 2015b),

(see Appendix E: CBET sites in Cambodia). The various natural and cultural resources of these communities had suggested there was good potential for CBT sites to be established as they are the main type of attraction to tourists (Ministry of Tourism, 2012). National parks and sanctuaries, wildlife and rainforest are also considered a great combination of tourism attractions, being the main sources for attracting nature based tourists. Table 2 shows a sample of key assets for attraction of tourists within a number of CBT sites in Cambodia. The Chi Phat community, for example, has rainforests as its potential assets for tourism attractions (Table 2). However few of the 56 communities registered as CB(E)T sites have proved to be sustainable, which has meant that only a few of the communities have survived to-date. Chi Phat is seen as an example of a successful and sustainable tourism destination in Cambodia, where the number of international tourists visiting the site have increased noticeably over recent years. CBT operation of Chi Phat has been matched with the self-assessment CBT standards established by the Ministry of Tourism. The assessment covers eight areas such as: ownership and management, social linkage, sustainability, community empowerment, and quality of services such as guides, food, accommodation and community operation (Ministry of tourism, note).

Table 2: Example of key assets for attractions of CBET in Cambodia

Site	Location (Province)	Key Assets
Ang Trapeang Thmor Community-Based Ecotourism Site	Banteay Meanchey	Wildlife conservation area with endangered birdlife Site of KR labour camp
Banteay Chhmar Community-Based Tourism Site	Banteay Meanchey	Banteay Chhmar temple complex
Chambok Community-Based Ecotourism Site	Kampong Speu	Kirirom National Park and surrounds
Chi Phat Community-Based Ecotourism Site	Koh Kong	Rainforest
Koh Pdao Community Development Tour	Kratie	Irrawaddy dolphin population
O'Russey Kandal Community-Based Ecotourism Site	Stung Treng	Traditional village in natural environment
Prek Toal Community-Based Ecotourism Site	Battambang	Mangroves and birdlife Traditional floating fishing villages
Prek Tnout Community-Based Ecotourism Site	Kampot	Bokor National Park
Tmatboey Community-Based Ecotourism Site	Preah Vihear	Traditional village in natural environment Angkorian ruins
Virachey National Park Community-Based Ecotourism Initiative	Ratanakiri	Forests Ethnic minority villages
Yeak Laom Community-Based Ecotourism Site	Ratanakiri	Volcanic lake Ethnic minority villages

Table 3.2 List of CCBEN accredited community based tourism projects (Cambodian Community Based Ecotourism Network, 2008)

Source: Adapted from Ellis, 2011, p. 43

1.3.3. Background of CBT development in Chi Phat
1.3.3.1. Profile of the Chi Phat community

The Chi Phat commune is located in Thmor Bang District, Koh Kong Province (see figure 1) in the southwestern part of Phnom Penh, Cambodia. It lies about 100km from Koh Kong town and is 190km (5 hours by bus) from Phnom Penh (Lonely Planet, 2016). It is in the heart of the Cardamom Mountains covering an area of approximately 1,000,000 acres and near the border with Thailand (Reimer & Walter, 2013). It has one of the most threatened rainforest in the world which hosts 2,300 of Cambodia's plant species, more than half of its 200 bird species, and 14 globally threatened mammal species (Asker, Boronyak, Carrard, & Paddon, 2010), and is very close to coastal areas. Chi Phat can be accessed by boat or via a rough motorcycle journey from Khsach Sor commune – Angdong Teuk (second bridge on the national road 48). Chi Phat is the commune (Khum), but has become a community, which is composed of four villages, namely Chi Phat (village), Teuk La-ark, Chorm Sla,

and Kam Loat village. Chi Phat commune has a total population of 2,327 as of 2013 (Reimer & Walter, 2013), which equates to 630 families (Lonely Planet, 2016).

Figure 1: Cambodian Map
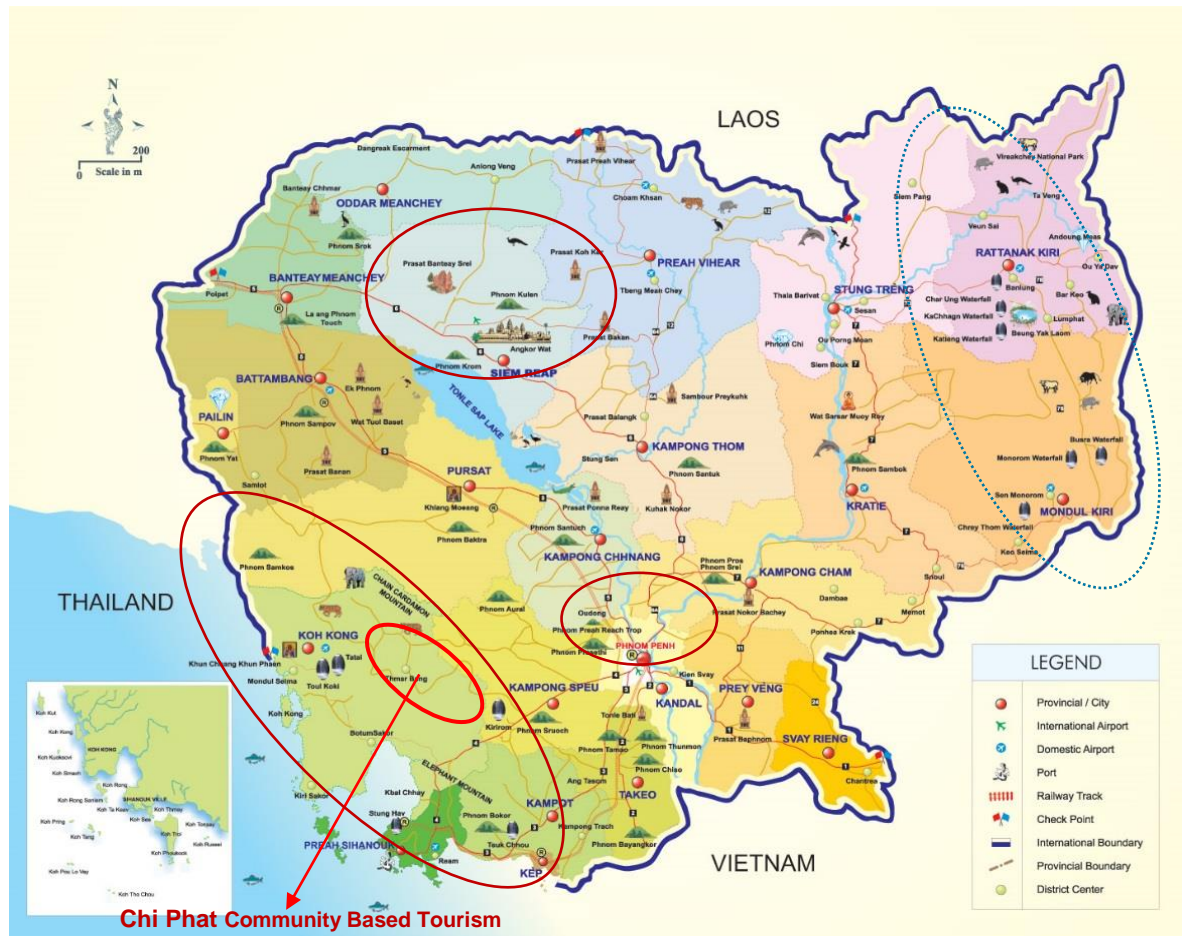
The remote village was a military base for the Khmer Rouge from 1975 to 1979, and then administered by Vietnamese troops in the 1980s (Reimer et al., 2013). Most villagers are poor Khmer people who migrated into the area in the mid-1990s to work in logging or construction (Reimer et al., 2013). In 1993, after the free market opened, the commune started to increase its population. People came from everywhere in Cambodia because it was a good place to log. Chi Phat commune was a renowned hub of wildlife smuggling and illegal logging before the arrival of Wildlife Alliance, an environmental non-governmental organization (NGO) based in the United States, which works to protect wildlife (Ven, 2015). As logging, wildlife poaching and hunting are illegal, people struggled to earn a living (Reimer et al., 2013).

Currently, the majority of Chi Phat residents have lived by depending on farms and hunting wildlife for food, supplementing their income through fishing and subsistence farming (Reimer et al., 2013). Approximately 68.5% of all of the households were primarily rice farmers. About 12.6% had primary occupations as cultivating long/short-term crops and vegetables, fishing, and raising livestock (Ven, 2015). Naturally, the Chi Phat commune is located in an extremely remote rural area (see figure 2), and so the villagers' customs are simple and very different from the Phnom Penh city-dwellers.

Figure 2: Chi Phat village
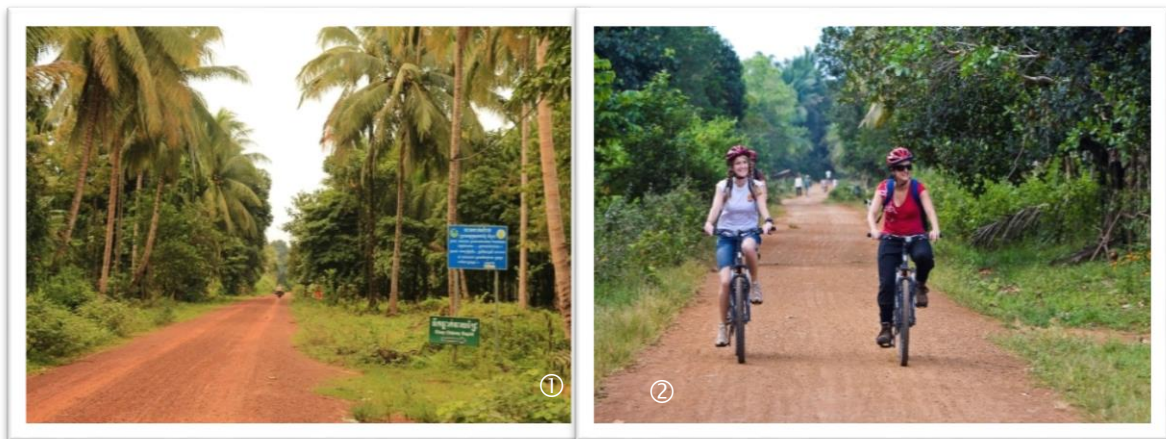
Source: (1) Adapted by Sophea TIENG @2015, (2) from Peter Haris @2008

1.3.3.2. History of Community Based Tourism Development

By observing the difficulties faced by the local population to secure a good livelihood, and an increasing awareness of the potential resources in the areas, tourism was decided to be the best option for conserving vulnerable natural resources and improving the livelihood of residents (Ven, 2015). Wildlife Alliance took the initiative to develop a CBT project, founded in 2007, by providing both technical and financial support (Reimer & Walter, 2013). Wildlife Alliance's mission is to "combat deforestation, wildlife extinction, climate change, and poverty by partnering with local communities and governments" (Reimer et al., 2013). This is accomplished in part by helping Cambodian villagers to develop alternate livelihood opportunities in ecotourism, thereby reducing threats to the local environment and wildlife (Reimer et al., 2013). The project's primary aim is for environmental conservation, enacted in the development of community-based ecotourism through education, capacity building, and poverty alleviation (Ven, 2015). The local vision of the Chi Phat community is slightly broader, encompassing aims of cultural preservation and livelihood as well as environmental conservation:

> "We, the people of Chi Phat commune, want a community-based ecotourism project that is developed by our community and partners and will empower our community, attract tourists, and contribute to protect natural and cultural resources and better livelihoods as well as improve infrastructure and the commune environment" (CBET, 2012).

The project was developed by following the APPA approach. The approach has 4D elements: Discover – Dream – Design – Deliver (Deng, Arbogast and Selin, 2011, p. 602). The start of the project is the stage of discovery; that is to explore and identify attractions and to consult with the local people in regards to tourism development. Prior to the community development, Chi Phat was just any commune governed by the political administration, with villages' and commune chief. They were solely responsible for the general issues in the commune, not especially community based tourism. People who then became community committee (or working group) were just typical residence as mentioned in above section (the community's profile). There was no 'community' spirit. In 2008, after the community's structure had been created, Chi Phat CBT project opened its doors to visitors – as a pilot tour (Reimer et al., 2013). In 2008, Chi Phat hosted 426 visitors (Wildlife Alliance, 2014). Based on Reimer et al. (2013), in 2008 and 2009 Wildlife Alliance also partnered with a local organization, namely Live and Learn Environmental Education to provide capacity building training to members of the community. Live and Learn has received funding from IUCN which aims at improving local livelihood and environmental conservation through a variety of training such as ecotourism guiding, hosting, first aid, cooking, communication, leadership, group management and conflict resolution, business and project management, and recycling, sanitation and garbage management; materials development; community activities to raise environmental awareness; and a study tour of another successful CBT project in Cambodia. By 2009, the Chi Phat CBT project was up and running, with the first eco-tourists arriving in August that year (Reimer et al., 2013). In 2014, Chi Phat hosted 3,202 visitors (table 3). *Notes: it was zero expenses in 2008, 2009 and 2010 (in table 3) because Chi Phat CBT has got financial support from Wildlife Alliance. Revenues were kept in the CBT funds and are going to be used once Wildlife Alliance stops its support.*

Table 3: Numbers of visitors and incomes generation for Chi Phat Community

Year	Tourist Arrivals	CBET Income	Income (for members)	Total Income	Expenses
2008	**426**	$ 1,256.45	$ 5,664.55	$ 6,921.00	0
2009	831	$ 5,724.78	$ 16,650.68	$ 22,375.46	0
2010	1,228	$ 10,735.77	$ 28,489.38	$ 39,225.15	0
2011	1,792	$ 19,472.30	$ 50,208.94	$ 69,681.24	$ 3,565.99
2012	2,315	$ 26,023.03	$ 73,518.73	$ 99,541.76	$ 10,306.83
2013	2,508	$ 31,775.01	$ 75,438.36	$ 107,213.37	$ 14,543.25
2014	**3,202**	$ 35,626.63	$ 69,586.72	$ 105,213.35	$ 30,446.10
TOTAL	**12,302**	**$ 130,613.97**	**$ 319,557.36**	**$ 450,171.33**	**$ 58,862.17**

Source: Adapted from Wildlife Alliance, Internal Report, 2014

1.3.3.3.   Tourism Attractions and Activities

There are several potential attraction sites and tourism destinations in Chi Phat commune (see figure 3), where tourists can do various tourism activities; including wildlife, forest, waterfalls, and join in with local Cambodian livelihoods. An example of physical attractions, include, Thmor Orn Det (Floating Rock), Veal Ta Prak grassland (Silver Field), Thmor Domrey (Elephant Rock), Stoeung Proth (Proth River), Phnom Tra Ngorl (Bald Mountain), Chhay Durian or Chay Chrey (Durian Rapid), Chhay Ors Kuot (Shuffling bottom Rapid), Chhay Veas Pong (Reforestation Nursery), Chhay Toek Viet (Holy Water Rapid), and O'Sport Waterfall (and the bat cave behind the waterfall). Moreover, there are numerous wildlife species and birds in this area, such as, wild boars, Great Horn-Bills, Sambar, Slow Loris, Pig-Tailed Macaque, Silvered Langer, bears, and other species. With these natural and cultural resources, Chi Phat CBT site is able to provide several outdoor adventure activities to its visitors.

The major tourism attraction in Chi Phat are its activities: trekking, mountain biking, boating, and kayaking. Visitors can select any kind of activities such as hiking, lobster catching tours, hiking to bat-caves, trekking to see the wooden coffins at Phnom Pel Jar Site, and village walks as well as other outdoor adventure activities like row boating, camping and wildlife experiences (see figure 4). Some tourists also like to experience the sunrise or sunset in the village, where they can camp overnight and have refreshments. Moreover, Chi Phat also known as a cultural tourism site where tourists visit the burial jar sites and experience local ways of life, such as, staying in home-stays and visiting the local markets.

Figure 3: Some of potential natural and cultural resources in Chi Phat community
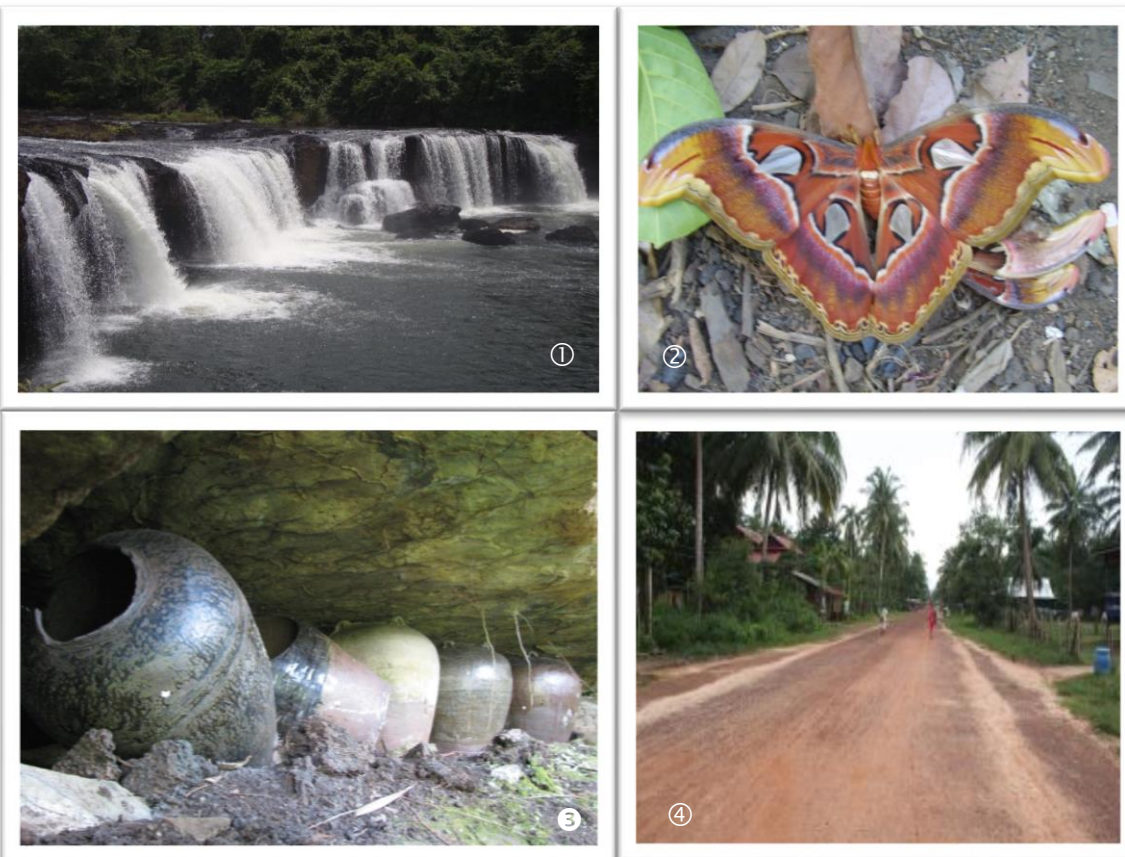
Source: (1) and (3) Adapted from Peter Haris @2008, (2) and (4) from Sophany Touch@2009

Figure 4: Tourism activities available at the Chi Phat community
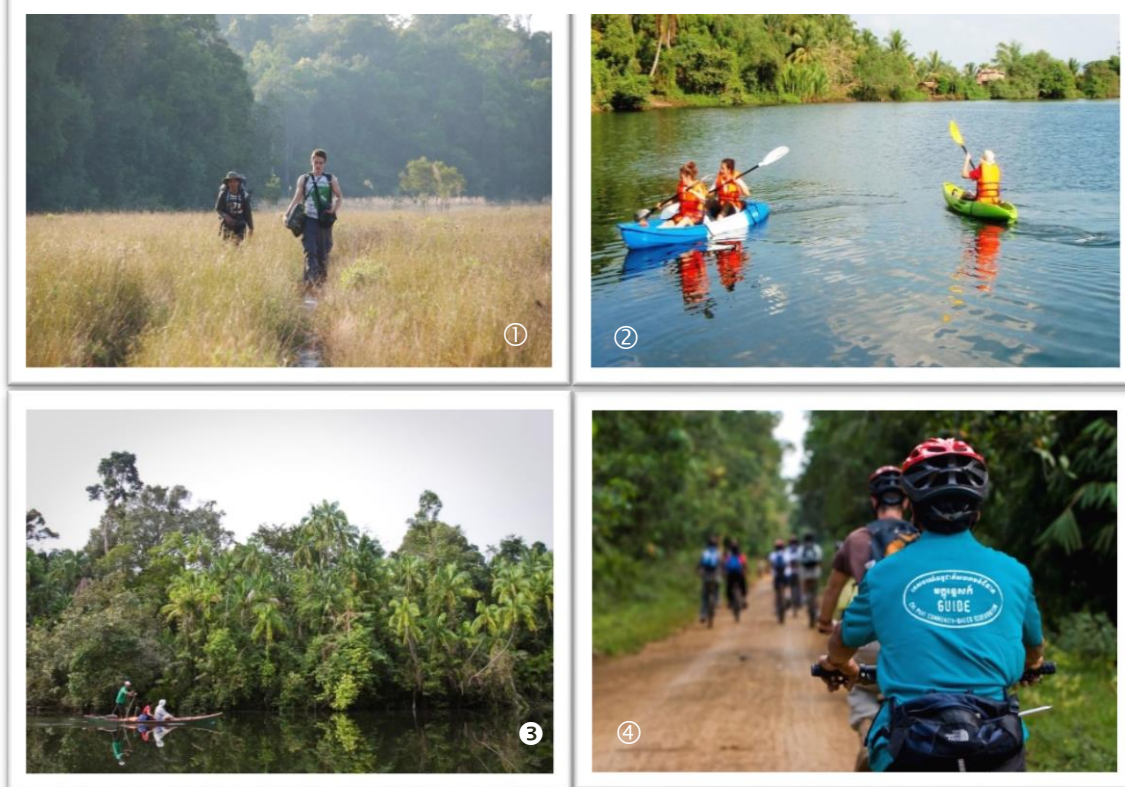
Source: (1) Adapted from Pin Sethvireak @2008, (2), (3) and (4) from Peter Haris@2008

1.3.3.4. Tourism Services

This refers to the facilities Chi Phat has to offer visitors who come the community. According to the report provided by Wildlife Alliance and many committee members, in 2015, Chi Phat CBT has a total of 275 members who are residents of the four villages. All CBET members are involved in the project provide services, such as, home-stays, guesthouses, motorbike taxi services, cooking, boating, guides, and jungle cooks. Table 4 is an example of the community's membership per service types. Thus, 23 new recruited members are not included in the table. Table 4 also includes eight CBET management committee members, this committee reformed every five years through an election process. They work in the community visitor center and administrate the entire project to ensure that the tourism activities and the community are operating well. These committee members are; the chief of the CBET committee, chief accountant, receptionist, booking manager, and a head of each service including guide, accommodation and cooking services.

Table 4: Numbers of community members serving in Chi Phat community

No	Name of group	Number of members	Gender
1	CBET Management Committee	8	3F
2	Cooking Group	85	85F
3	Boat Group	25	7F
4	Ranger Group	16	0F
5	Motor taxi Group	30	0F
6	Guide Group	19	0F
7	Jungle cook Group	20	0F
8	Waste collection Group	9	0F
9	Guesthouse Hosts	19	18F
10	Home-stay Hosts	16	13F
11	Eco-lodge	1	1F
12	Bungalow	3	1F
13	Tuk Tuk	1	0F
	TOTAL	**252**	**128F**

*Source: Adapted from Wildlife Alliance, Internal Report, 2014. *F stands for Female*

The visitor center is very close to the Piphot river' pier where visitors meet with CBET management committees and book all their activities including trails and activities in the jungle, accommodation, food, and others (see figure 5).

An example of accommodation can be seen through the number of rooms per facility. In total, there are 85 rooms of guesthouses and 18 rooms at the home-stays (Wildlife Alliance, internal report, 2014). Home-stay is the most attractive type of accommodation in Chi Phat as visitors can stay with the family and learn the local way of life through interaction with the hosts. Chi Phat also provides higher class of accommodation: eco-lodge and bungalow, with a total of 21 rooms.

Figure 5: Tourism amenities in Chi Phat community

Source: (1) (2) and (3) Adapted from Peter Haris @2008, and (4) by Sophea Tieng (2010)

All members hosting accommodation are arranged to provide services based on a rotation system. For example, one home-stay can host 10 nights per rotation. When this home-stay has hosted their limit, then another home-stay has its turn. This system is applied to other services too, including guides, jungle cooks, cooks, motor-taxi, and boats. The system ensures that all members receive the same benefits and therefore minimizes any a conflicts of interest among them. Additionally, members are recruited every year to be part of the project and are given training as well as equipment to enable them to meet the requirements and standard of service for the community. Income from the tourists are shared into two accounts, where 80% of the income is shared to the service providers who provide the direct

services, and 20% of the income is kept in the CBET Fund for further operation and management of the project.

Figure 6: Current management structure of the Chi Phat community
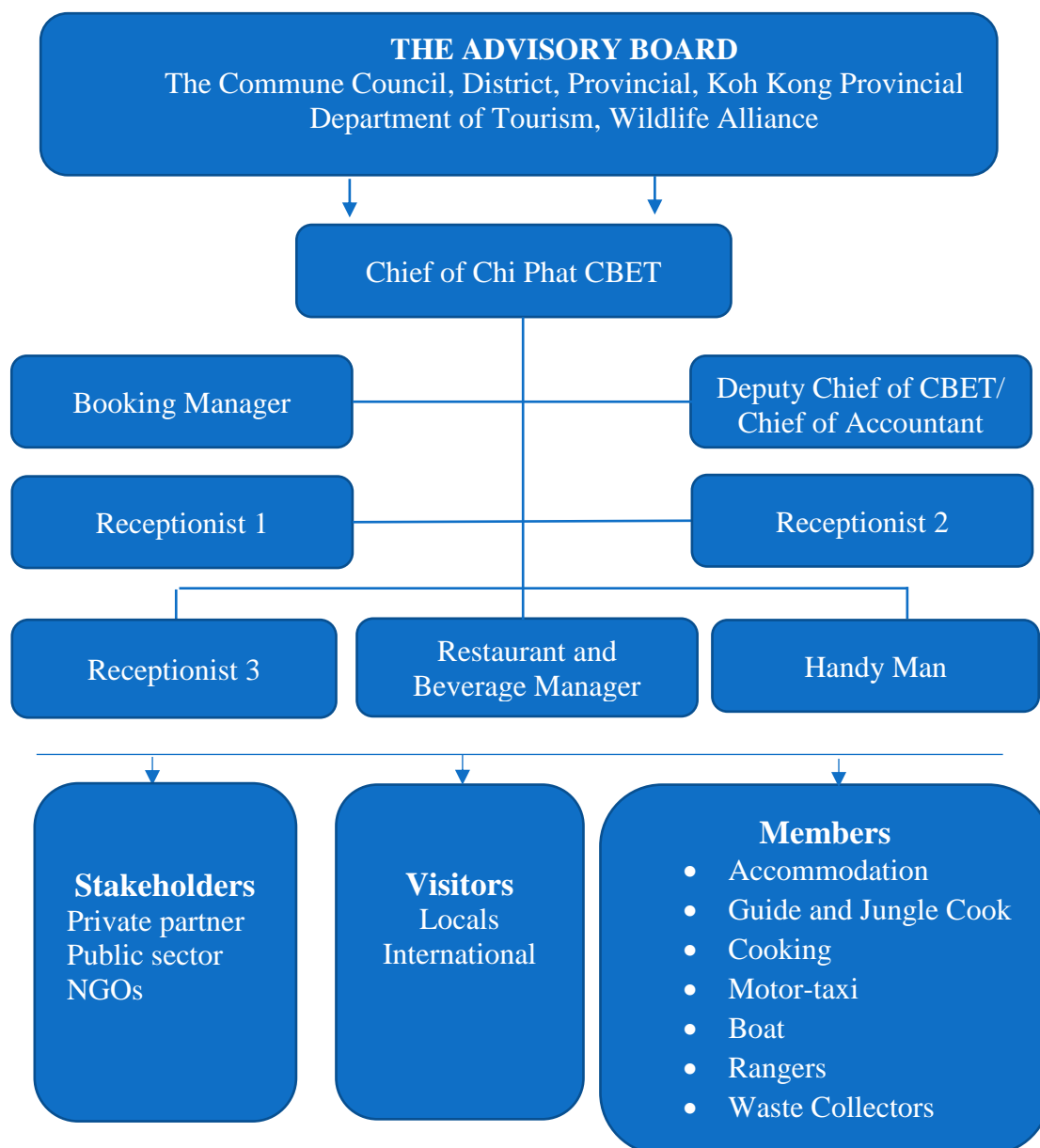
Source: Wildlife Alliance, internal report, 2014

Figure 6 explains the management structure of the community. Decision making for the community can be made through discussion with the Advisory Board which includes the local and provincial authority. This Advisory Board was created during the internal regulatory changes that were needed when the community was established. Under the Board is the head of the community who leads the operation while other management committee members have equal responsibilities to one another. They together work in a direct relationship with visitors, members and stakeholders.

1.3.3.5. National and International Awards

Despite some potential threats to the community, such as the proposed titanium mining project (2011) and sand dredging, Chi Phat has long been battled with the issue of illegal logging and wildlife poaching. After many years of development, Chi Phat has managed to receive many recognition awards from local and international organizations as it is seen as one of the best communities in Cambodia (see table 5). For instance, in 2010, Chi Phat was one of six community based eco-tourism sites in Cambodia to win a USAID sponsored award called 'Hidden Treasures' for its sustainable development potential (Reimer & Walter, 2013). Recently (2015), Chi Phat was one among 11 other projects which received an international award from DIAPB (Wildlife Alliance, 2015). The Chi Phat project and its leaders have also been the subject of news stories in both local and international newspapers and magazines, as well as on many channels of Cambodian national radio and television (Reimer & Walter, 2013). Therefore, Chi Phat is considered one of the successful CBT projects.

Table 5: List of awards for the Chi Phat community

Year	Name of Awards Received	Award Providers
2010	'Hidden Treasures' for its sustainable development potential	USAID, Cambodia
2010	'Top Ten Must See Destinations' as the 'Best Eco-tourism in Cambodia'	Lonely Planet
2014	'Clean Resort'	Ministry of Tourism, Cambodia
2015	'Best Practices' to Improve the Living Environment (DIAPB)	Dubai International Award, United Arab Emirates
2015	(1) 'Best Practice Green Business' (2) 'Best Practice Social Wellbeing and Cultural Heritage'	Prime Minister awards, Cambodia

1.4. Research objectives

The study examines the perception of stakeholders in regards to community success through consulting academic literature on community success and key factors for community success.

The objectives of this thesis are:

  (1) To review the literature on CBT in order to evaluate factors of success
  (2) To determine how different stakeholders perceive intrinsic or extrinsic factors of success for the Chi Phat CBT destination.

(3) To develop an integrative framework of factors of success for CBT

The center of the study is to focus on objective (3) while the first two objectives help to provide an understanding for key success factors of the Chi Phat community.

1.5.   Methodology

The research problem is people's perception of success, therefore the appropriate research methodology is qualitative. A qualitative approach through a case study method will be used to gain deeper understanding. It helps the researcher to gain in-depth understanding of the issues, address the central research questions, and validate the findings. The appropriate research tools are interviews. Interviews, which are recorded with the consent of interviewees, can encourage Respondents to discuss in further detail relevant issues or their perception of them (Haniza Mohamad & Hamzah, 2013). A purposeful sample of diverse groups of stakeholders involved in the Chi Phat community will be used for data collection. A series of semi structured interviews will be carried out to collect significant information with the key stakeholders who have worked in the tourism sector. The literature review analysis is to construct a perceptual understanding of success. Though, the tool NVivo will be used for analysis interviews throughout the research process.

1.6.   Significance of the study

Chi Phat is the successful community based tourism destination in Cambodia because it generates a great amount of incomes, provides jobs to at least 275 of its members among 640 families and has received recognition from the government, especially the prime minister who recently handed the award to the Chi Phat community as (1) 'Best Practice Green Business' and (2) 'Best Practice Social Wellbeing and Cultural Heritage'. The study aims to understand why the Chi Phat community is successful so they could be replicated by other CBT projects. In addition, the study sets out to understand how stakeholders who play a very important role in the development of Chi Phat CBT project perceive success in order to understand difference and similarity thus contributing the future management of stakeholders.

1.7.   Thesis structure

Chapter I is an introduction to the topic, providing research context, and clarifying the research problems and the research objective. This chapter has indicated the significance of the study to the success CBT destination by examining key success factors as perceived by different stakeholders.

Chapter II reviews the various streams literature that are necessary to review in order to address to the research objective, in particular the stakeholder and partnership theory, and the key success factors both intrinsic and extrinsic. Lastly, it concludes with a conceptual framework.

Chapter III outlines and describes the methods used to collect the data required for this this study and how it is going to analyze. It includes research process, data collection and analysis, and the analytical framework.

Chapter IV and V presents the findings of the study, which are captured by four different models from four stakeholder groups, and then they are integrated using the analytical framework. The later chapter compares the four models, discusses the findings and extrinsic and intrinsic factors, and concludes with an integrative framework of community success.

Chapter VI aims at concluding the study and revisits the research objectives. It then discusses the contribution of the study, its limitations and recommendations for future study.

Chapter II: Literature Review

2.1.   Introduction

The literature review starts by outlining the concepts of community based tourism (CBT), stakeholder theory, with particular regard to collaboration and partnership, and stakeholders value and belief systems, and exactly what success means and how this relates to community tourism success. Drawing out on the previous chapter, this section sets out to explore the concept of success of a tourism destination, in particular CBT, from an academic perspective; that is how it is defined and its use in tourism studies to date. The second part of the literature review looks more closely at the extrinsic factors of success by pulling academic evidence from previous studies from different locations around the world. Then, intrinsic factors will also be discussed, in order to define and explain why intrinsic factors would be important to include as key factors involved in the success of CBT. Both extrinsic and intrinsic factors are important for creating a framework for CBT success; essential to address the objectives of this thesis. Throughout this literature review, research gaps will be identified in order to remind readers of what has been studied and what has not, and hence why this research has been conducted. Finally, a conceptual framework will be drawn out from the literature review and a conclusion summarizing the chapter.

2.2.   Tourism in developing economies
2.2.1. Global view of 'tourism'

Tourism is considered to be an industry of 'experiences'. It is the key revenue sector for many low and middle-income countries and there is a continuous search for ways to ensure that a greater share of the benefits reach the poorest segments of the community in those countries (Von der Weppen & Cochrane, 2012). Tourism and its associated entrepreneurial opportunities have been one of the most popular non-traditional rural development strategies because of its ability to generate foreign exchange earnings by bringing in foreign currencies, creating employment opportunities, supporting retail growth (Blackman et al., 2004; Schneider, 1993; UNWTO, 2010; and Wilson, Fesenmaier, Fesenmaier, & Van Es, 2001), and increasing income levels (Blackman et al., 2004). Tourism can enhance the lives of the local people, largely through improving their economic circumstances (Telfer & Sharpley, 2008). Tourism is frequently associated with a community´s inherent cultural and natural resources (López-Guzmán, Sánchez-Cañizares, & Pavón, 2011). This is because its development depends on local specifics, such as, cultural heritage, tradition, and natural conditions (Jarábková & Hamada, 2012) as its selling points. Natural assets, such as, rivers,

valleys, bush, and landscapes provide key reasons for tourism in the area (Simpson, 2008). The development strategy results from the use of local resources for such a development, especially in creative geographies that have favorable atmosphere which offers authentic experience and relaxation. Hence, this can shape and control the expectations and experiences of future tourists (Gao, Zhang, & L'Espoir Decosta, 2012).

Basically, some tourists are seeking a paradise in which they believe their fantasies can be indulged and satisfied (Gao et al., 2012). However, each belief represents a misrepresentation of reality in which the perception of a destination is more important than the reality (Gao et al., 2012). This was supported by the postmodernist argument that different tourists perceive the same destination differently based on the power of their intellect and imagination (Gao et al., 2012). Postmodern refers to post-tourism which represents a particular type of tourist and the way of interpreting tourism experiences from a post-modern perspective (Beeton, 2006). Changes in economic regime from Fordism to post-Fordism, and cultural regime changes from modernism to post-modernism resulted in the emergence of new forms of tourism such as Pro-Poor Tourism (PPT), Community-Based Tourism (CBT), and Community Benefit Tourism Initiative (CBTI) (Ghasemi, 2014). Tourism is seen as an end in itself, not as a means to the loftier goals of personal development, cultural interaction or education.

> "If this is how those visiting communities perceive tourism, then this will affect how the community can benefit from tourism and develop in the ways it desires" (Beeton, 2006, p. 21).

2.2.2. Community Based Tourism (CBT)

In 1985, Murphy defined the concept of CBT through his analysis of various aspects of tourism and developing local communities. CBT is a form of responsible tourism that supports local communities and improves livelihoods. The tourism destination is managed by the local community members (Ministry of Tourism, 2015). The CBT approach has become the alternative means of mass tourism, especially in developing countries over the last couple of decades. For many mass tourism destinations, tourism is an essential part of the development and growth of the area, for example, in the emirates, Dubai and Abu Dhabi (Sorensson, 2011). In a small country or a small island, mass tourism tends to have a large impact on GDP and foreign exchange inflow. Eventually, this will have positive effects on the economic factor (Sorensson, 2011), for instance, tourist activity grew with hotels on the coast and the shore, travel agencies carrying new tourists, and cars packed with families

crossing the border. However, mass tourism is more likely to entail environmental damage and is less sustainable than alternative tourism (Bramwell, 2004, p. 16). Archer (1996, as cited in Sorensson, 2011), argued that many countries are heavily dependent on tourism to maintain and increase their level of income and employment. However, an issue for tourism is seasonality of demand (Sorensson, 2011). At numerous destinations tourists only visit a few months each year which is not sustainable from an economic, social or an environmental aspect (Sorensson, 2011).

2.2.3. CBT' principles

CBT has been widely used to describe alternative forms of tourism development which are aimed at maximizing the benefits flowing to local people (Kusumawati, 2015). It involves community empowerment, ownership (Al-Oun & Al-Homoud, 2008; Kontogeorgopoulos, 2005), involvement of community members in the tourism activities (Suriya, 2010), and management of the unique characteristics that make up a community's essence of place and function as a tourist attraction (Al-Oun & Al-Homoud, 2008). The main benefits of community tourism are the direct economic impact on families, socio-economic improvements, and sustainable diversification of lifestyles (López-Guzmán et al., 2011). *CBT is seen as a strategy to promote and foster community development in developing countries, (Mtapuri & Giampiccoli, 2014), especially in regions where natural resourced based economies are thriving*, a small portion is contributed to local or regional economies (Lemelin, Koster, & Youroukos, 2015). Tourism, particularly small-scale and locally owned ecotourism ventures, is identified as a tool to enhance the livelihood of people around protected areas. The linkages, however, vary with the level of tourism development (Nyaupane & Poudel, 2011). Indirectly, tourism helps to empower local communities and build capacity which, in turn, improves their livelihoods. Empowerment is a multi-dimensional concept, including economic, social, political, and psychological empowerment (Nyaupane & Poudel, 2011). CBT is a fundamental instrument of economic development and poverty reduction in certain geographical areas (López-Guzmán et al., 2011). CBT is based on the creation of tourist products characterized by community participation in the development and it has emerged as a possible solution to the negative effects of mass tourism in developing countries (López-Guzmán et al., 2011; Mtapuri & Giampiccoli, 2014). It is a legacy of the idea that community participation and stakeholder cooperation should be commonplace practices in the tourism development process (Tolkach, King, & Pearlman, 2013). CBT aims to support community development and to

improve the livelihood of local residents, such as, through job creation and investment returns to the community, and environmental protection.

Many scholars, entrepreneurs, community activists, and tourism planners have attempted to define, extend and identify best practice involved with CBT since the mid-1980s (Kontogeorgopulos et al., 2014). Common CBT attributes that are documented in the literature, include; home-stay standards, benefits to local communities, active participation by the community in tourism planning, enhanced host-guest interactions, communal management of tourism in general and of profits in particular, and preserving cultural and natural heritage (Tolkach et al., 2013). Moreover, they have found a number of attributes that contribute to the success of a community by looking at case studies from different geographical areas around the world, these include Southern Africa, Thailand, Malaysia, and Namibia; and in developed countries such as Canada and Great Britain. Many studies into Cambodia's CBT focus on guest-host relationships or comparative studies of two CBT sites (Ven, 2015), the characteristic of CBT (Reimer & Walter, 2013), economic impacts of CBT (Hewlett, & Nicholls, 2011), sustainable tourism and poverty reduction (Som, 2011), and CBT and empowerment of indigenous people (Bith, 2011). Thus, there are no studies on success factors specifically for Cambodia's CBT. Globally, previous studies have largely emphasized extrinsic factors of success (table 6), such as, economic gain (Lemelin, et al., 2015; Parker, ; & Khare, 2005; and Choi, et al., (2006), leadership (Blackman et al., 2004; Haven-Tang, Jones, & Webb, 2007; Iorio & Corsale, 2014; Kontogeorgopulos et al., 2014; Laing, Moore, Wegner, & Weiler, 2008; and Lemelin et al., 2015), local participation (Bornhorst, Ritchie, & Sheehan, 2010; Choi & Murray, 2010; Choi & Sirakaya, 2006; Iorio & Corsale, 2013; Lemelin et al., 2015; Maxim, 2014; and Parker & Khare, 2005), and location or infrastructure (Freeman, & Thomlinson, (2014); Kontogeorgopulos et al., (2014); Bornhorst, et al., (2010); and Haven-Tang et al., (2007). These studies have neglected to explain the intrinsic factors which are important to a community's success too, such as, enhanced community pride or a sense of belonging, community beautification, and social cohesion. Lemelin et al., (2015) have suggested that future researchers should look into the intrinsic factors of success of CBT.

2.3.   Stakeholders Theory
2.3.1. Stakeholders, collaboration and partnership

Freeman (1984, as cited in Yodsuwan & Butcher, 2011, p. 64; Álvarez, Moreno, & Mataix, 2013, p. 596 ; Orgaz Agüera, 2013; and Zehrer & Hallmann, 2015, p. 121) stated that

stakeholders are "any group or individual who can affect or is affected by the achievement of the firm's objectives' and may be either primary (those that have a direct impact on the firm usually engage in economic transactions) or secondary (those that are not directly involved with the firm and are not engaged in direct economic exchange but who are affected by the firm and indirectly may influence it)". Stakeholder theory is normative when it accepts that 'stakeholders are a person or group with legitimate interests in a cooperation and that 'the interests of stakeholders are of intrinsic value' (Getz & Timur, 2012). Figure 7 provides an example of stakeholders to the community rom a study into the CBT by Asker, Boronyak, Carrard, & Paddon, (2010). UNWTO (2004, p. 27), added that members of 'communities' are of local community groups, native and cultural groups and traditional leaders.

Figure 7: Examples of tourism stakeholders external to the community
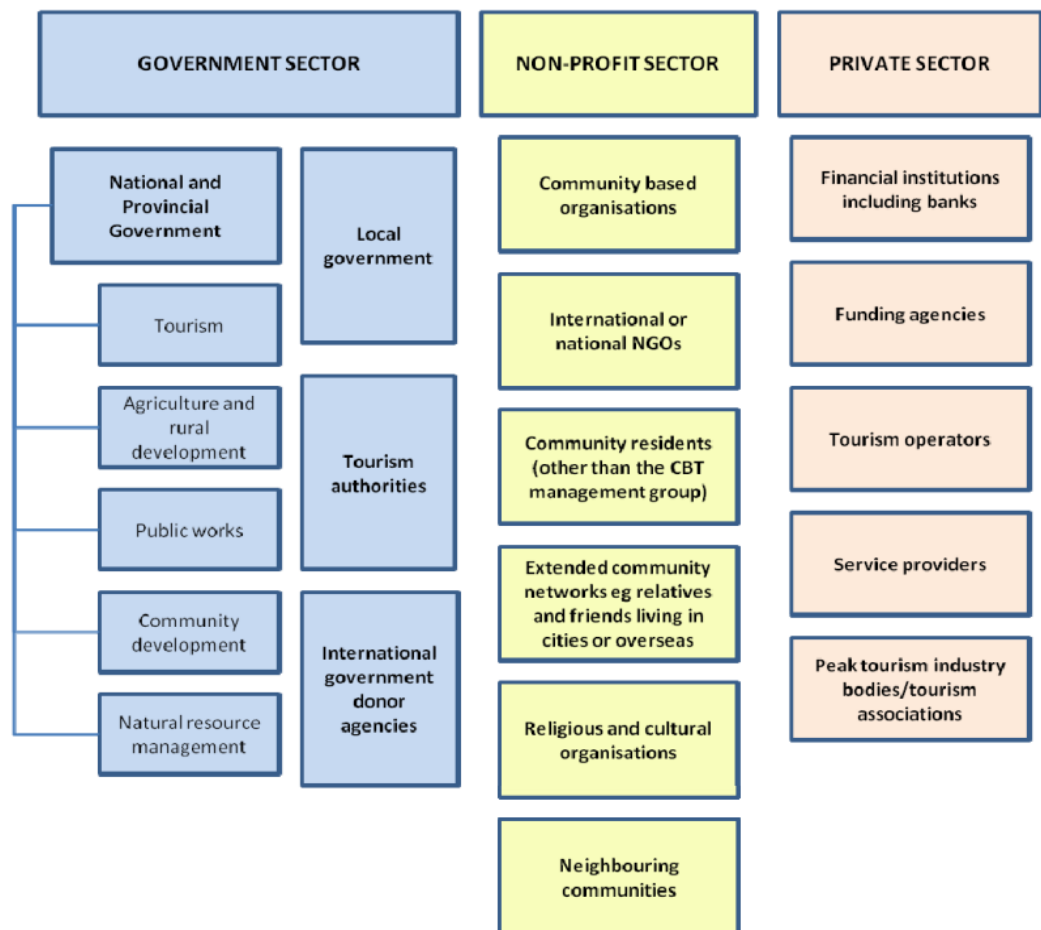
Source: Adapted from Asker et al., 2010, p. 79

It was suggested to consider about partnership with other organizations and consulting all stakeholders (including the tourism industry and the local community) when planning

tourism development in a destination as it would have a positive contribution to sustainable tourism implementation (Maxim, 2015). Lack of collaboration and partnership is a well-known phenomenon in the tourism industry. Figure 8 presents an effective tourism collaboration among stakeholders. Trust, communication quality and interdependency contribute to the effective and satisfactory collaboration between all stakeholders (Yodsuwan & Butcher, 2011). Collaboration is crucial in securing benefits, making policy, and solving problems among stakeholders (Okazaki, 2008; Svensson, 2005). Collaborative means to achieve common goals, often working across boundaries and in multi-sector and multi-actor relationships. Collaboration involves the willingness of parties or stakeholders involved to enhance one another's capacity for mutual benefit. They share risks, responsibilities and rewards, invest substantial time, share common turf, have high levels of goals, is based on the value of reciprocity, and can include the public (Poocharoen & Ting, 2013).

Figure 8: Model of effective tourism collaboration
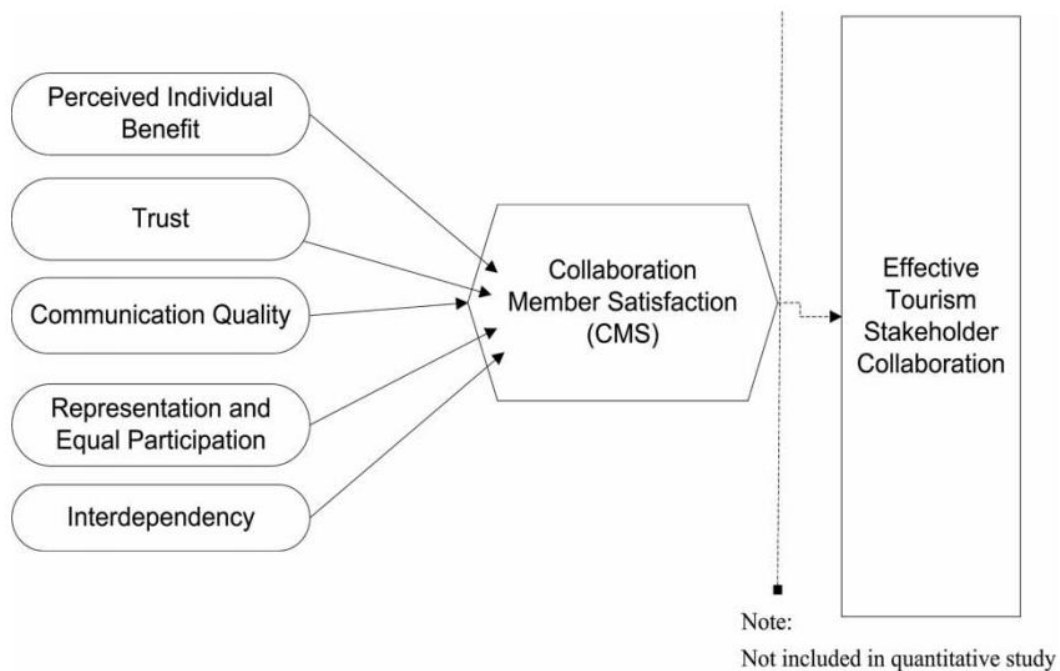
Source: Yodsuwan, & Butcher, (2011, p.67)

Partnership is an example of the collaboration between stakeholders. "Partnerships are a combination of people and organizations from some of public, business, and civil constituencies who engage in voluntary, mutually beneficial, innovative relationships to address common societal aims through combining their resources and competencies" (Svensson, 2005, p. 33). It can also be regarded as two or more parties who volunteer to

work together in order to accomplish collaborative goals (Ajagunna, 2014). Ritchie and Crouch (2003, as cited in Zehrer & Hallmann, 2015, p. 121), stated destination stakeholders include both private and public actors: private entrepreneurs operating hotels, restaurants, the DMO, retailers, transportation companies; and public stakeholders, such as, tourism destinations, government and/or universities. Among various forms of collaboration for tourism destinations, partnerships between the public and the private sector have a well-established position. Tourism is dependent on many external factors, so partnerships are bound to involve multiple stakeholders (Okazaki, 2008). In Cambodia, study into collaboration and stakeholders in CBT is limited. Bith's (2011) study on CBT and the empowerment of indigenous people stated that there are two key powerful groups of stakeholders involved in the collaborative process within CBT development; the government (public sector) and NGOs, therefore excluding the private sector.

2.3.2. Value and belief systems of stakeholders

Value and belief systems have been discussed and studied over many years in regards to different stakeholders groups including those who involved in environmental and health issues. However, there seems to be a decline in research of this topic over recent time and little appears to be known regarding CBT and the value and belief systems of the stakeholders involved with CBT. Rokeach (1973, as cited in Fan, 2000; Korukonda, 1991, p. 46) defined values as enduring belief (s) that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence. There is a general consensus about the relationship between values and beliefs. Beliefs can normally be changed by presenting supporting evidence while values tend to be persistent and difficult to change. "Values are abstract ideals, positive or negative, not tied to any specific object or situation, representing a person's beliefs about modes of conduct and ideal terminal modes" (Korukonda, 1991, p. 46). Rokeach (1973, as cited in Fan, 2000, p. 4) suggested that cultural values shape people's beliefs and attitudes and guide their behavior. Cultural values establish the norms or standards by which everything in a society is judged (Fan, 2000), however they do not hold exactly the same values. Converse (1964, p. 207, as cited in McCright & Dunlap, 2008, p. 653),) defined a belief system as a configuration of ideas and attitudes in which the elements are bound together by some forms of constraint. Ritchie and Crouch (2003, as cited in Zehrer & Hallmann, 2015), stated that a tourism philosophy is a general principle of beliefs and values of a destination and therefore defines the overall nature of tourism in a destination.

In Asian culture, the public sector's value is more of bureaucracy and governance where the flow of authority and communication is from a high to low (top-down) direction (Fang & Faure, 2011). Politically, the government has the power to command onto the lower level. Svensson (2005) also argued that the government sector at local, regional, and national level can facilitate tourism cluster development by efforts in various areas. For instance, they provide support, identify markets, as well as improve policies that affect tourism (Svensson, 2005). More importantly, it provides specialized infrastructure that benefits the tourism environment, implements appropriate training and education, and, in some cases, offers extended financial support to assist the growth of the destination. However, the public sector needs to be a partner in a collaborative process rather than the central power (Svensson, 2005). In the network society, old forms of governance based on command and control forms of imperative orders appear to be increasingly ineffective, as there has been a decline in hierarchical or top-down methods for determining goals and means (Svensson, 2005). The private sector is more focused on capitalism, that is profit and business oriented (Tolkach et al., 2013, p. 323). It engages in joint efforts in a business environment and has control only over a subset of the relevant policy areas (Svensson, 2005).

2.4. Community tourism success
2.4.1. Definition

According to Komppula (2004), success is often associated with the achievement clearly defined and measurable performance targets which maybe of a subjective nature as well as financial. Hence, the measurement of success requires the evaluation and check between objectives and achievements (Komppula, 2004). Most studies conducted, from an internal perspective, base success and performance on a single aspect, such as, marketing, pricing, product offerings, membership, and quality. However, the evaluation of destination success must be addressed through input (for example, effective marketing) and output variables (for example, increase in visitation), comparative and competitive advantages, and measured from the viewpoints of all stakeholders involved in the tourism system (Bornhorst et al., 2010). There are a wide range of reasons given for identifying particular CBT initiatives as successful, however the initiative must contain the following five main reasons for success; social capital empowerment, local economic development, improved livelihoods and standard of living, conservation or environment, and commercial viability and to ensure the collective benefits (Goodwin & Santilli, 2009). Meanwhile, indicators of success could be both implicit and explicit. It is easy to understand and measure success when the indicator is explicit or tangible whereas it is difficult to understand the

phenomenon if it is implicit or intangible. Lemelin et al., (2015) and Maxim (2015) suggested to look at determinants of success of the tourism destination based on intangible factors.

2.4.2. Key issues of CBT

Even though it was believed that CBT could be a better way of tourism for developing countries, it also has numerous drawbacks caused from internal and external factors. Blackman et al. (2004) in their study of peripheral regions highlighted some key themes that were challenging for rural tourism development, such as, limited access to finance, a lack of appropriate skills, low entrepreneurial motivation, a lack of understanding of the relevant markets, a focus on costs and prices rather than quality of the products or experiences offered, and a tendency to rely on the public sector or large businesses to take the responsibility for regional planning and marketing. Tolkach et al. (2013) elaborated on Blackman et al.,'s (2004) study on the important key themes which led to failures of community development, these included insufficient income generation and inappropriate resourcing to sustain the operation, insufficient market demand, limited capacity on the part of community residents to participate in the tourism development, heterogeneity of a community and complex power relations within the community. There was also an over-reliance and long-term dependency on external actors; such as, various levels of government and international non-government organizations, which hinders the empowerment agenda of CBT (Tolkach et al., 2013). On the other hand, conflict is another issue in community tourism development. The energy, commitment, and creativity within many community development projects were often accompanied by arguments and factions, in some cases resulting in the closure of projects (Pitchford & Henderson, 2008). Another issue of CBTs is the lack of appropriate skills in response to the demands from foreign visitors, hence foreign companies become established and take over control, which leads to a conflict of interest with the local entrepreneurs (Kontogeorgopoulos, 2005). In addition, a lack of collaboration between stakeholders and of linkages between initiatives may explain the failure of many tourism developments (Tolkach et al., 2013).

CBT has also been strongly criticized with respect to low economic impact in terms of jobs and income, the result of small-scale interventions, its low life expectancy after external funding ends, the monopolization of benefits by local elites, or the lack of business skills to make it operational (Zapata, Hall, Lindo, & Vanderschaeghe, 2011). A key challenge in sustainable tourism is to develop economically viable enterprises that provide livelihood

benefits to local communities while protecting indigenous cultures and environments (Shakeela, Ruhanen, & Breakey, 2011). While it is important to take a community approach to tourism development, rural tourism development and entrepreneurship cannot work without the participation and collaboration of business persons directly and indirectly involved in tourism (Wilson et al., 2001). However, if well developed, CBT has the power to mend the resentments of local residents through empowering the local people by generating employment opportunities, thereby improving their income and developing their skills and institutions (Kibicho, 2008). Similarly, community-based ventures, if properly run and managed, can promote the conservation of natural resources and increase local benefits through participation in tourism activities (Sebele, 2010).

2.5.   Key factors for community success

CBT is a local tourism enterprise so the literature on small and medium enterprise would be relevant. According to Lemelin et al., (2015); and Von der Weppen & Cochrane, (2012), factors or indicators for success for small and medium enterprises were divided into two categories: *integrative drivers cover* leadership, strategy and organizational culture; and *implementing mechanisms* cover processes and structure, human resources, financing, governance and performance measurements. This would apply to the local tourism business which is in the small scale. Strong 'integrative drivers' are essential in high performing businesses where the areas of leadership, strategy and organizational culture are firm. Key management area is an element of the implementing mechanisms' or known as success factors or indicators. According to the study of Von der Weppen & Cochrane (2012), the most likely success factors are known as strong leadership, clear market orientations and organizational culture. Evidence from the literature suggested that there are several factors which contribute to the success of CBT initiatives. Extrinsic motivation seems to outweigh the intrinsic motivation. Anyhow, it is found that evaluation indicators seldom include the qualitative and less tangible outcomes that can help contextualize the results of local initiatives, such as outcomes that relate to community pride and fostering of social linkages, rather than employment rates or retail sales (Koster & Randall, 2005). However, there are some overlaps between intrinsic and extrinsic factors for the success in this regard. For instance, local participation, considered an extrinsic factor is affected by inner-side motivation factors including; the degree of control on decision-making, needs for self-development, role in community development, sense of belonging, gain in self-respect or self-fulfillment, and income generation (Ebrahimi & Khalifah, 2014).

2.5.1. Extrinsic factors

Extrinsic motivation involves external motivating factors, such as financial gain or some form of recognition [an award or good grades] (Levesque, 2012). According to the recent literature of community success factors, numerous factors have been found to have contributed to the success of a particular destination or community. However, the dominant factors are economic, leadership, community participation, accessibility or location, marketing and product and planning (Lemelin et al., 2015). Table 6 briefly indicates the authors who have studied the topic and identified the main success factors.

2.5.1.1.   Economic

Many authors have found that economic factor is one of the (main) attributes which contributes to the success of the community project (Choi et al., 2006; Lemelin et al., 2015; and Parker et al., 2005). A way of assessing or defining success of community projects is by looking at examples of other CBT initiatives, for example the Aboriginal tourism enterprises in a Canadian case study carried out by Lemelin et al., (2015). These studies usually focus on economic gain, for example, revenue occupancy, employment, years in operation, cultural authenticity, and locus of control (Lemelin et al., 2015). Regular economic gains from formal or informal sector employment and business opportunities help to economically empower the community. Shared income among community members also helps improve local livelihoods by providing infrastructure, education, and health (Nyaupane & Poudel, 2011). UNWTO also issued a guidebook about sustainable development for tourism destinations and a broad range of economic indicators were explained (UNWTO, 2004, p. 128). Employment, business investment in tourism, tourism revenue, community expenditures, net economic benefits, and changes in cost of living were included in the economic section (Choi et al., 2006, UNWTO, 2004). In all, employment and income are the most frequent example of an economic gain (Hall & Boyd, 2005).

In Lemelin et al.'s (2015) study, it was found that besides economic factor, there are indicators to define success for tourism destination, such as, planning, leadership, community, and legislation (Lemelin et al., 2015). However, the paper failed to cover the intrinsic factors that were introduced at the beginning of the paper and was not critical of those intrinsic factors, such as, a sense of pride or belonging or community beautification. Too often, the economic significance of tourism such as employment and economic impact

overwhelms other more intrinsic reasons for the development of the industry (Singh, Timothy, & Dowling, 2002)

2.5.1.2. Management and leadership

Leadership has been perceived and mentioned by a number of authors as the main attribute for community success (Blackman et al., 2004; Haven-Tang et al., 2007; Kontogeorgopulos et al., 2014; and Lemelin et al., 2015). Factors influencing success of CBT in recent articles included case studies of Thailand's CBT (Kontogeorgopulos et al., 2014). The success factors of the Mae Kampong Community in Chiang Mai, northern Thailand's largest city, are geographical advantages, external support, and the role of leadership (Kontogeorgopulos et al., 2014). Vajirakachorn (2011), who studied the floating markets CBT in Thailand, summarized ten success factors he found through his study, these included, community participation, benefit sharing, tourism resource conservation, partnership and support from within and outside of the community, local ownership, management and leadership, communication and interaction among stakeholders, quality of life, tourists satisfaction, and the scale of tourism development which agreed to the existing literature in the field.

Leadership is one of the factors for determining success, not only for the community based tourism but also for other kinds of tourism businesses. In Haven-Tang et al.'s (2007) study of the developed tourism destinations like in the UK, leadership plays an important a role as networking, branding, skills, infrastructure, and bidding. However, types of leadership differs from one community to another and the efforts of local leaders can make a difference in the response of communities when faced with a problem (Wilson et al., 2001). To be successful in a tourism development effort, there needs to be at least one individual, who, is not only knowledgeable about the tourism industry, but is enthusiastic, energetic, and able to motivate others.

Table 6: A list of CBT's key success factors found in the existing literature

Attributes contribute to success	Sources
Economic and Finance	Lemelin, Koster, & Youroukos, (2015); Parker & Khare, (2005); Choi, & Sirakaya, (2006)
Management and Leadership	Lemelin, Koster, & Youroukos, (2015); Blackman et al., (2004); Haven-Tang, Jones, & Webb, (2007); Iorio & Corsale, (2014); Kontogeorgopulos, Churyen, & Duangsaeng, (2014); Laing, Moore, Wegner, & Weiler, (2008)
Community and Local participation	Lemelin, Koster and Youroukos (2015); Parker & Khare, (2005); Choi & Sirakaya, (2006); Bornhorst, Ritchie, & Sheehan, (2010); Choi & Murray, (2010); Iorio & Corsale, (2014); Maxim, (2015)
Geography, Accessibility and Infrastructure	Freeman, R., & Thomlinson, E. (2014); Kontogeorgopulos, Churyen, & Duangsaeng, (2014); Bornhorst, Ritchie, & Sheehan, (2010); Haven-Tang, Jones, & Webb, (2007)
Marketing &Products/Promotion	Lemelin, Koster and Youroukos (2015); Maxim, (2015); Parker, & Khare, (2005); Cox, & Wray, (2011); Freeman, & Thomlinson, (2014); Bornhorst, Ritchie, & Sheehan, (2010)
Collaboration and Partnership	Maxim, (2015); Orgaz, (2013); Thakadu, (2005); Freeman & Thomlinson (2014); Al-Oun & Al-Homoud, (2008); Tolkach et al., (2013); Alaimo, Reischl, & Allen, (2010); Hiwasaki, (2006)
Planning	Lemelin, Koster and Youroukos (2015); Blackman, et al. (2004); Deng, Arbogast, & Selin (2011)
Social cohesion	Lemelin, Koster and Youroukos (2015); Friedkin, (2004); Stanley, (2003); Schneider, (1993)
External Support	Lemelin, Koster and Youroukos (2015); Kontogeorgopulos et al,. (2014); Freeman, & Thomlinson, (2014); Maxim, (2015), Wilson et al. (2001)
Enhanced community pride/sense of belonging	Lemelin, Koster and Youroukos (2015); Spanierman et al. (2013)
Ownership	Vajirakachorn, T. (2011); Simpson (2008); Hiwasaki, (2006)

2.5.1.3. Geography, accessibility and infrastructure

Location is also a key success factor for some communities. Many nature based and ecotourism areas are geographically remote or isolated, with some marginalized by difficult access (Blackman et al., 2004). Easy access is possibly one of the main benefits for some communities. For instance, in the study of Thailand's CBT by Kontogeorgopulos et al. (2014) of the Mae Kampong community, geographical advantage is assumed to be one of the main elements to make the destination a success. The community is located about 50km from Chiang Mai province, but it can be easily accessed using the good public transport system by the local and international tourists. An example from a Canadian mountain biking case study illustrated that the availability of trails and terrains enabled a majority of mountain bikers to participate in cross-country style riding (Freeman & Thomlinson, 2014). Therefore, recognizing this success factor could also help planners and stakeholders an opportunity to extend development of the sport beyond the inherent natural and constructed attributes; that is by leveraging innovative community tourism development initiatives and features unique to the region (Freeman & Thomlinson, 2014). The mountain biking project also illustrated that the development project and supporting infrastructure play equally important roles in a community's tourism success. Many mountain bike regions have benefitted from well-developed infrastructure, amenities, and the supporting services, such as, accommodation, tour operators, resorts, bike shops, as well as the reputation of the destination (Freeman & Thomlinson, 2014).

2.5.1.4. Marketing and product

Marketing initiatives are also viewed as a process that is important for achieving success for a destination as they require the outlay of resources by the stakeholders involved in tourism to develop marketing programs that will attract visitation (Bornhorst et al., 2010). Destination image, destination branding, and quality visitor experience helps increase the number of visits. The need to market a destination has been well-established as one of the essential management components required to ensure a competitive tourism destination (Cox & Wray, 2011). Destination marketing has traditionally focused on image creation and promotion aimed at achieving growth in domestic and international visitation. It was suggested that destination marketing should adopt a sustainable approach where marketing is integrated with sustainable destination management and development objectives to ensure the needs of both visitors and residents are met in regional communities (Cox & Wray, 2011). Marketing could be used as a management tool to ensure that the 'right kind' of

tourism is developed within regions, taking into account tourism capacity and visitor management issues. Moreover, destination marketing should serve as a mechanism to facilitate regional development objectives to ensure that the strategic objectives of the destinations are achieved (Cox & Wray, 2011).

Quality products or tourism attractions are also crucial to maintain the success. The tourism destination should provide or offer a broad range of products dependent on the preferences of the targeted markets, for instance, natural attractions, a variety of activities both outdoors and indoors, events, cultural products and events, and heritage and historical areas (Bornhorst et al., 2010). A case study of the urban tourism development in London supports these findings. The study suggested that the city has a large variety of attractions to offer, which can cater to a number of categories of visitors with diverse interests, for example, historic buildings, parks and promenade areas, cultural establishments, numerous restaurants, pubs, and clubs (Maxim, 2015). This variety could serve multi-purpose visitors, such as, to visit friends or relatives, to do business or education, or to seek authentic experiences of being in such a colorful and diverse environment (Maxim, 2015). Satisfied experiences from the destination could also boost reputation and visitation.

2.5.1.5. Planning

The common theme of planning covers good working relationships and coordination with private and public sectors, partnerships with regional tourism organizations, and local businesses. It leads to the appropriate development for the environment, especially in isolated regions and it includes community involvement (Blackman et al., 2004). In tourism, planning is necessary to ensure that benefits can reach residents in the community, by encouraging local employment and small business development (Deng, Arbogast, & Selin, 2011), generate a wide spectrum of entrepreneurial opportunities for people from a variety of backgrounds, skills, and experiences, including rural communities (Malatji & Mtapuri, 2012), as well as self-employment (Nyaupane & Poudel, 2011) that could promote higher economic multipliers (Deng et al., 2011). Part of tourism planning and development, is to consider the local residents' attitude towards the development, this is very important for tourism planners and developers in order to avoid negative outcomes. The perception and attitude of residents towards the impact of tourism are important to the planning and the policy consideration for successful development, marketing, and operation of existing tourism programs (Lo, Ramayah, Songan, & Nair, 2013). Dialogue through partnerships and community planning has become the defining model for many community development

practices today. It appears to bring significant gains in terms of more responsive and accountable public services (Pitchford & Henderson, 2008).

2.5.1.6. Local ownership

Vajirakachorn's study (2011) mentioned ownership as one of the attributes of Thailand's CBT success factors. Within the control of local people, it empowers them to stand up and protect their community for collective benefits. More importantly, CBT' principles are to protect local peoples' interests by promoting local management and ownership. It places at the forefront local community needs, participatory approaches, access to resources, equitable distribution, local entrepreneurship, and economic diversity (Al-Oun & Al-Homoud, 2008). According to Hiwasaki (2006), CBT should aim for at least four objectives. First and foremost, to increase the local community empowerment and ownership through the participation in planning and management of the tourism project. Second, to have a positive impact on conservation of natural and cultural resources. Third, to develop social and economic development by enhancing or maintaining economic and social activities that benefits to local people. And fourth, to ensure good quality experiences to visitors who visit the site, (Hiwasaki, 2006). Ownership increases the local participation, therefore it is vital for the development of CBTs.

2.5.2. Intrinsic factors

Intrinsic motivation is based on an individual's natural interest in an activity, an interest that motivates them to engage eagerly and willingly in that activity. No extrinsic reward is required, as this activity is an expression of the individual. Intrinsic motivation is derived from a perceived internal locus of causality, wherein people experience the cause of their behaviour as internal (Levesque, 2012). As suggested by Lemelin et al., (2015), there are other less tangible aspects of success that have influence on the wellbeing of the residents within a community in which, such as, enhanced community pride or a sense of belonging, social cohesion, and collaboration and partnership.

2.5.2.1. Enhanced community pride or a sense of belonging

Sense of belonging is in relation to social support, conflict, and involvement in community activities. It is closely related to indicators of both social and psychological functioning. A 'sense of community' refers to a feeling that members have of belonging, a feeling that members matter to one another and to the group, and a shared faith that members' needs

will be met (Spanierman et al., 2013). For example, members of the community trust each other, get along, willing to help each other, and interacting with each other across social, cultural, and economic lines (Etuk, Rahe, Crandall, Sektnan, & Bowman, 2013). Central to sense of community, sense of belonging has been deemed a universal human need, and thus is vital to mental health. A strong sense of belonging could contribute to the success of the community when every local resident consider the collective benefits.

2.5.2.2.   Social Cohesion

Social cohesion is defined as the willingness of members of a society to cooperate with each other in order to survive and prosper. It is the result of forces acting on each member to remain in the group (Friedkin, 2004). Along with improving status and cultivating hope among individuals, CBT is supposed to encourage community cohesion and harmony (Kontogeorgopoulos, 2005). Willingness to cooperate means they freely choose to form partnerships and have a reasonable chance of realizing goals, because others are willing to cooperate and share the fruits of their endeavours equitably. Social cohesion contributes to a wide variety of social outcomes such as health and economic prosperity (Stanley, 2003).

It was believed that tourism encourages civic involvement and pride within a community. In some cases, it has fostered increased cohesiveness and activated even stronger protection of a culture's way of life (Schneider, 1993). Individual-level indicators of social cohesion include: (a) individuals' membership attitudes (their desire or intention to remain in a group, their identification with or loyalty to a group, and other attitudes about the group or its members); and (b) individuals' membership behaviours (their decisions to sever, weaken, maintain, or strengthen their membership or participation in a group, their susceptibilities to interpersonal influence, and other behavioural indicators of commitment and attachment to the group) (Friedkin, 2004). Membership attitudes and behaviours may have different consequences and be differently affected by the same antecedent conditions and it may be valuable to elucidate these different effects (Friedkin, 2004).

2.5.3. Overlap factors

According to Lemelin et al., (2015), community and local participation seems to be unclear as to whether it is an intrinsic or extrinsic factor. In addition, collaboration and partnership cannot be also distinguished as to whether an intrinsic or extrinsic factor. They are inseparable, therefore they have a strong impact on the community development.

2.5.3.1. Community and local participation

Local or community participation is a factor which contributes to the success of CBT (Ebrahimi & Khalifah, 2014). It has been regarded as a precondition of CBT projects by many scholars (Choi & Murray, 2010; Ebrahimi & Khalifah, 2014). It is important for CBT as local residents play the role in greeting tourists and making them feel welcome so a relationship is created between the host and the visitors (López-Guzmán et al., 2011). Because tourism happens in the community, the involvement of the community is one of the key elements in ensuring the sustainability of such tourism products (Malatji & Mtapuri, 2012). The recognition of the role of rural communities in tourism development has led to the creation of a number of models in which rural communities are acknowledged as both the custodians and principal beneficiaries of protected wildlife (Malatji & Mtapuri, 2012).

Non-participants can be challenging for tourism developers, planners, and managers (Ebrahimi & Khalifah, 2014). The tourism industry is most likely dependent on local resident involvement, through their role as employees or local entrepreneurs, and on residents goodwill towards tourists (Blackstock, 2005). Moreover, community or local people are the assets for CBT. Residents' perceived impacts of tourism on livelihood assets and outcomes may also affect support for the tourism development, especially eco-tourism. Therefore active participation is essential throughout the development process and involves; decision-making, implementation, sharing benefit schemes, and monitoring and evaluation of the tourism development program through the whole process (Kontogeorgopulos et al., 2014). Other studies have also supported that participation is absolutely necessary in decision-making (Gascón, 2013), planning (Blackman et al., 2004) and tourism activities (Gascón, 2013).

Lopez-Guzman (2011) stated that CBT is based on the active participation of the local community. It is certainly an effective way of implementing policy coordination, avoiding conflicts between different actors in tourism, and obtaining collaboration based on the exchange of knowledge, analysis and ability among all members of the community (López-Guzmán et al., 2011). The involvement of host communities (or destination residents), particularly in developing countries, is critical to the success of tourism development and to the creation of more than just a destination (Ajagunna, 2014). Increased local involvement and participation will help to ensure that people are empowered and the conservation of natural resources takes places (Sebele, 2010). Community involvement includes ownership

of decision-making and public participation in the positive economic benefits of tourism, typically by way of small scale businesses whose income stays primarily in the local economy rather than leaking out (Al-Oun & Al-Homoud, 2008). Community participation either in tourism or CBT can take a number of different forms in terms of types of enterprises, such as, accommodation, tour guiding, consumptive or non-consumptive safaris and craft; levels of involvement (from employment to ownerships of joint-ventures operation with private investors); and the nature of participations whether it is individuals or collective (Gebhardt & Novelli, 2007).

Meanwhile, factors described as being highly important for CBT implementation are the inclusion of stakeholders, the evaluation of individual and collective benefits, the setting of objectives, and analysis of decisions to be implemented (López-Guzmán et al., 2011). It advocates capacity building and empowerment as a means of achieving community development objectives. Decision makers and service providers are also interested in influencing the attitudes and behaviour of communities, whether towards education or health or in their willingness to be active in their communities. Community engagement and participation are therefore about communities and individuals helping themselves. Rather than enabling communities to have control over resources and institutions, engagement is framed in terms of promoting personal responsibility and behaviour change on the part of underprivileged communities (Pitchford & Henderson, 2008).

2.5.3.2.   Collaboration and partnership

Tourism collaboration brings a range of benefits for stakeholders such as information exchange and the ability to get to know other people who are involved in the tourism industry (Yodsuwan & Butcher, 2011). The internal stakeholder factors, the resident support in the destination and the community can contribute to the community image and help make tourists feel welcome (Bornhorst et al., 2010). To have the best chance of success and sustainability, rural tourism must fulfil several conditions, one of which is that it must get support and participation from the local government and community (Kayat, 2008). The public – private partnerships are an important part of sustainable tourism. As mentioned by Ritchie and Crouch (2003, as cited in Freeman & Thomlinson, 2014), the public sector plays a very important role in supporting tourism development. Examples of partnership are where the government makes policies and plans, and manages in collaboration with various stakeholders at the national and community level to preserve natural and cultural heritage for tourists and locals in a way that reduces risk for the environment and lifestyle (Al-Oun

& Al-Homoud, 2008). Network or networking have been used widely to describe socially constructed intangible linkages and collaboration between different entities, including individuals, NGOs and businesses (Tolkach et al., 2013). According to Asker et al., (2010), building positive relationships between CBT management teams and other tourism stakeholders enable a strong foundation for effective and sustainable of CBT. CBT in many contexts requires engagement with the private sector and the appropriate relationships between them can benefit community-managed initiatives. Thus, Asker et al. (2010) also suggested that the collaboration between communities and tourism authorities, (including peak industry bodies), can provide benefits around branding and positioning the CBT operation within the wider tourism marketplace. Partnerships and other forms of networks can provide important support for CBT. Relationships between community tourism managers and external organizations or individuals can be invaluable for many aspects of tourism management from product development through to marketing, resourcing, and the development of knowledge and capacity to ensure delivery of a quality CBT experience to visitors (Asker et al., 2010 p. 96). Support can come in many forms, including financial assistance, training in tourism service delivery, networking community managers with other local providers, and assistance with marketing and connecting communities with private operators and government agencies, and aid agencies. (Asker et al., 2010).

According to Wilson et al. (2001) local government is particularly important to tourism development and promotion because they play a very important role in tourism development, such as, to provide funding for tourism development and promotion (Kontogeorgopulos et al., 2014; Wilson et al., 2001). It also creates and maintains infrastructure necessary for tourism, for example, roads, airports, railways, boat launches, reliable water and power services (Wilson et al., 2001) as well as research (Kontogeorgopulos et al., 2014) for tourism employees, business persons and other people working in tourist industries (Wilson et al., 2001). It is important to receive support as well as funding to assist the CBT development project, such as, marketing, research and training support (Kontogeorgopulos et al., 2014), and recognition from the government. In a community level, the legal support is very crucial to ensure its operation and sustainability.

2.5.4. Conceptual framework

A conceptual framework of the study is a theoretical structure of assumptions, principles, and rules that holds together the ideas comprising a broad concept. Miles & Huberman (1994) and Robson (2011, as cited in Maxwell, 2012, p.41), suggested that a conceptual

framework is the system of concepts, assumptions, expectations, beliefs, and theories that supports and informs the research and it is a key part of the research design. According to Maxwell (2005), a conceptual framework is a "visual or written product [or model] that explains, either graphically or in a narrative form, the main things to be studied; the key factors, concepts, or variables and the presumed relationships among them" (Maxwell, 2005, p. 18). On the other hand, a conceptual of a research is something that is not found, but newly constructed and built based on cooperated pieces that are borrowed from elsewhere (Maxwell, 2005).

Figure 9: Conceptual framework for tourism community success indicators
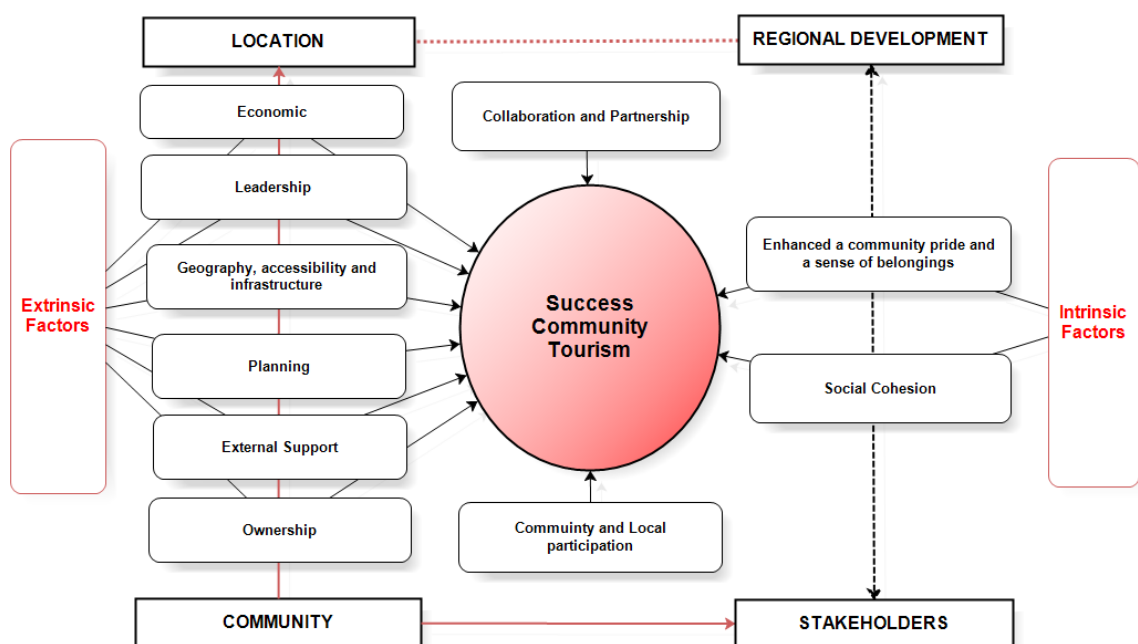
The conceptual framework in this study came from different studies. From the literature, a framework can be developed and presented as in the above model. Community tourism can be success based on multiple factors, including intrinsic and extrinsic factors. Both factors play very important roles in contributing to the success. However, in previous literature, several authors focused more on the extrinsic factors and failed to show how intrinsic factors contribute to the success of a community. Thus, it seems that extrinsic factors outweigh the intrinsic factors (as seen in the framework). The literature also suggested there are two factors that cannot be defined as intrinsic or extrinsic but they play very important role in the community success, so they are not placed under either the extrinsic or intrinsic factors. Typically, the framework (figure 9) was integrated from the literature where community, stakeholders, location and regional development are the main elements of the community

development. The discussion earlier of this chapter on CBT explained community, stakeholder, and location which is associated with the regional development. Therefore, they are represented by figure 9 and situated at each corner of the model.

2.6. Conclusion

To sum up, tourism is a highly competitive industry where to continue to be a leader in the international market, services and products offered and the complementary packages need to be regularly updated. To remain successful in such a competitive global market, a tourism destination needs to develop new strategies and review management. In the last few decades, tourists and travellers have tended to look for different options, seeking authentic experiences and building relationships with the locals. Thus, CBT is still a popular approach of tourism, especially in developing countries where natural resources are untouched. Numerous amounts of research has been conducted in this field in order to understand the phenomenon. There are several factors that could lead a CBT to success. However, there are also drawbacks of CBT that should not be overlooked. The internal key failures are; limited access to finance, a lack of appropriate skills among local residents to participate in tourism development, low entrepreneurial motivation, a lack of understanding of the relevant markets, a focus on costs and prices, and large businesses taking responsibility for regional planning and marketing. The external factors are; insufficient income generation and inappropriate resourcing to sustain the operation, insufficient market demand, heterogeneity of a community, complex power relations within the community, and over-reliance and long-term dependency on external actors; such as various levels of government and international non-government organizations.

According to the previous literature, factors for success of CBT could be both extrinsic and intrinsic. Success indicators were mainly measured by tangible assets, including economic impact, such as, income generation and local employment; leadership, local participation, planning, marketing and product, and geographical advantages. Economic dimension of success was typically measured by the rate of employment, the number of visitors, and income generation and its contribution to the community members. Leadership was measured by how local leaders can make a difference in the response of a community when faced with problems, and who is knowledgeable, enthusiastic, energetic and able to motivate others. The active participation from local residents and the attractions of the community can be seen as successful indicators. Another important aspect of CBT is the collaboration between stakeholders such as community, public, and private sector who influence the

operation of the CBT project. These indicators are critical for success of community developments. However, the majority of the literature focused on explicit indicators while minimal study was made of the implicit side. Implicit indicators to determine success of the community tourism, such as, social cohesion, community beautification, community pride or a sense of belonging are limited. It was argued that as researchers, planners and policy makers, measures of success must be broad enough to reflect the diversity of objectives within communities.

Many scholars, entrepreneurs, community activists and tourism planners have attempted to define, extend, and identify best practice involved with CBT. Most of the research cases studies were of communities from different parts of the world. However, little is known from the stakeholders' perspective in regards to the success of the community development, especially in Cambodia. There is the need to extend research on the success of community tourism and to investigate different levels of perception among stakeholders. Pearce (1992, as cited in Bornhorst et al., 2010, p 581), suggested studies on identifying how different stakeholder groups evaluate success are required in order to capture the many intangible dimensions of the construct. Thus, there is need to further investigate a success story from Cambodia's CBT, and in particular to explore both extrinsic and intrinsic dimensions of success among different stakeholders.

Chapter III: Research Methodology

3.1.   Introduction

The literature review indicated that previous studies focus mainly on the extrinsic factors of success for CBT initiatives and emphasized the need to look at intrinsic factors for success of CBT, especially in the Cambodian context. This chapter illustrates the methodology that will be utilized to explore and investigate the perceptions of stakeholders in regards to the success of Chi Phat CBT for its development. The approach can guide the researcher to gain a deeper understanding and insightful meaning of the problem, especially the meaning of success from the Chi Phat community members, a community located in a remote area of Cambodia. Semi-structured interviews are used as the research method to interview four different groups of stakeholders. In this particular study, purposeful sampling is used for data collection because this technique can be used to collect the information in a way that will address the research objective. The diagram below, figure 10, outlines an overview of how this research will be conducted and the process of data collection.

Figure 10: Research outline
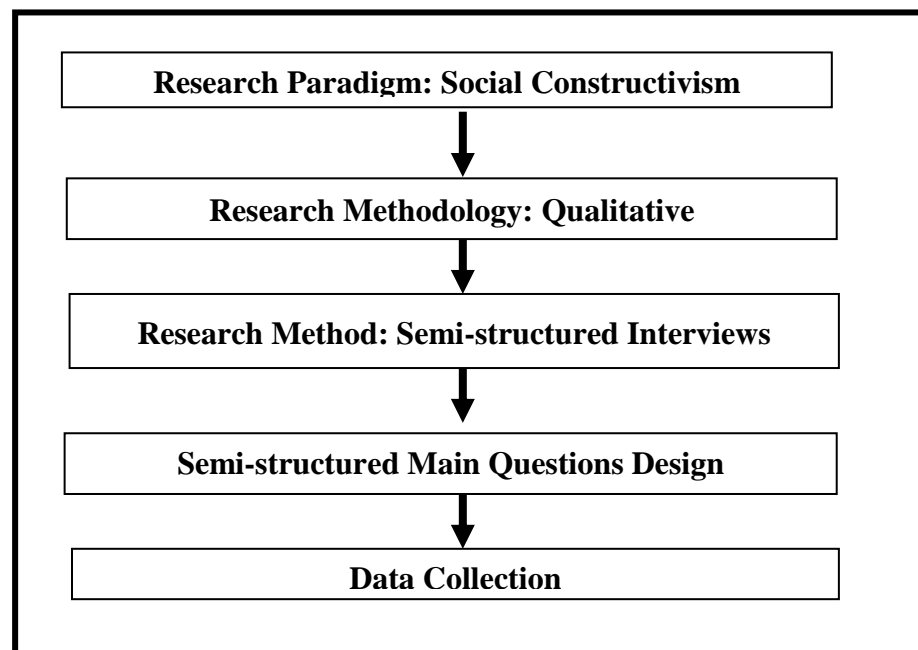
3.2.   Research paradigm

This is a qualitative research project because it is a human understanding of the subject. The research problem is the perception of success, it is not superficial but it is a deep meaning problem and about the people who understand the meaning and how they make sense of the problems. So, it is based on human perception and it attempts to elicit a person's

understanding of the problem. To address the research problem, a qualitative approach is used in this study. The intrinsic factor is a bit more complex. Fundamentally, as a researcher, I try to have a conversation with Respondents about that thought. The conversation is very important. To create the conversation, I do probing and laddering. By using probing and laddering, it gives me a framework to elicit and manage the interview and go deeper and connect what people said in the conversation.

According to Riley and Love (2000), qualitative research provides a perspective that helps researchers and scholars understand phenomena in a different way from a positivist perspective. There are numerous kinds of characteristics that distinguish naturalistic inquiry, (one example of qualitative research), from positivistic inquiry (Riley & Love, 2000). They suggest that naturalistic inquiry was signified by the following qualities: natural setting; human instrument; utilization of tacit knowledge; qualitative methods; purposeful sampling; inductive data analysis; grounded theory; emergent design; negotiated outcomes; case study reporting mode; idiographic interpretation; tentative application, focus-determined boundaries, and special criteria for trustworthiness (Riley & Love, 2000). Qualitative research can be used for theory testing. It allows researchers to bring various theoretical lenses to bear on the phenomenon being investigated and to compare systematically the nature and extent of the insights (Yves, 2011). It may also enable researchers to discover the importance of a previously neglected phenomenon as it provides strong inspiration for new ideas and research agendas (Yves, 2011). The choice of assumptions has practical implications on the design and conduct of the research. There are a number of research paradigms, the four key paradigms, as suggested by Creswell (2007, p. 15), appropriate for qualitative research are, post-positivism, constructivism, advocacy or participatory, and pragmatism. Each paradigm represents the differing beliefs of the researcher which would ultimately influence the qualitative research structure and outcomes. Social constructivism has been selected to be used in this study as the researcher has cultural access to the remote community chosen for the study, and believes the only way to get the relevant information from the various stakeholders is through interviews.

3.1.1. Social constructivism

Social constructivism is socially constructed and given meaning by the people who make sense of the world, especially through sharing their experiences with others via the medium of the language (Easterby-Smith, 2008). It is the way in which individuals seek for understanding of the world, the world they live and work in, and for meaning of their

experiences (Creswell, 2007). Meanings can be varied and multiple and more complex (Creswell, 2007). The essence of social constructivism is that reality is determined by people rather than by objective and external factors. Hence, the idea is not to collect or gather facts and measure how often it occurs, but rather appreciate different constructions and meanings that people place upon their experiences (Easterby-Smith, 2008, p. 59). Using a social constructivism perspective for this study allows focus on what people think and feel individually and collectively. Therefore, the researcher should try to understand and explain why people have different experiences rather than searching for external causes to explain behaviours. The use of a social constructivism stance for this particular study is because it aims to explore the meanings in local context. It is to construct the meaning of success as perceived from different stakeholders' understanding which is very local and unique. The researcher has cultural access to the place of study, and data or information can be more easily obtained through conversation. The analysis or interpretation of the research is for sense making, and the outcome from the study is to understand the phenomenon (Easterby-Smith, 2008).

3.1.2. Role of the researcher in social constructivism

As the interviewees and I, as the researcher, are Cambodian, hence speak the same language and dialect and have a cultural acceptance, I have a unique opportunity in conducting this research. Furthermore, I have previously been an employee of Wildlife Alliance whose initiative to establish the Chi Phat CBT. This means that in Chi Phat, I can be many different people. I am a researcher and a local so I have a better access to the community and collect the required information. This also makes it relatively convenient and easier to gain a deeper understanding from the conversations with community members. It gives me a unique perspective, as I am able to see all these points of view, understand the context and have seen changes. This allows me to bring a broad and inclusive view to my research few others can achieve. This explains how I use the social constructivism as my research method. Social constructivism acknowledges that reality is fluid and changing, and that knowledge is generated in the process of interaction between participant and researcher, and culture and social contexts shape the way individuals see and understand the world (Golafshani, 2003). Consequently, there is a challenge opposed my role as a researcher because the majority of the respondents know me as one of the project's staff of Wildlife Alliance. However, before starting each interview, I have clarified that I do not longer work for Wildlife Alliance. I had resigned from the organization for 2.5 years before this research

being conducted. My data is solely used for the research purpose of my study. Moreover, I am independent, so their answers are not affected by my role as a researcher.

3.3. Research design
3.3.1. Qualitative research

A qualitative approach is fundamentally used for this study as the research problem is the stakeholders' perception of success of Chi Phat, therefore the appropriate research methodology in this context is qualitative. Qualitative research is used to emphazise the socially constructed nature of reality, hence the only viable way to gather information is through interviews. The interviews examine and investigate the patterned conducts and social processes of society. They emphasize the quality of objects and on processes and meanings that are not experimentally measured in terms of quantity, frequency, amount or intensity (Denzin & Lincoln, 1994, p. 8; Rosaline, 2008). Qualitative research involves studies that are used and collect various empirical materials (Denzin & Lincoln, 1994), in multiple forms of data (Creswell, 2014), such as, case study, personal experience, introspection, life story, interview, artefacts, cultural texts and productions, observational, historical, interactional and visual texts that intend to describe people's lives or routine and problematic moments (Denzin & Lincoln, 1994). Qualitative research involves several approaches. These include an interpretive, naturalistic approach to the world, that is the researcher studies things in their natural setting, attempting to make sense of, or to interpret phenomena in terms of the meanings people bring to them (Denzin & Lincoln, 1994, p. 03; Riley & Love, 2000; and Rosaline, 2008). By adopting qualitative methods it is possible to study how people understand concepts and what kind of 'trade-offs' they may make to themselves when weighing up the 'trade-offs' (Rosaline, 2008). It can help us to understand illogical behaviours and focus on the context of people's everyday lives.

According to Decrop (1999), qualitative methods are widely used in market research and are gaining large acceptance in the social sciences (Decrop, 1999). Moreover, the qualitative research approach has also been seen to be used in various studies of CBT, for example, Bunhorst et al. (2010), who studied stakeholders' perspective to identify determinants for tourism success for DMOs and destination. The authors adopted qualitative research to investigate how people in different destinations view a phenomenon of 'success'. Crawford-Welch and McCleary (1992, as cited in Riley & Love, 2000) suggested that qualitative research made significant and valuable contributions to the knowledge base. Qualitative

research is generally based on the belief that people who are personally involved in a particular situation are best placed to describe and explain their experiences or feeling in their own words (Veal, 2006, p. 193). Therefore, a qualitative approach is the appropriate research methodology to study in the context of Chi Phat, because the research problem is stakeholders' perception of success of Chi Phat.

3.3.2. Interview: semi-structured interviews

Interview based research is being used more commonly now in a wide range of tourism topics. Interviewing is valuable when the researcher wants to capture informant's ideas, thoughts and experiences in their own words (Dwyer, Gill & Seetaram, 2012). Interviews, which are recorded with the consent of interviewees, and they can encourage Respondents to discuss in greater detail about relevant issues or their perception of these issues (Haniza Mohamad & Hamzah, 2013). Interview is an opportunity for the researcher to probe deeply to uncover new clues, open up new dimensions of a problem, and to secure rich, accurate accounts based on personal experiences (Easterby-Smith, 2008, p. 73). Semi-structured interview is a guided open interview where researchers enter the interview situation with a number of key questions (Denzin & Lincoln, 1994, p. 649), but those questions are likely to change as new and interesting areas are uncovered and researchers are able to then tailor the questions dependent on the Respondent's position or response (Easterby-Smith, 2008). Semi-structured interview questions have to hold a high degree of confidentiality as responses of the interviewees tends to be more personal in nature (Easterby-Smith, 2008, p. 144). Embarking on semi-structured interviews can be a bit unnerving, particularly for those more used to relying on structured instruments (Rosaline, 2008, p. 120). According to Denzen (1989, as cited in Slemp, 2012), one-to-one interviewing is useful for documenting participants' detailed descriptions of experiences, beliefs and attitudes, and generating an in-depth understanding of their lived experiences. Semi-structured interviews are used in order to develop a conversation about success factors of the Chi Phat community.

3.3.3. Semi-structured question guide

A series of questions will be asked to the participants. However, each question leads to many other questions and hence continues on to a lengthy discussion. Evidence from the literature review suggested to look at intrinsic factors of 'community success', which is more difficult to recall therefore probing a critical reflection needed. Probing technique is used to elicit and understanding. The questions however changed from one stakeholders to another because of the different contexts and positions among them.

- In your opinion, how would you describe the present state of tourism in Chi Phat? Why / how, etc
- What does community success mean to you? What has facilitated that success?
- Chi Phat has been described as a successful tourism community destination? Would you / would you not agree with this? Why / why not
- What factors have contributed to the success of Chi Phat? Please elaborate.

These are the main questions and they help the researcher to understand more deeply how success is perceived. Following each question with 'why' or 'how' is added as it enables Respondents to provide more explanation or information to the researcher.

3.3.3.1. Laddering and probing

Laddering is the technique used by researchers in order to gain more explanation from a particular question. It helps the Respondents to move from statements to descriptive accounts and one way to achieve this is to ask 'why' (Easterby-Smith, 2008). In the interviewing process it is possible to explore a person's understanding of a particular construct by laddering up and down using several questions in one theme (Easterby-Smith, 2008). Laddering up or down is where the researcher seeks to obtain illustrations and examples or occurrences of events (Easterby-Smith, 2008, p.147).

One of the technique of laddering is to use probes while interviewing. The interviewer can employ many probes in order to get more insights and explanations. Probes can help Respondents to provide lengthy illustrations and explanations, as well as to understand the question. Probing can be useful as an intervention technique to improve or sharpen up the interviewees' response, especially in a remote community like Chi Phat as the local people have less access to education and can sometimes get stuck at clearly articulating what they want to say. Hence, the researcher employs probing techniques to help guide the interviewee through the conversation. There are a number of probes that researchers can use in the interview, including, the basic probe, an explanatory probe, the focused probe, a silent probe, the technique of drawing out, giving ideas or suggestions, and mirroring or reflecting (Easterby-Smith, 2008).

- *Basic probe* involves repeating the initial questions and is useful when the interviewee seems to be wondering off topic

- *Explanatory probe* involves building onto incomplete or vague statements made by the interviewee, for example: to ask a question like 'what makes you say that?' or 'what do you mean by that?'
- *Focused probe* involves the way that is used to obtain specific information.
- *Silent probe* is the most effective strategy when the interviewees seem to be reluctant or very slow to answer, stay silent until they break the silence.
- *The technique of drawing out* used when the interviewees has dried up or halted. Repeat the last few words and then look expectant.
- *Giving ideas or suggestions* involves offering interviewees an idea to think about.
- *Mirroring or reflecting* involves expressing in your own words what the interviewees just said

I use all of these techniques in order to get the answer addressed to my research objectives. Because Respondents are different in background, they need different techniques, for example, 'focus probe', 'a technique of drawing out' or 'explanatory probe' are use with the community people, 'silent probe' and 'basic probe' are used with officers from the public sector.

3.4. Data collection
3.4.1. Sampling

The research employs the purposeful sampling as it allows the researcher to purposefully inform an understanding of the research problem and the central phenomenon of the study, for example, the decision to choose who or what should be sampled, and how many people need to be sampled (Creswell, 2007). The study of Chi Phat as a successful CBT destination aims to investigate how stakeholders perceive 'success' of the community. According to Freeman (1984, as cited in Álvarez, Moreno, & Mataix, 2013; Orgaz Agüera, 2013; and Yodsuwan & Butcher, 2011) stakeholders are any group or individual who can affect or is affected by the achievement of the organization' objectives. They can either be 'primary', that is have a direct impact on the organization and engage in economic transactions, or 'secondary', that is they are not directly involved with the firm and are not engaged in direct economic exchange but are affected by the firm and indirectly may influence it.

3.4.1.1. Respondents' profiles

Specific stakeholder groups of the Chi Phat community are targeted to participate and to ensure their inclusion. This ensured a diversity of responses necessary to address the research objectives. These stakeholders would be able to identify and provide insightful of extrinsic and intrinsic factors set for this thesis. Thus, there are four groups of respondents, these are the Chi Phat community members, the project officers from the organizations that support the community, the staff members from the travel agents or tour operators that partnered with the Chi Phat community and the public sector. This include the Chi Phat communal council, the Koh Kong provincial department of tourism and the ministry of tourism. They have been involved in the community development either from the start or half way through. The local residents of the Chi Phat play an important role in supporting tourism activities inside the community since the project was established and throughout its ongoing development and operating process. NGOs have provided technical and financial support to the development of Chi Phat since 2007. Local authority and the government have provided strong legal support in terms of business operating licenses as well as promotion and marketing of the project to national and international audiences. Moreover, the private sector also plays a very important role in promoting and selling tour packages to groups of international tourists.

3.4.1.2. Interview management

The recruitment of the interviewees is made in Khmer (the native language) via email and telephone. The interviews are organized based upon agreements between the researcher and the interviewees. As some of the interviewees are residing in rural areas, a telephone was used as the tool to set up interview dates and venues. Permission for interviews with the private sectors and the NGOs were arranged by email. The interviews took approximately eight weeks (August and September) and the stakeholders are divided in to four groups based on their geographical area and category - involvement in the Chi Phat CBT development.

- *Group I – Community members*
- *Group II – Public Sector*
- *Group III – NGO officers*
- *Group IV- Private Sector*

There were 16 interviews, (13 single interviews and 3 group interviews), conducted within the four groups of stakeholders with a total of 20 respondents, (5females and 15 males).

Group interviews were conducted based on the availability of the stakeholders. Table 7 briefly illustrates how the interviews are managed.

Table 7: Interview's management

Respondents	No. of Respondents	Location of the interview	Duration of the interview
Community committees and members	7	Chi Phat commune, Koh Kong Province	40mns – 1.30 hours
Public Sector (Leaders within the Commune, Provincial Department of Tourism and the Ministry of Tourism)	7	Chi Phat commune, Koh Kong and Phnom Penh	1 - 1.30hours
Non-Governmental Organizations (NGOs)	2	Phnom Penh	1 - 1.30 hours
Private (Travel Agents/Tour Operators)	4	Siem Reap, Phnom Penh	30mns - 1.30 hours

3.5. Data analysis
3.5.1. Data analysis procedure

Pearce (2012) suggested that analytical frameworks are useful in guiding the analysis of the data collected and can serve as a road map for the data. There are four stakeholders groups so the analytical framework can be used to structure the analysis for the data collected in order to communicate the findings (as shown in table 8). In this study, fieldwork notes and summaries are used to form the primary findings. The analytical framework developed based on what have been discussed during interviews. Transcripts were read thoroughly to identify factors which were then related back to the literature. Factors that were mainly stressed by respondents and repeated to the literature are categorized as core factors of success. Other factors that were mentioned in the literature but considered not important by respondents are called sub-factors. However, there are key words that usually appeared in the discussion and were not identified in the literature. These are called emerging themes. NVivo is used through the whole research procedure. NVivo is helpful in the procedure of analyzing the data. It is used to store and code all transcripts that have been translated from

Khmer to English as well as to draw the model of framework. Then, information from the participants' words are quoted at length to support the findings.

Table 8: An analytical framework

No.	List of key factors of success	Community	NGO	Private Sector	Public Sector

3.5.2. Qualitative – Computer aided data analysis (CAQDAS)

A Computer Assisted Qualitative Data Analysis (CAQDAS) is a computer software package that can be used to analyse qualitative data (Easterby-Smith, 2008). It is used to store transcript and data, and even to conduct simple searches for specific concepts. It helps researchers to make sense of mass data and to facilitate the analysis process (Easterby-Smith, 2008). Many authors suggested that CAQDAS helps in the automation of processing data, speeding up the coding process which is fundamental in a grounded theory approach which is very useful for its ability to trace and track data as well as providing a formal structure for notes and memos to develop an analysis platform (Saillard, 2011, Yeoman, Unknown, p. 76).

3.5.2.1. NVivo

The research analysis is to construct a perceptual understanding of success. NVivo is the tool of choice that will be used in this research. Nvivo is a software program that works with documents through facilitating and indexing the components of these documents (Yeoman, Unknown). NVivo has the ability to assist in shaping and understanding data as it can help form and test theoretical assumptions of data (Veal, 2006). NVivo is believed to handle well the creative messiness of coding and recoding while allowing the researcher to merge, delete or rename nodes during the analysis process (Easterby-Smith, 2008). It is able to search for words and phrases very quickly enabling the retrieval of indexed text segments, related memos, searching and construction of hierarchical tree nods and free association nodes to

allow the researcher to code and change data 'on screen' which is a significant improvement over NVivo (Veal, 2006; Yeoman, Unknown, p. 77).

3.6.   Reliability and validity

Reliability and validity are the main psychometric characteristics of measuring instruments (Punch, 2013, p. 98). Qualitative validity means that the researcher checks for accuracy of the findings by employing certain procedures while the qualitative reliability indicates the researcher's approach is consistent across different researchers and different projects (Creswell, 2013, p. 201). Reliability is the extent to which research produces the same results when replicated (Bloor &Wood, 2006). It is also known as the degree to which the finding is independent of accidental circumstances of the research (Silverman, 2010). Working with recordings and transcripts can ensure the reliability of the data collected (Creswell, 2007; Silverman, 2010). To ensure the validity and reliability in this study, a digital recorder is used to record all interviews while interviewed notes are used to record main points. After the interviews are finished, a summary for what have been discussed is made in order to find the agreement with Respondents. Then, all transcripts of each interview will be made and transferred to the NVivo for further work. To address the reliability and validity, interview summary and transcripts are sent to most of the Respondents. Borrett and Wellings (2002, as cited in Bloor & Wood, 2006), suggested that to ensure the validity, researchers or authors may have to provide direct quotes along with the context in order for readers to see and judge how interpretations are made from data. Thus, 'direct quotes' are given along in the research findings in chapter IV.

3.7.   Ethical issues

The ethical issues with this study is to deal with a range of people who do not come from the same background. Asking for a permission to do the research is facing difficulties, especially with high ranking officers who work for the government which needs a formal administrative procedure. Doing so with the communities members are relatively easy. Hence, the way to ask questions would also be different because I need to use different language for different social status of people interviewed. As Bouma & Ling (2004) suggested, the social sciences research usually involves dealing with people, organizations and groups to which researchers ask those people questions, observe their behaviours, or collect information about them so the information they give involves personal information, hence an issue of privacy arises, therefore consent is needed. Consent form, information

sheet and a letter from the university are sent to Respondents beforehand in order to ask for a permission to participate in the interview and introduce the topic. In this study, information from interviewees are coded based on stakeholder groups and numbered in order of participants in that group, (for example, interviewee 1 is labeled as Respondent#1), to keep their identities confidential as it has been stated in the consent forms that all answers are treated confidentially. I realize that me 'being the organization's staff' will affect the interview somehow but before starting each interview, I have clarified that I do not longer work for Wildlife Alliance and I am independent, so they are free to answer using their own thoughts.

3.8. Limitation and challenge

The first challenge is 'Me' as I am a subject researcher rather than objective. There is the language issues to conduct the research as English is not my first language. Then, the majority of interviews are made in Khmer and then have to be translated into English, hence local meanings can lose its authenticity. Another issues is the skills of 'Me' as there is limitations of skills, especially the NVivo skills. Another issue about the sampling is that there are unequal numbers for Respondents among the four groups of stakeholders. Unfortunately the timeframe did not allow the researcher to conduct other interviews.

3.9. Conclusion

This chapter has presented the methodology that is utilized in the study to address the research objectives. The procedures for data collection and data analysis have been outlined and how the analytical framework in facilitates interpretation of the findings has been illustrated. More importantly, it also explains how the research is designed, how the samples are recruited, how the data is collected, and the appropriate use of NVivo to assist in the analysis of the data and how to make sense of the data collected. A semi-structured interview approach offers a degree of flexibility while at the same time has a number of pre-determined themes. The main issues relating to conducting the interviews with different stakeholders have been discussed. It is important to understand the issues and the way in which these can be overcome to ensure a smooth interview process. This chapter also explained the sampling process, data analysis, and the issues of reliability and validity, as well as the ethical issues concerning a study of this nature.

Chapter IV: Research Findings

4.1. Introduction

This chapter presents the findings from sixteen semi-structured stakeholder interviews (20 respondents in total). The analysis (and interpretation) of the findings will be carried out in the following chapter. The results of success and community success identified by the stakeholders [community members, NGO officers, private sector and public sector (local authority, regional and national tourism)], are presented as a number of themes; key themes raised by each stakeholder are introduced. Themes that most adequately address the research objectives are the center of attention of this chapter. The findings will be presented in two sections.

First, the various stakeholder groups (community members, NGO, private sector and public sector) will be clustered, based on the answers to the research's four main objectives: 'definition of community success', 'pre-determinants of community success', 'key success factors of the Chi Phat community' and 'a conceptual framework of community success'. In alphabetical order, the perception of each stakeholder groups' 'definition of community success' will be introduced, next will be their 'pre-determinants of community success', supported by quotations from the interviews. From these perceptions and pre-determinants, key success factors of the Chi Phat community based tourism will be identified by the different groups and again supported by 'quotations' in the stakeholders own words. At the end of each stakeholder section a conceptual framework will be presented. After presentation of each of the stakeholders' responses and the identification of the key success factors, the findings of this research will be compiled into an integrative framework to further highlight the findings of the various stakeholder groups.

4.2. Clustering of stakeholders' perceptions

All interviews were transcribed and coded in the NVivo software. According to the transcriptions, multiples themes could be seen to emerge from the different stakeholders. Themes that emerged from the various stakeholders' points of view are able to be grouped into four clusters; community, NGO, private sector and public sector group. In this section, 'definition of 'community success', 'pre-determinants of success' and 'key success factors' are described followed by a conceptual framework. This is repeated for all four groups. Supporting quotations are given throughout this chapter. As for confidential purpose, all interviewees are coded by number, from 1 to 20, for instance, Respondent#1, Respondent#2, up to Respondent#20.

4.2.1. Community members

Community members are people who are living in the Chi Phat community and are members of the project either as members on the CBET management committee (CBET working group) to manage the project (for example, the chief of the community, booking manager or receptionist), or members who provide direct services to visitors, such as, guides, cooks, accommodation hosts, boat operators or waste collectors. In 2015, there were 275 direct members and a great number of indirect members who benefitted from the project, such as, grocery sellers and venders in the local community market.

4.2.1.1. Definition of success

According to the community members interviewed, CBT success means there are improvements to both the internal and external aspects of the community. These improvements include, support from the local authority, increased numbers of tourists, more local employment opportunities, increased income for the community and an upgrading of quality of service to cater to the demands of the tourists. Respondent#1 and Respondent #5 provided supporting examples, of these improvements:

> 'Community (referred to the CBT project) success means there is a good collaboration between local authority and the community. It helps the community to operate well. There are good attraction sites and attract more visitors to come in the community. There are more incomes for CBET to run well, and what more is the quality of services' (Respondent#1)

> 'Well, like I said before, the number of visitors increase, the livelihood of people improves and people are more aware and more work for local people' (Respondent #5)

Respondent#4 and 7 thought community success was due to the increased value of conservation and the development skills of the locals, and repeat visits by tourists to the site. It is evident that there is an increase in protection of the natural resources, that threats to the natural resources has been reduced, a change in the local people's perception of CBET, more understanding and communication among the Chi Phat community and the management committee members, an improvement in speaking English, better living conditions for the locals and a good benefit system.

> 'The CBET succeeds with the conservation – no poaching or logging and the cancellation of Titanium Mines Exploration. It is an opportunity for younger generation to extend their knowledge, guide visitors around, earn more incomes for the community, and support to the livelihood' (Respondent #4)

'First, the numbers of tourists keep increasing, it has never declined […] and natural resources are well protected. Second, there are complements from other stakeholders. Third, the satisfaction of local people towards CBET that it is good and the outsiders also recognize that Chi Phat is successful and can operate further' (Respondent #7)

Respondent #5 comments with regards to wildlife and forest protection:

'Natural resources destruction is also reduced. No more wildlife has been hunted like before. You can't find wild meat at the market. Because, there are a protection team from the organization and forest destruction is no more as people want to build the house from concrete, not the timber anymore' (Respondent #5)

Respondent#2 and Respondent#5 explained how the community has changed and improved their life in so many ways:

'Chi Phat CBET helps to improve my living and my knowledge. Before, I was just a worker and I couldn't speak English. But, when I start working for CBET, my English become better and I am more confident to join in the meetings as well as sharing my experiences in regards to the community. The perceptions has changed' (Respondent#5)

'Well, before I joined the community, the livelihood was hard for me. After the community created, both my wife and my children have job. I think my living is a lot better than before. Overall, in reality people said it was impossible for me (to become who I am today) but actually my life has completely changed. [I was a drunken man before but now people trust me. Nobody can predict how I changed myself. I reduce drinking and I work hard – life has changed]' (Respondent #7)

'Since I joined the project, I am very confident with it and it helps to improve my living […] another thing is that previously, people said I was unemployed but now, I am working as a committee so they don't look down on me anymore' (Respondent#5)

Respondent#2 mentioned how tourism has helped to improve the community and how the non-members also share the benefits from the project:

'[…] they understand and they see the obvious benefits which make them trust CBET. Another thing is that it related to the infrastructure. In 2008, in front of

the CBET visitor centre, the road was bumpy and muddy. But now, not only that the road was retrofitted (by CBET project), the amount of rubbish is reduced. The road condition is good and there are even bridges too. There are more road to other places that couldn't be accessed before like Koh Treng and O' Key […] Chi Phat CBET also provided drainage'(Respondent#2)

4.2.1.2. Pre-determinants of success

The pre-determinants for Chi Phat's success were identified by various community members as *training, quality of management group* and *quality of service.*

Training

Tourism is a service industry, therefore it is crucial that newly recruited guides or working groups should be provided training. The job requires good facilitation and communication skills. Respondent#4 talked about the necessity of training based on his experiences from working with tourists since the beginning of the project:

> 'I have learnt a lot such as joining the eco-guide training, how to train trainees, for instance I was invited to train people at Mondulkiri – Sre Pok community.
>
> […] no proper trainings to new members including cooks and guides. This will lead to the conflict as there are no appropriate training and to strengthen their skills and experience. Even though new guides who are young and can speak better English, they do not really understand how to arrange the trip and guide people […] it is necessary to keep a high standard of hygiene for food. Water should be brought enough for the trip' (Respondent #4)

Quality of the management group

There is a need to improve the skills of the CBET management committee. Respondent 7 sees the need to improve the skills and abilities of CBET working group so that the project could increase its number of visitors:

> 'I would like some volunteers coming to train skills and technical to increase the numbers of visits, in all season. Because Chi Phat is like other businesses, if the business does not run well, our families do not improve' (Respondent#7)

Quality of service

Chi Phat has provided some good services to visitors, for example, food; however, other services need to be improved. Respondent 7 mentioned about the accommodation and transportation:

'[…] accommodation owners, who are far (from the visitor centre), should consider about giving some transport to tourists to travel in villages. Some hosts have basic skills that limit the interaction with tourists and do not understand what the guests want' (Respondent #7)

4.2.1.3. Key success factors

Community members in this category have discussed the success of Chi Phat based on their actual experiences. They rated factors of success in order, based on the level of importance – from most to least important. The identified key factors for Chi Phat's success are management and leadership, community and local participation, and collaboration and partnership: external support. They pay less attention to factors such as economic and finance, marketing and products, geography and location, and community beautification.

(1) Management and leadership

This factor has been strongly mentioned during interviews. It includes many critical variables such as a clear management structure, management system and ownership, leadership and the quality of the leader: his characteristic, and roles and responsibilities. These variables play very important roles in the Chi Phat community based tourism operation.

The majority of community members repeatedly mentioned the quality of the leader. The leader must be capable and knowledgeable in identifying issues and handling problems or decision-making, understanding and excellent at encouraging people and subordinators, committed to the job, friendly, and have exceptional interpersonal skills, as well as a willingness for self-improvement. Moreover, he should be accountable for his duties, role and responsibilities. Respondent#1 and Respondent#3 mentioned they are very happy with the current leader of Chi Phat.

> 'The special thing that makes Chi Phat functions till today is to have a good leader who is capable and very understanding of subordinators. He also has a good communication with relevant stakeholders […] he is very good at encouraging people and make decision by discussing or asking subordinator's opinion' (Respondent #3)

> 'He is very understanding, committed about his job and he works hard. Before, he did not speak English. Now, he can speak so well. He can even use the email, computer and typing. In conclusion, he is working so hard' (Respondent #1)

A clear management structure is very important, it gives direction for the community and can be used as a tool to earn trust from its members. It is should have set in place procedures and systems to ensure visitors expectations are met in terms of quality of service and the human resources have the required skills for tasks such as providing a robust booking system. At the same time it should be vigilant that its members and the service providers have received fairness through the benefit sharing rotation system Respondent#2, describes how good management structure is a factor that has made Chi Phat run smoothly regarding the sharing of benefits:

> 'For me, I think the community won't work because the members would want only their own benefits. Without the clear management, they will scramble one another. […] we recorded the date and numbers of tourists who use their services' (Respondent# 2)

(2)　Community and local participation

Another important key factor for Chi Phat CBT's success is community and local participation. It is about the active participation of both local people and the communal authority. By joining the project, members receive income directly from tourists, experience and skills necessary for tourism, equal employment opportunities and the ability to learn the English language. Respondent#1, #2 and #7 both mentioned community members as important elements of the project.

> 'For those who join in CBET, they get incomes, experiences, English language understanding (English training at the community house and CBET) and know how to work in team. It is different from working individually and every decision is made in team' (Respondent #1)

> '[…] it provides equal opportunities for both men, women and young people who just finish secondary school or high school. They can apply for work' (Respondent #1, Respondent#2)

> 'Participation counts both local people and authority, relevant stakeholders, NGOs and private sector that have helped and collaborated so far […] for those who join in CBET would earn benefits such as incomes, experiences and the changes […] they also change in their perception in regards to CBET. Before, we asked people to join with us and now they come to us and ask whether we recruit new members' (Respondent #7)

People who are not members also gain benefits from the project, such as, the advantages from the project's reserved funds on retrofitting roads and bridges or the funds reserved for help with the disabled and elderly people.

(3)   Collaboration and partnership: external support

This factor is the third most important factor identified by respondents. Residents in Chi Phat play an important role in this project, without them as service providers – for example, accommodation hosts, guides, and cooks - the project cannot survive. The project recruits members every year based on their annual plans and the tourism activity needs. Respondent#6 talked about the collaboration between Chi Phat CBET and the communal authority.

> 'The collaboration with the local authority is also good. They would come and collect the report every week. Additionally, whenever we have visitors going into the jungle, we would report that to the local authority' (Respondent #6)

Support from other organizations are inevitable for Chi Phat. It includes the support from Wildlife Alliance and Live and Learn, Chi Phat commune council, Koh Kong provincial department of tourism, the ministry of tourism and the private sector. Respondent#4 said Chi Phat has good collaboration with the relevant stakeholders.

> 'It is solidarity of local residents, and between local residents and local authority, as well as the relevant stakeholders such as local community and CBET members, organizations and local authority […] without collaboration between these people, the community could never be strong and fail to operate. They are very important in providing legal support, and the recognition of Chi Phat CBET establishment […] these are the important factors for CBET development' (Respondent #4)

Some other themes (other than those mentioned at the start of this section), developed during the interviews, *'awareness of local population' in the areas and 'changes or improvements' among them*. These new factors will be discussed in the next chapter, however as they contribute to the success of Chi Phat they have been included in the conceptual framework as shown below.

4.2.1.4.   Conceptual framework

Based on the above descriptive, a framework of Chi Phat community's success can be constructed as shown in figure 11. The most frequently identified attributes directly

influencing Chi Phat's success are connected directly to the center by red lines. The remaining 'green' factors are also included as they (albeit less significantly), contribute to the success of Chi Phat; as do the new factors mentioned above by members of this group but have not been (interestingly), mentioned in previous similar studies. Each factor while contributing to the success of the Chi Phat community are also associated to each another directly.

Figure 11: Success factors identified by the community members of Chi Phat
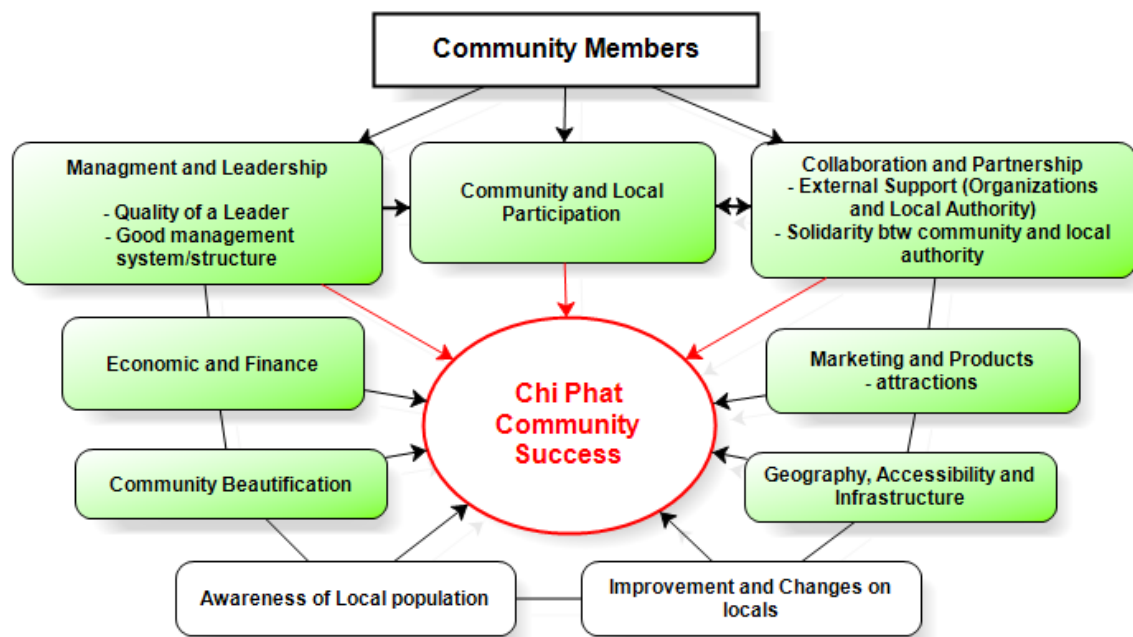
According to the interviews, good leadership influences local participation. Thus, it is linked to the participation in a one way direction (as shown in the figure). Community and local participation, and collaboration and partnership are interrelated to one another, therefore they are joined with a double arrow. Overall the framework looks like a rice cooker. As one of the community members mentioned; CBET is just like a rice pot and the main income for its members. They live depending on CBET.

4.2.2. Non-governmental organization (NGO)

NGOs are important actors in supporting community tourism development, especially for the Chi Phat community. As Respondent #15 mentioned, many community based tourism projects in Cambodia were mainly developed under the initiative of the organizations.

'In Cambodia, the majority of CBT projects were not able to launch by themselves. At least, it was established under the initiative of some expert organizations or the government' (Respondent #15)

In Chi Phat, Wildlife Alliance has been the main supporting organization providing both technical and full financial assistance to the overall development since 2007. Meanwhile, another organization, named Live and Learn which receives funds from IUCN have also contributed a great deal of support to Chi Phat through various skills training, and the marketing and promotion of the Chi Phat CBET website. Therefore, only two organization officers were contacted for interviews, but they have been engaged in Chi Phat's community development since the beginning of the project.

4.2.2.1. Definition of success

As perceived by Respondent #16, a community succeeds when it has achieved results which satisfy and reflect its goals and visions. Hence, a successful CBT should be able to operate by themselves through local ownership, by attracting enough tourists to generate profits which balance the expenses of the community, enable a shared and equal benefit scheme among its service providers, and have enough reserve budget for development and conservation. Additionally, a successful CBT should have good collaboration and support from relevant stakeholders.

> 'Well, I think it is based on your goals when you create the community or project. It reflects to the goals. If the goal was achieved and satisfied, I think it can be called success […] secondly, it must – if we talk about business, is to gain benefits. So, in order to gain benefit there needs to be sufficient tourist [more tourists] to visit that place. They can spend money in the site on accommodation and activities […] the profits must be shared to service providers […] It must be some other budget to use for the conservation. In Chi Phat, they use natural resources to attract visitors […] thus there must be a budget reserved for that […], to succeed it is obviously there must be a participation and support from the relevant stakeholders such as local authority, the expert department [related institutions], more especially the private sector' (Respondent #16)

Respondent #15 had similar thoughts. A CBT should have a benefit sharing system with a budget to develop the community and extra for educational purposes. Respondent #15 also stated that a community can only be successful if it is self-managed without any assistance from the organization and have sufficient legal documents such as CBO, strong and clear

planning, transparent income and expense reports, labour who worked shift and hours based on the employment laws, and insurance for the CBET management committee.

> 'Chi Phat can be success in case Chi Phat is able to self-manage and self-operate without any support of funds from partners or organization, especially the WA. That means even without WA, they can still operate it. The incomes can pay off the expenses. The other point is that Chi Phat has sufficient characteristics – documents necessary for CBO, including planning, transparent expense reports' (Respondent#15)

Moreover, as a successful community, they should maintain quality assurance on all products and services to ensure best standard practices of all their services including accommodation, food hygiene, and guides with knowledge and good communication skills. Furthermore, it should have good management with working groups who have the required skills and a clear set of duties/responsibilities.

4.2.2.2. Pre-determinants of success

NGO officers perceived *planning, training, quality of service, and quality of the management group* as the pre-determinants of success for the Chi Phat community.

Planning

Clear planning must be in place in order to direct the project. Respondent #16 described how planning took place in Chi Phat. Regulations to manage the community and action plan were also created. During the process CBET started announcing the recruitment of service providers as members, for example, guides, cooks, home-stay and guesthouse members; all members sign a contract and follow the CBET standard criteria.

> '[…] we followed steps. In Chi Phat, we used APPA as a tool to develop it. In those stages, we should create the working group. So, after that there were CBET Development plans which require the community to establish vision, objective and keys for success for the project. There was also action plans which refers to: what factors did they want to create. So, we follow through the process which include the local participation in order to show their needs. After making plans, we went to design phase […]' (Respondent #16)

Training

Training to strengthen skills and experiences are crucial in order to build the *capacity* of the local people, especially the direct service providers, such as, guides and cooks. According to Respondent #16, prior to being fully operational, Chi Phat CBET had to provide its members a series of capacity building training sessions, such as, eco-guiding, cooking,

hospitality, first-aid, booking, biking and bike repair. In addition other training included sanitation and waste management, tourism knowledge, such as; 'what is tourism?' 'what is the effect of tourism and advantages and disadvantages of tourism?' Courses were also provided for computer and financial management. New members were provided a second cooking, housekeeping and guide training session.

> '[…] in 2008 (after action plan was created), trainings were organized for them. […] Live and Learn also joined in the project but they focused on capacity building, provide some equipment and especially the marketing – the mountain biking website. L&L bought bikes, provided biking training and bike repairing as well the hospitality training. Moreover, other trainings were also organized such as booking, sanitation and waste management training […]' (Respondent #16)

Quality of Service

Services and infrastructure need to be strengthened and the momentum already seen in the community should be maintained. Services should be checked regularly through visitor feedback, then the community should improve its service quality using the suggested feedback as a guide. Overall, hospitality needs to improve; the NGO officers advised that the community should consider improving existing services before creating new products. It is also suggested that English proficiency needs to be improved.

> '[…] is in order for visitors to get to the site, it is related to their products and service. So, to ensure the service quality that is provided to the tourists, it must meet the standard and qualified. This does not only refer to Chi Phat. I think it is applicable to all businesses in general. They must ensure the quality of service in order to attract customers' (Respondent #16)

The NGO officers also pointed out that the infrastructure needs further consideration; the trails and trekking routes should be improved with the concepts of the environment at the forefront.

Quality of the management group

This refers to the building and development of skills amongst the CBET management committee members, including business skills, entrepreneurial skills, and communication with the other stakeholder groups. Moreover, a familiarization trip was arranged for CBET management committee to receive hand-on experiences from other CBET site that were already developed before Chi Phat.

'So, during this 8 years, I am confidence that the community' working group has a great experience and many lessons. At the same time, they also join in many events in order to understand the other community based tourism' (Respondent #16)

4.2.2.3.   Key success factors

Since the sample is small (two organizations), all factors are considered important. Their perception of success can be identified as *support, and community and local participation*. However, they also mentioned *economic and finance, marketing and promotion, resources, management, and ownership*. These NGOs have worked closely with Chi Phat so essentially they understand Chi Phat in more detail than any of the other groups.

(1) Collaboration and partnership: support of stakeholders

This factor is perceived to have contributed the most to the success of the Chi Phat community. Collaboration and partnership between the community and the relevant stakeholders (NGOs, private sector and public sector) into Chi Phat's operations were discussed most often throughout the interviews.

'[…] it is about external support [...] it is the same for Chi Phat. It was impossible to create by itself. There are partners of important organizations who helped to found the project, especially the main organization called Wildlife Alliance. This organization is important in providing both technical and financial support as well as the equipment to Chi Phat. Live and Learn helped with the training and CCBEN helped with market/promotion. More importantly, the support from the ministry of tourism. They strongly support Chi Phat […]' (Respondent #15)

'The first factor that I see for Chi Phat [since the beginning up-to-date], this is Chi Phat's context, is the strong support. Moreover, it is the strong local participation movement from local people. I count these as one factor' (Respondent #16)

(2) Community and local participation

Respondent #15 identified the participation of community members in Chi Phat as the main attribute in the success of this community.

'Community and local participation is important. I take obvious example. Recently, I have been to Areng. This community project was created by the organisation called Mother Nature [organization] […] about 100% of people there talked about participation. They said it was only created by a group of

people. No participation from the local authority and people in the commune. Does it work? No, it doesn't. It created conflicts and there are a series of problem!' (Respondent#15)

Other themes, namely, '*awareness of local population',* and '*the maturity of the operation*' have also appeared throughout the interviews with the officers from both organizations, but were notably absent from previous studies of community based tourism's success. These new factors will be discussed in the next chapter. The factors, as described, which have contributed to the success of Chi Phat have been compiled into the conceptual framework as shown in the following section.

4.2.2.4. Conceptual framework

According to this group's perception, a framework of 'Chi Phat community success' can be illustrated in a diagram (see Figure 12). The most frequently identified influential attributes, support and external support, and community and local participation are connected directly to 'Chi Phat community's success' by red arrows. The smaller 'purple' shaped factors, mentioned by individual officer to have greatly contributed to the success of Chi Phat, and the 'new factors' (not previously mentioned in similar community studies but were noted by the interviewees as success attributes), have been included in this conceptual framework. All factors do not only influence the success of Chi Phat individually but are associated with one another in a direct way. Community and local participation, and collaboration and partnership are interrelated to one another, so they are drawn with a double headed arrow to show this relationship.

Figure 12: Success factors identified by the NGO

4.2.3. Private sector

The motivation for private sector is profit. However, private sector plays a very important role in supporting the community based tourism destinations. In recent years, many travel agents in Cambodia have started to work with community based tourism destinations as they are unique, offer new markets and different products.

> 'Actually, we think CBET is part of tourism. Our company does not only think about business and profits. We want to contribute the benefits to communities' (Respondent#17)

> 'In fact, in Cambodia, CBET is new and we just started. We want to find something unique, new tour packages. We have Angkor Wat, we have beaches. So, we want to find something new. We want to link them to understand the way people are living. I think Chi Phat is a good ecotourism site' (Respondent#18)

For private companies while profit and business matter, they are also keen to benefit the rural communities too. Chi Phat has partnered with a number of private businesses, (according to the report of Wildlife Alliance, 2014, there are 24 tour operators, who have been partnered and sent clients to Chi Phat). Companies also support and train other communities to assist them in meeting the tourism quality standard and hence enable them

to host visitors organized by the private sector. Some travel agents have received a Responsible Award for their work (see Appendix D)

4.2.3.1. Definition of success

The members from the private sector who were interviewed all have similar thoughts. Respondent#17 suggested to look at the initial goal of the community. What has been set as a goal? If the community archives that goal, it means it is successful:

> '[…] if the community is success, so the question is what was their vision? Their goals were to improve livelihood of local people through the visits of tourists to the community. […] it was to protect the natural resources such as forest and wildlife and so on. Let's say these are their goals. Before, there were destruction on forest but now they stop. It can be called success because the habits are changed, people stop destroying the natural resources and they are turning to tourism and hosting visitors. […] another thing is about tourists. As it was set to have visitors, yes now there are visitors. It increases every year and people also have better lifestyles and even run businesses in relation to tourism. The community also has a good management, participation from local people as well as natural resources protection – wildlife and forest. […]' (Respondent#17)

Respondent#19 stated that a successful community is one that can make tourists happy. Respondent#18 and Respondent#19 mentioned that the better the quality of services and skills of the service providers, a good marketing strategy, the community's increased capacity to earn income; (and hence benefit the livelihood of its members through tourism), good communication between the community and the partners and the various services including accommodation and others providers to the visitors, were measures of success.

> 'Community success to me is first there are changes in the areas. Before, not so many home-stays but now there are more. There are more services than before. People's livelihood is better than before' (Respondent#18)

> 'So, they have a chance with tourists. They can create opportunities and interact with foreigners. They can learn to speak better English. They can learn about the environment, wildlife, customer services and you know have a sturdy income and things how they can improve the services they offer to clients and how they make sure that people know them through marketing or online, that sort of things' (Respondent#19)

4.2.3.2.   Pre-determinants of success

Two main factors were expressed by the private sector; *quality of service and safety issues.* It has been stressed that these two factors are very important for tourists' safety and security as well as their overall satisfaction of the tourism destination.

Quality of Service

In regards to service issues, it is important to receive feedback from visitors and improve the quality accordingly. The quality of service providers, such as, the local guides need to improve their facilitation and communication, hence English proficiency. Prices are expected to be reasonable, and the business partners (tour operators) should be informed of any updates of price or activities in the community in order to correctly inform the tourists. The community also needs to consider its infrastructure, by for example adding new activities and creating more options, such as, comfortable lodges.

> 'Like I said earlier about guides, we need to train them, not to professional level but we cannot let it be yet. We still need to hire guides from Phnom Penh […] because they are not in the level yet. They can't communicate 100% with clients. I think they need to learn more. Their capacities are limited' (Respondent#18)

Safety issues

The private sector strongly emphasised the need for improvement and enhancement of safety issues, especially amongst the guides. In the case of an emergency, there needs to be equipment such as an I-com (a handheld transceiver), or HT - Walkie-talkies, and ambulances. Furthermore, there needs to be a comfortable area for visitors to wait for first-aid assistance to arrive.

> 'About safety, I think they still use I-com and another point is to have an emergency response for example, an ambulance. When there are any issues, what to bring those visitors to get treated. This needs to be improved' (Respondent#18)

4.2.3.3.   Key success factors

Chi Phat has been partnered with many companies, such as, Terre Cambodge, Khiri Travel, Great Angkor Tours, Hanuman Tourism, for a long time, most renew the partnership every year. Many of the travel agents interviewed identified creativity of new products and marketing, location and accessibility [attractions and resources], collaboration and partnership and communication as the main factors for Chi Phat community success. They

also recognized the importance of *'economic: fair benefits sharing to locals', 'external support', 'local participation',* communication and *'management and leadership: management structure'* as contributing to some extent to the success of Chi Phat community.

(1) Product and marketing: creativity of new products

This factor has played a significant role in making Chi Phat successful. Variables in this theme are products, service and marketing and were raised often during the interviews. Chi Phat offers unique products, at reasonable prices, suitable for a specific group of tourists - adventurers, for instance, mountain biking, hiking, trekking, boating, and camping, kayaking and village life such as home-stay experience and village tours. There are a combination of forest and natural resources, for example waterfalls and beautiful villages.

> 'Another point to find something new. For Chi Phat, they have waterfalls but they can find something new to attract tourists – such as creative of new products. In regards to the price, I think it is reasonable. They do not increase it much year to year. It is acceptable' (Respondent#18)

Product and service are associated to one another as it is usually linked to the quality offered to visitors.

> 'In Kratie there are CBT too but we stop because their service is not yet good quality so we stop sending clients. We often got complaints. It is CBT but it is in different areas [such as Koh Trung and Koh Phdao]. The service is not what we expect. It is very important for us to have a quality service. If we can't get it, we cannot continue it' (Respondent#19)

Chi Phat is the most recognized tourism community destination in the Cardamom Mountain and in Cambodia. This has resulted from the community's self-promotion and promotion through private sector channels.

> 'Chi Phat promotes themselves and some private sector also helps with the advertisement. Even the ministry of tourism and other relevant stakeholders also promoted this site. So people would know Chi Phat better. I think Chi Phat is more recognized and is an outstanding community among other communities. Both inside and outside the countries, private sector overseas know Chi Phat better than other places' (Respondent#17)

(2) Geography, accessibility, and infrastructure

This is another factor that is perceived as one of the main factors for Chi Phat's community success. Respondent#20 and #17 explained the importance of the ease of access to the Chi Phat community, the advantages for Chi Phat due to its remote location, and the amenities Chi Phat has to offer visitors.

'[…] there are ways to get there, by either bus or water. […] Accessibility and location make it easy to go there. The road from Andong Teuk to Chi Phat is another important things. We need to find ways to go there, if not by road then by boat […] it is link with infrastructure: what you can offer to the clients. In Chi Phat, we can choose different options. It is a nice village and so secured' (Respondent#20)

'Because it [this site] is good and it has abundance of attractions, trekking and natural resources such as waterfalls. Another thing is the accessibility […] for example there are roads for people to access to the place, if no roads and walkways, and it won't be easy' (Respondent#17)

(3) Collaboration and partnership: external support and communication

This factor covers partnership and collaboration between the community and the NGO and the private sector, external support to the community and the local community. Respondent#20 perceived the partnership between community and other stakeholders as important, especially within private sector, due to larger promotional opportunities and hence visitor attraction.

'The external support is also important. It is to protect the forest. You need support from the minister, from people. They need to work together. I think community and local participation is as important as economic and financial. You need people to get help. It is important the money. Tourists need support from the people. […] because they have a support – as I say external support. It is a security place and all people are working together' (Respondent#20)

Respondent#17 talked about the importance of partnership and collaboration between the community and private sector:

'Well, private sector is priority […] there are so many travel agents and tour operators who run business for both inbound and outbound. Without private sector's support to CBET, the CBET will run slowly. CBET can rely on their independent visitors […] without visitors (sending from travel agents), they will fail and get stuck. Nowadays to live is to depend on visitors. So, the community

and private sector have to link each other and it needs to be collaborated […]'
(Respondent#17)

Respondent#18 also stressed the importance of *communication*.

> 'I think first, it is related to information – good communication. It is important.
> They have to keep in touch with their partners, follow up when they have
> something new, for example packaged tours or when there are so much rain and
> flood in the areas' (Respondent#18)

These main factors which contribute to the success of Chi Phat (and the other less influential factors mentioned at the start of this section), as perceived by the private sector are represented in the conceptual framework shown in the next section.

4.2.3.4. Conceptual framework

Based on the above, the success factors identified by private sector group, a conceptual framework of Chi Phat's community success can be illustrated, (see figure 13). The most frequently identified factors are connected directly to 'Chi Phat Community Success' by the red arrows. The other less significant but still contributing factors of success are in the smaller purple bubbles. They are all inter-related to one another. Marketing and products, and accessibility and infrastructure are associated and directly influence each another, therefore they are joined with a double headed arrow.

Figure 13: Success factors identified by the private sector
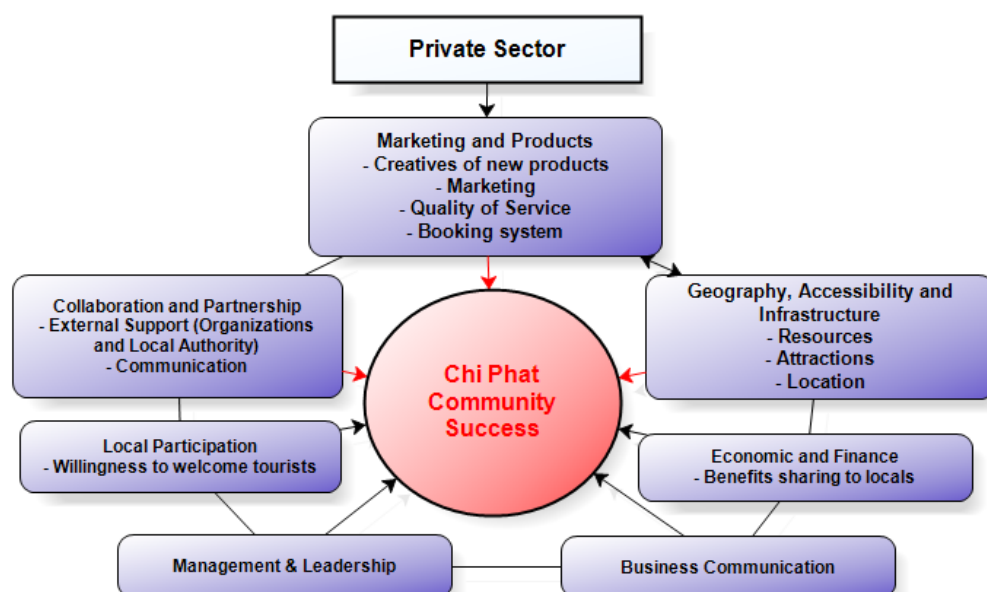
4.2.4. Public sector

Inevitably the development of Chi Phat community has been extensively involved with the public sector since the establishment of the Chi Phat CBT. The public sector includes a range of government authorities from communal to national level, for instance; the village and communal council, the provincial department of tourism, provincial department of cultural and fine arts, the ministry of agriculture, forestry and fisheries, forestry administration and the ministry of tourism. Some of these authorities are more involved directly with the community than the others. For instance, the commune council, the department of tourism and the ministry of tourism. These play a very important role in supporting tourism development in their region (territory), especially in providing legal support and documentation, such as licenses to run tourism businesses and guide training, promotion and set-up criteria for evaluation of the achievements of the project based on their expertise.

> '[…] the main part of the success of Chi Phat is directly from the ministry of tourism's support. Some people would see only the direct support but I see both direct and indirect support. The ministry of tourism has not provided support such as a huge amount of money, but they are supporting through the national policy and the promotion of CBET to the market' (Respondent#11)

4.2.4.1. Definition of community success

The public sector perceive a successful community based on four main indicators, good management structure, good leadership, active participation and sustainability of both benefit sharing and employment. Respondent#12 and #13 strongly stressed about management and leadership because they believe it is the main influence which links to the other factors.

> 'Actually, I think as a policy maker, there are 3 factors that are important in the concept of development, they are leadership, the participation and the benefit sharing. These three points are linked together. When the leadership is not strong, the local participation is also minimal. It means that with the low standard of leadership [not good] in regards to benefit sharing, people think that the project is useless. I think when there is a good management and leadership, community and partnership will happen automatically' (Respondent#13)

Respondent#11 provided an example of a successful community from another country. A successful community can be defined as such based on whether the community has enough

infrastructure and accessibility, for instance, water, electricity, and other resources in the community and roads. Furthermore, a success community depends on 5As – attitude, accommodation, attraction, accessibility and advertising.

'As for my personal point of view, community success's definition is difference. For an example, Costa Rica, their communities are successful because of three points: it is about infrastructure: water, electricity and roads. Why do they focus on these points? If there are no these points, tourists cannot access to the areas. Their communities have no potential for extension or diversify their products […] and existing resources […] in Australia, it depends on 5As […]' (Respondent#11)

4.2.4.2. Pre-determinants of success

The public sector identified pre-determinants success factors as *planning, quality of management group and quality of service*.

Planning

Good planning should be in place as the external support is only available for a specific period of time. Chi Phat should plan to engage with more academic research to find further suitable sites and attractions for tourists (such as natural and cultural heritages). In addition, they should work on market development. Respondent#13 stated the following:

'Chi Phat needs to do more research about its attractions and this will make Chi Phat the model for other communities in order to successfully develop their sites. The research might just be a success model, what I can suggest is to try and work on market development with the community' (Respondent#13)

Respondent#11 talked about how Chi Phat should plan to develop its trekking routes in the community.

'I think the amenities in Chi Phat followed its plans such as extend tour routes, and mountain biking. The trails were extended from 8km before to about 100km. This is one of the strategy to attract tourists' (Respondent#11)

The public sector also suggested that pre-determinants of success would be if the community maintain good cooperation with the relevant stakeholders and maintain internal solidarity, actively promote Chi Phat through both local and international channel, and improve waste management: such as using other organizations to give training on waste management issues and landfills.

Quality of service

There are many things the community should look at carefully, these include the quality of guides (and their ability to speak English as most tourists are from Europe), the image of the community (cleanliness), pricing and equipment (in good repair). As Respondent#11 said, the capacity of guides must be improved.

> 'I think Chi Phat must improve the community's capacity especially CBET guides […] so, it is to improve their language skills and their capacity.' (Respondent#11)

4.2.4.3. Key success factors

The perception of success from the perspective of the public sector is identical to that of the community members. They perceive the most influential factors which contribute to the success of Chi Phat community as *management and leadership, local participation, economic and finance, collaboration and partnership and location and accessibility.*

(1) Economic and Finance

Sub-themes such as *incomes generation, numbers of visitors, benefits sharing to locals, employment, membership, and reserved CBET funds* were discussed under this theme. Respondent#8 talked about reserved CBET funds during the interview and considered it as a crucial part of Chi Phat's operation.

> 'In relation to the financial issues, it has been in a good condition between 2007 and 2012. All CBET fund was kept in the bank account. Incentives (wages) for CBET committees and salary for staff have been supported by Wildlife Alliance' (Respondent#8)

Respondent#9 also stressed the importance of the reserved CBET funds and how tourism income can help this community.

> 'First, it related to the budget. It is very important and without money, we cannot do anything. We cannot extend the potential, human resources and raise the plan for the development project. To succeed, the community needs the support from NGO, just like Chi Phat. It is almost 10years and the organization still supports, without supports, it won't be possible'. 'Another important issues is that the community received incomes. This shows that the community received a great amount of incomes and can keep the balance, where there is about 300,000USD in the CBET fund […]' (Respondent#9)

(2) Collaboration and partnership: support of stakeholders

This is another important factor contributing to the success of the Chi Phat community. The collaboration and support of stakeholders, such as, from the non-profit organizations, the local authority, the private sector and the community. Respondent#9 emphasized the collaboration of the public sector, who provide strong support to the community in matters such as legal support, the recognition of importance of Chi Phat from government high ranking officers, promotion, and documentation in regards to standard criteria, as well as monitoring and evaluation.

> 'Then, we also see that there is a strong support from NGO, local authority and relevant stakeholders. This help the CBET to run up to now and it cannot be abandoned. If there is no NGO to support, no community could survive and most of the CBET projects failed' (Respondent#9)

> 'Other stakeholders also work hard to support, especially Wildlife Alliance who has been strongly supported Chi Phat up-to-date […] these are the reasons why some communities work and some do not work as there are no support from NGO or stakeholders so they are not as strong as Chi Phat' (Respondent#10)

(3) Management and leadership

In this theme discussions encompassed management structure, leadership, role and responsibilities of leaders. The public sector considers the management of the community important, in particular with regards to the operational aspect. Respondent#9 stressed overall management of the project as a contribution to success.

> 'We have good places and we have to look for important destinations and that we need good human resources, otherwise it won't work. And, I think management and leadership factors are important' (Respondent#9)

(4) Geography, accessibility, and infrastructure

This is another attribute that is perceived as one of the main factors for Chi Phat community' success. However, only some of the public sector group have talked about it. The recognition of Chi Phat as a potential destination is significant. Respondent#11 and #12 stated the accessibility and resources as the key factors of Chi Phat success. Respondent #12 stressed on the potential location of Chi Phat and how easy it is to access to this community.

> 'This refers to attracted physical geography such as waterfalls and others. Both local and foreign visitors are more interested to see these places. Besides, there are culture or cultural resources to support the attraction points. For Chi Phat,

these are the strongest points. In regards to the accessibility, visitors have a variety of choices on whether to take a motor taxi or boat' (Respondent#12)

'Chi Phat was the hub of illegal hunting and logging and NFPS collectors. As it is located in the cardamom, it is so potential for tourism activities'. (Respondent#11)

(5) Community and local participation

The discussion of community and local participation for this group refers to the membership and active participation from the local population. Respondent#8, and #14 have frequently mentioned about this attribute as a success factor for Chi Phat.

'Chi Phat CBET can operate well by the participation of local people. […] if the accommodation members do not join, there won't be guesthouse or home-stay for visitors to stay. So, the participation of people and all levels of authority is crucial […] local people provide services and local authority provides supports' (Respondent#8)

'If people inside the community do not unite, there is no participation, things cannot be done. In one family, if the members do not get along well with each other, there is no more trust. So, it requires trust and importantly, the local participation […] awareness, local participation and the willingness to participate are important' (Respondent#14)

While other themes have been mentioned such as *sustainability of the project, enhanced community pride and a sense of belongings and community beautification*, themes like '*awareness of local population', 'improvement and changes on locals'* and '*the maturity of the operation*' have appeared often throughout the interviews, Interestingly, '*the maturity of the operation'* was absent from previous studies of community based tourism's success. These will be discussed in the next chapter. Thus, all factors contributing to the success of Chi Phat as perceived by the public sector group be shown in a conceptual framework.

4.2.4.4. Conceptual framework

Based on the key success factors identified by the public sector group, a framework of 'Chi Phat community success' can be drawn, see figure 14. The most frequently identified important attributes are connected directly to 'Chi Phat Community Success' by red arrows. Factors placed in the smaller coloured boxes are considered by individual officers to greatly contribute to the success of Chi Phat. The factors which appear in a non-coloured box have been mentioned by members of this group but were absent from previous studies. The

factors not only influence the success of Chi Phat individually but link to one another in a direct way.

Figure 14: Success factors identified by the public sector
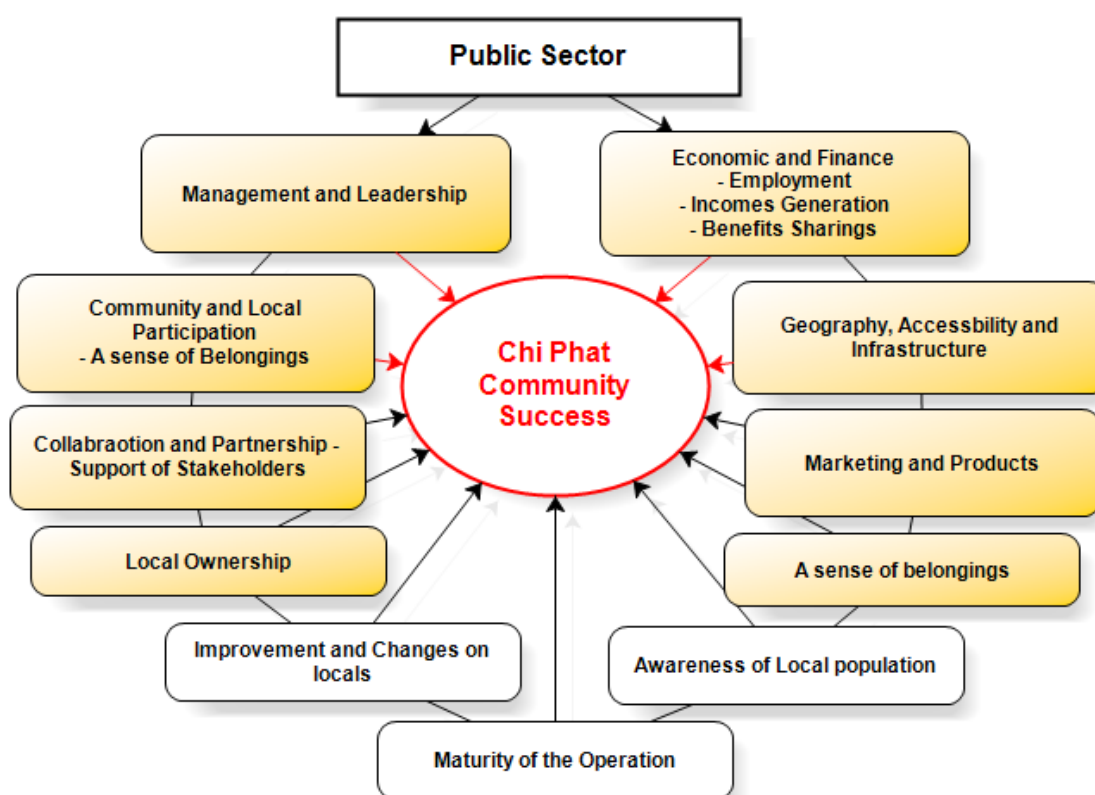
4.3. Conceptual framework

In this section, two integrative frameworks are illustrated. First, the pre-determinants of success will be discussed. Then, a framework of key for success factors for Chi Phat is presented. Finally, the two integrative framework will be presented together as one.

4.3.4. Integrative framework for pre-determinants of success

Table 9 briefly summarises what has been presented by each stakeholder group as their perceived pre-determinants of Chi Phat's success and allows an integrated framework to be developed.

Table 9: Pre-determinants of success emerged by the stakeholders

No.	Stakeholders	Pre-determinants of Success
1	**Community Members**	Trainings Quality of Community management group

		Quality of service
2	**Non-Governmental Organization**	Planning Trainings Quality of Services Services Infrastructure Quality of Management Group
3	**Private Sector**	Quality of Service Services Safety Issues
4	**Public Sector**	Planning Quality of Service Quality of Management Group

Figure 15 is an overall view of the pre-determinants of success as perceived by all stakeholders. Basically, community members considered trainings, quality of management group and quality of services essential for the success of the community. On the contrary, interviewees from the public sector considered planning the most important attribute, with quality of service comes second, and quality of the management group is the third most important pre-determinant of community success. In contrast, officers from the development organizations and interviewees from the private sector have differing opinions.

Figure 15: Pre-determinants of success identified by all stakeholders
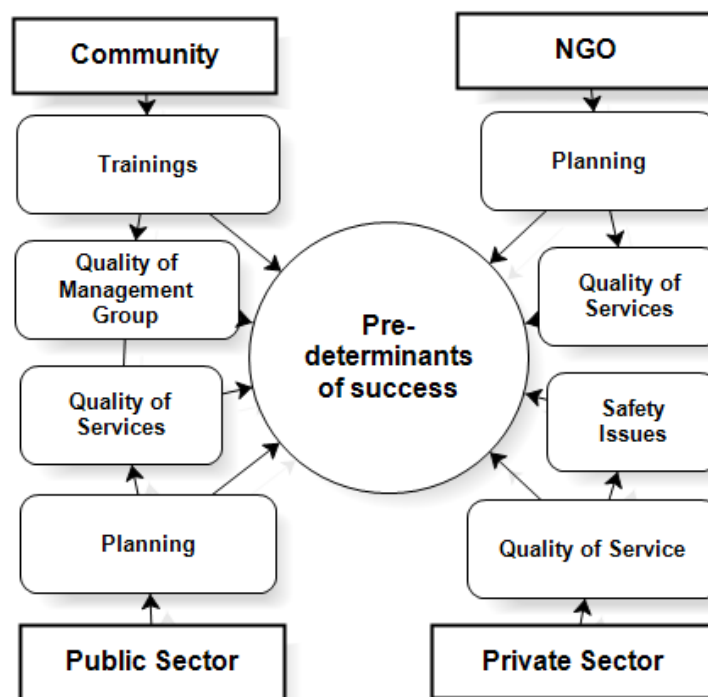
The NGOs considered planning as the main actor and quality of service second, on the other hand, the private sector perceive quality of services as the most important and safety issues is second, as these attributes contribute towards visitor satisfaction. The other stakeholder groups considered internal management and external outcomes interrelated to each other. The relationship between the pre-determinants of success and the factors of success are associated. In order to succeed, Chi Phat has been developed through multiples phases to ensure to operation of the community. The community cannot put into operation without investing or considering many points above, including training, planning, quality of management personnel, safety issues and quality of service.

4.3.5. Integrative framework of the community success

Themes have been clustered together based on the four stakeholder group's findings. In order to get better understanding and reveal relationships, the themes and sub-themes identified from all of the groups of stakeholders have been tabulated, see table 10.

Table 10: Themes and sub-themes of attributes contributing to the success of Chi Phat

No.	General Themes	Sub-themes
1	**Economic and finance**	• Incomes generation • Numbers of visitors • Local employments • Benefits sharing to locals • Membership • Reserved CBET Funds
2	**Management and leadership**	• Management system/structure • Management procedure • Leadership: (1) *Quality of a leader: Characteristic and* (2) *Role/Responsibility of a leader*
3	**Community and local participation**	• Willingness to participate among members • Equal opportunities among members
4	**Geography, accessibility, location and infrastructure**	• Accessibility • Infrastructure • Location • Amenities
5	**Resources**	• Attractions • Natural attractions • Cultural attractions • Tourism activities and services
6	**Products, marketing & promotion**	• Creative of new products • Quality of services • Marketing channels • Clear booking system • Reporting/feedback system • Lost and founds
7	**Collaboration and partnership**	• Collaboration between • *Public sector* • *Private sector* • *Development organization* • *Community* • External support (LA & organizations) • Solidarity of local residents & authority • Support and participation
8	**Ownership**	• Self-operation • Independence

9	**Awareness of local population**	• Entrepreneurial skills • Tourism business • Environment and conservation • Waste management
10	**Improvements and changes on locals**	• Skills • Behaviors • Perception • Lifestyles
11	**Communication**	• Good communication between stakeholders • Business and tourism activities
12	**Maturity of project development**	• Mature: management, experience & running businesses
13	**Community Beautification**	• Community Image /Branding • Willingness to welcome tourists • Safe and security
14	**A sense of belongings**	• Collective benefits • Community pride and a sense of belongings

From the integrative framework, it could be concluded that all stakeholders perceive extrinsic factors, such as leadership and management, community and local participation, collaboration with relevant stakeholders, economic and finance, geography, accessibility and infrastructure and marketing and products as the key attributes of success for the Chi Phat community. These are the focal points that are important to the development of the community. Hence, there are factors that have been perceived differently by each stakeholder (figure 16). A framework of community success can be drawn from the findings. Community members and the public sector hold very similar perceptions of Chi Phat's community success as extrinsic factors and therefore these are placed together. Themes that have emerged from these stakeholders during the interviews are also placed nearby the extrinsic themes. The, development organization and private sector also hold similar perception of the intrinsic factors which influence the success of Chi Phat so these have been placed together. Attributes strongly contributing to the success of Chi Phat are connected directly to Chi Phat community success by red arrows. These attributes were confirmed by the literature review as being greatly influential to the success of community based tourism. Attributes in the clear boxes emerged from the findings of the interviews, see figure 16.
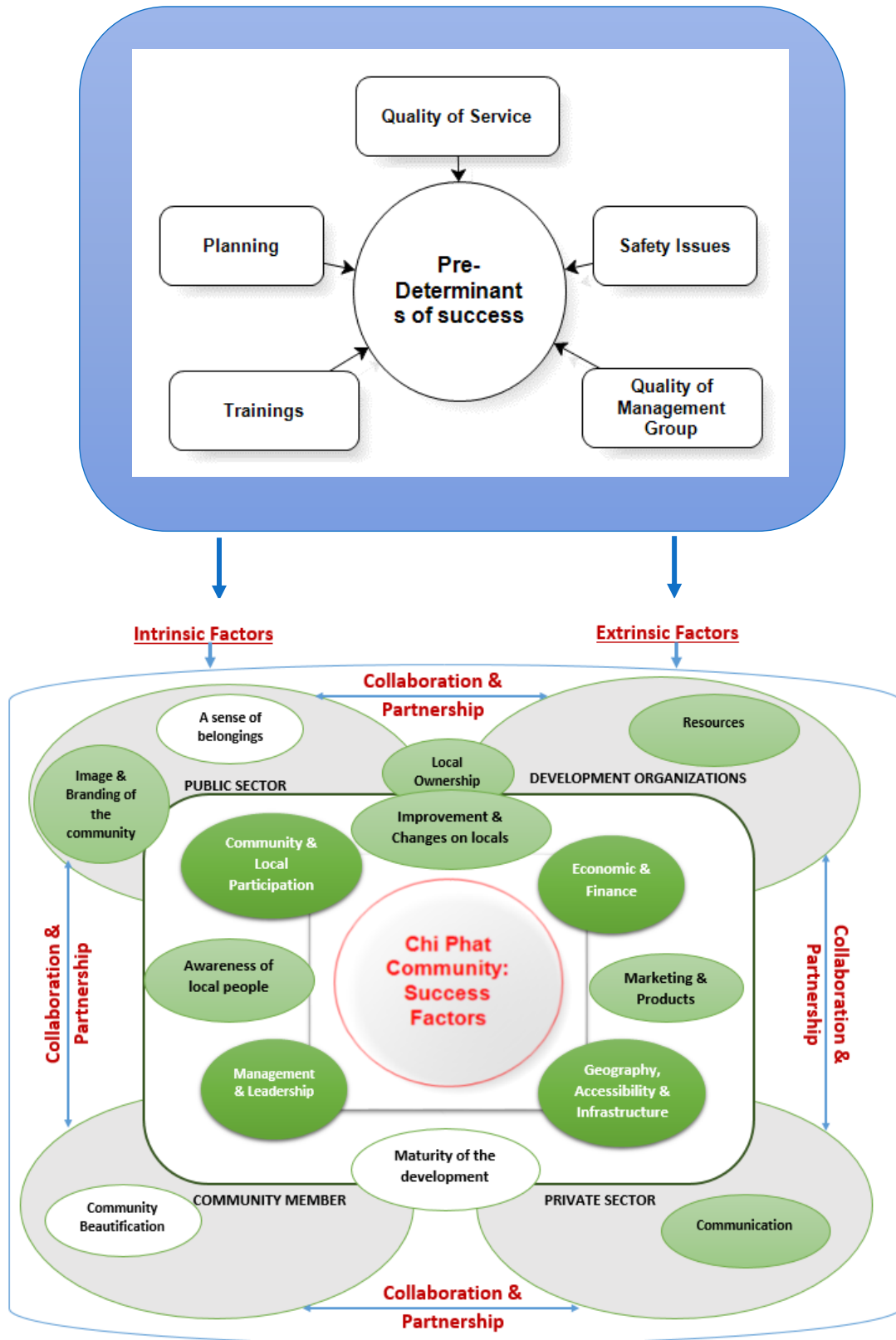
Figure 16: Integrative framework for the CBT success
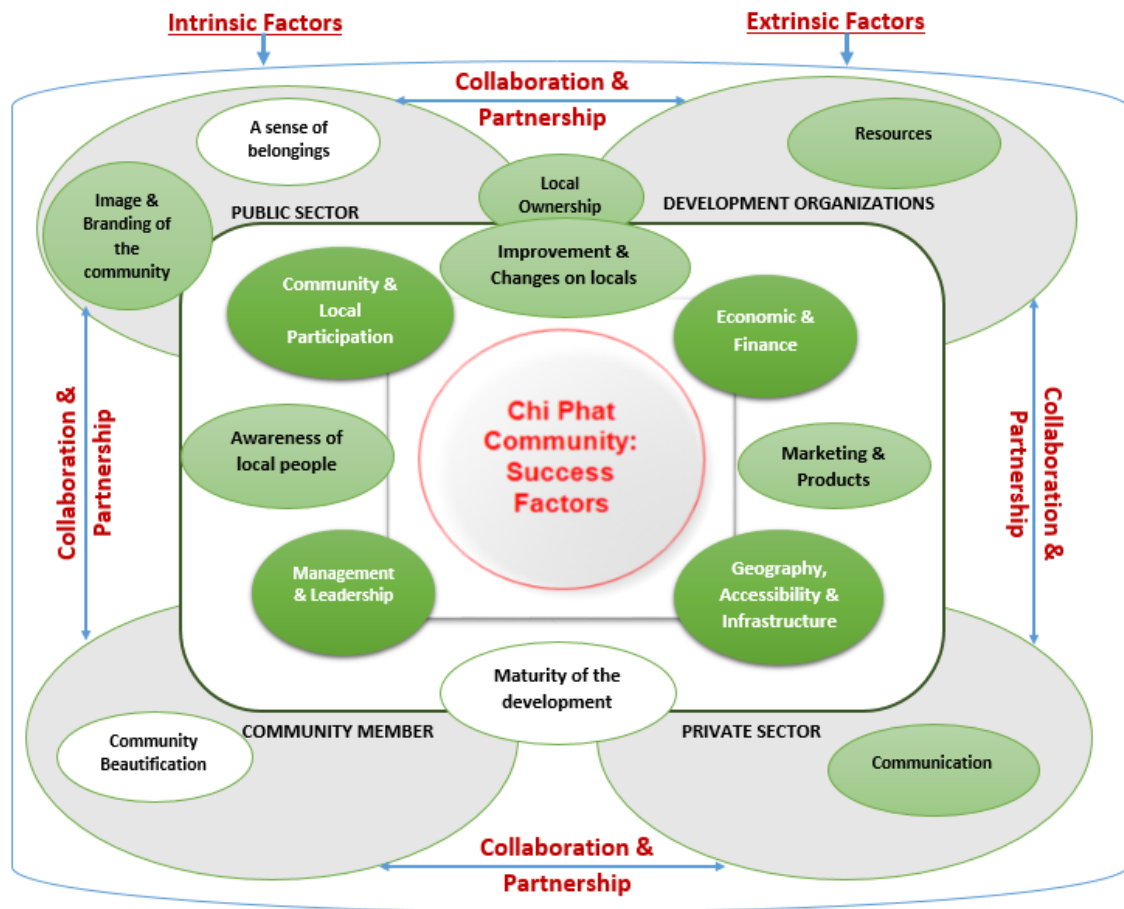
4.4. Conclusion

A framework of success and pre-determinants of success for Chi Phat CBT can be constructed based on the findings from all of the stakeholders as mentioned in previous section, see figure 15. There are a number of pre-determinants factors that lead to the success of Chi Phat community development such as training, planning, quality of service, quality of management group, and safety issues. Figure 17 illustrates the relationship between the pre-determinants of success and the factors of success. Additionally, both intrinsic and extrinsic factors play a role in the success of the Chi Phat community. Those extrinsic factors are management and leadership, community and local participation, collaboration and partnership and the awareness of the local population. Intrinsic factors are resources, accessibility and infrastructure, products and marketing, and improvements and changes on local people. Attributes that could not be identified either as intrinsic or extrinsic but identified by the stakeholders as important for Chi Phat are, economic and finance, community and beautification, ownership, and the maturity of the project development.

Further details of each of these attributes can be found from table 11. Figure 17 illustrates the stakeholder's perception of how Chi Phat has become a successful community and how it should maintain this status and develop further.

Figure 17: Integrative framework derived from the stakeholder interviews

Chapter V: Research Discussion

5.1.   Introduction

This chapter discusses the findings of the research in order to identify the key factors that contribute to the success of the Chi Phat community based tourism. The chapter first discusses the definition of community success by comparing the findings to the literature. This is the followed with a discussion of the pre-determinants of success. A comparison of the stakeholders' perceptions is made in order to identify the difference and similarity among them. According to priorities and frequencies, similarity between stakeholders' key success factors are clustered under 'core-success factors' while factors of difference are placed under 'sub-factors' of success. New themes which emerge from the interviews will also be discussed. These are based on the perception of all of the stakeholders groups which participated in the interviews. The conclusion of this chapter includes a theoretical summary which identifies emergent themes that will impact on how future implementations of CBT can lead to greater success.

To better analyse the findings and to highlight the main concepts emerging from these findings, a series of questions have been compiled to guide the reader through this chapter. The following sections provide discussion in order to answer these questions:

- o *What do the four frameworks of each stakeholder mean?*
- o *Between stakeholders groups, what are the differences and similarities of perception in regards to the factors for success of the community based tourism?*
- o *What are the emerging themes that appear from the findings?*
- o *Do the findings support the literature?*
- o *What can be learnt from this research?*

### 5.1.1.   Community success definition

Chi Phat is confirmed to be a successful community based on the definitions from previous studies and this research. According to private sector and organizational officers interviewed, community success can be defined based on its achievements. If the community has achieved its goals and visions established at the beginning of the initiative for community development, the community can be called a success. Supported by Komppula (2004), success is usually associated with the achievement of the performance that was already defined. It requires evaluation between objectives and achievements to measure that success (Lemelin et al., 2015; Komppula, 2004). However, the public sector

and community members have suggested another definition of the community's success, one that can be evaluated based on visual appearance. For instance, the improvement in lifestyles and standard of living of the local people of who are members of the Chi Phat community, a reduction in the destruction to environment and natural resources, and the local peoples' increase in income from the community based-tourism initiative. Moreover, tourism has helped to improve local people's knowledge and sense of worth through; an awareness of tourism benefits, an improved a sense of belongings, a sense of confidence, and pride in being a Chi Phat resident, as well as having good relationships with others. These were partly confirmed by a study of GTZ, made by Goodwin and Santilli (2009). The projects or initiatives that are regarded as successful should contain five main factors; social capital empowerment, economic development, an improvement in the standard of living of the locals, conservation and environmental viability, as well the collective benefits assurance (Goodwin & Santilli, 2009).

5.1.2. Pre-determinants of success

Before becoming a successful community, Chi Phat has gone through multiple stages of development which is known as APPA approach. According to Deng, Arbogast and Selin (2011), the APPA process has been widely applied by the Mountain Institute in different communities throughout the world, particularly in less developed regions or countries. The APPA process consists of four consecutive steps which is known as the 4Ds—Discover, Dream, Design, and Delivery (Deng et al., 2011), each stage having its particular actions. Most importantly, the process allows the communities to identify their tourism potentials through sample surveys, group discussions, or mapping resources. These also assist them in creating vision and goals for the future. In Chi Phat, the process was guided through by the supporting organization, Wildlife Alliance. During the process, multiple facilitation and skills development courses and other types of training were given to the community members, especially the CBET working group who administered the project. According to the interviews and the findings, pre-determinants of success have been perceived as factors leading to success. As shown in the model (figure 18), planning, quality of services, quality of the management group, training, and safety issues have been identified as the leading factors that contributed to the community success.

Figure 18: Pre-determinants of success
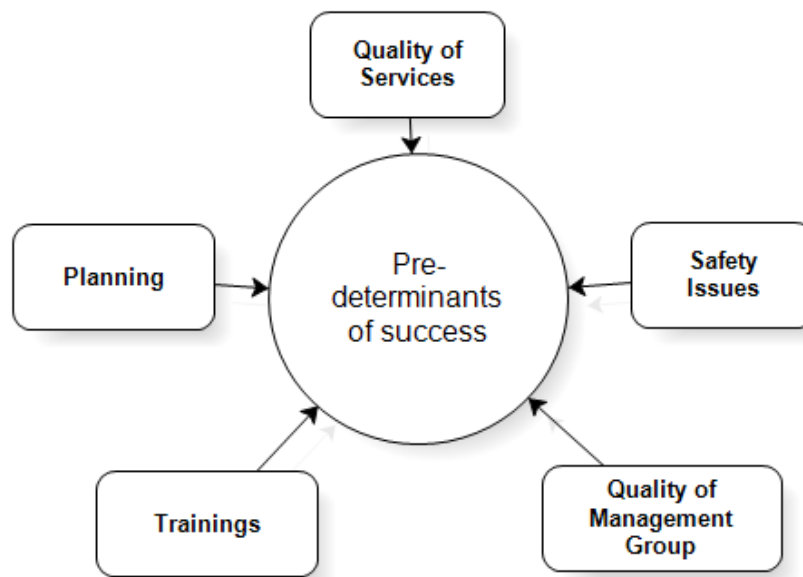
5.2. Comparison of stakeholders' perception

There are differences and similarities between stakeholders groups in regards to the way they perceived key success factors for the Chi Phat community. Thus, the framework derived from (figure 16) is presented in order to compare the similarities and differences for all of the stakeholders. There are a number of main factors that were identified by all stakeholders; these factors are clustered as core-factors, factors that were identified by individual stakeholder are called sub-factors. The emerging themes which appeared in the findings will be discussed in the section following this discussion.

5.2.1. Core success factors

This work has resulted from the integrative framework of all four groups of stakeholders. In this section, the similarities of the success factors as perceived mostly by all stakeholders' members of Chi Phat are discussed. These factors are presented in order of priority, from a high to low as determined by the various stakeholder groups. Success factors in this category are extrinsic factors. Previous studies published by many authors (Lemelin et al., 2015; Freeman & Thomlinson, 2014; Yodsuwan & Butcher, 2011; Bornhorst et al., 2010; Oun & Al-Homoud, 2008, Kayat, 2008;, Thakadu, (2005); Parker, S., & Khare, A. (2005); and Bramwell & Lane, 2000) describe a wide range of success factors for community development which are in the main extrinsic factors, thus the findings from the Chi Phat community seem to confirm the findings as described by these authors.

5.2.2.1. Collaboration and partnership

According to the discussions in the interviews, all of the stakeholders confirmed the importance of collaboration and partnership in the process of the Chi Phat community development. This was the uppermost important factor amongst all stakeholders because it was essential that the community, the public sector (at different levels), the NGOs and the private sector collaborate and build partnerships with each other. They hold different roles and responsibilities but together, they are all working towards the same goals that is in providing an alternative livelihood to the local people of Chi Phat and to stop destruction to nature, especially the last big rainforest in the Cardamom Mountains. Studies suggest that the public and private sector partnership are crucial for sustainable tourism, to protect the natural resources, to provide policies and planning, and many other kinds of support in the tourism development (Freeman & Thomlinson, 2014; Yodsuwan & Butcher, 2011; Bornhorst et al.; 2010, Oun & Al-Homoud, 2008; Kayat, 2008, Thakadu, (2005); and, Bramwell & Lane, 2000).

According to Tolkach et al., (2013), who studied the community based tourism network, collaboration creates linkages between communities, governments at different levels, and with development organizations. This collaboration could be beneficial to the community through the sharing of information and knowledge, training, capacity building, and enhanced advocacy (Tolkach et al., 2013). For Chi Phat, as shown in the integrative framework (figure 16), the community has a strong relationship with the various stakeholders. The local authority such as the commune council, district and provincial level, the department and Ministry of Tourism, the travel agencies and tour operators from the private sector, and the development organizations have been involved in the development of Chi Phat since the beginning. Thus, all stakeholders need each other's support to ensure the project is running well. A positive relationship between the community and its stakeholders is believed to build a strong foundation for CBT, and hence build an effective and sustainable CBT (Asker, S., Boronyak, L., Carrard, N., & Paddon, M., 2010). An example of the partnership between the community and the private sector is to gain an advantage in promotion of the site. Engaging the private sector into the community development can benefit the CBT. According to Asker et al. (2010), the community may not have all the resources and skills necessary to run an effective CBT venture, therefore it is better to work with the private sector because they are able to fill the skill gaps and/or offer necessary assistance, which is cost effective for the community. Asker et al. (2010)

argued that private sector partners can provide capital, business and marketing skills, and a client base to complement the community assets including land, labour and local knowledge. Meanwhile, collaboration between communities and tourism authorities is able to provide benefits on destination branding, and position the CBT operation within the wider tourism marketplace (Asker et al., 2010) and marketing channels.

5.2.2.2. Management and leadership

From the community members' perspective, the *quality of the leader* is crucial. A good leader must be capable, knowledgeable, and able to lead other members by example. A good leader must have the ability to make decisions, share a team spirit, and able to handle conflict, both internally and externally. In the studies of Kontogeorgopulos et al. (2014) and Blackman et al. (2004), the success of local development depends mostly on the quality of the local leader and this leader must be able to motivate its members. Furthermore, Lemelin et al. (2015) also suggested that criteria for evaluating success factors for small and medium businesses should include management, communication, training and more specifically the leadership. This is supported by other authors, where leadership style can help to motivate the members to feel empowered (Cox et al., 2014; Haven-Tang et al., 2007). Stakeholders also believe that good management and a clear structure would help the business to run in the long term. Evidence to support this is the aim of the CBET management committee to provide the best management possible, this can be seen by the transparent process used to select the members of CBET management committee. There have been two elections since 2007 conducted with the support of the organization, Wildlife Alliance and the commune council. The current leader has been voted in for two mandates, it is believed that the community trust this leadership.

Similarly, three interviewees from the public sector, (from a total of five interviewees), mentioned *management and leadership* as their first priority for a key success factor. However, the public sector focused more on the management structure of the community rather than the quality of the leader, although they did comment that the leader had good interpersonal skills and collaborated well with the public sector. They regarded management and leadership as important as community and local participation, economic and finance, and the accessibility, location and infrastructure.

5.2.2.3. Community and local participation

Local participation is another key factor of success for the Chi Phat community. Strong community support to develop community tourism, as well as knowledge and understanding of tourism are considered necessary to achieve sustainability of tourism for the destination. Many authors, Bornhorst et al., (2010); Choi & Murray, (2010); Choi & Sirakaya, (2006); Iorio & Corsale, (2013); Lemelin et al., (2015); Maxim, (2014); and Parker & Khare, (2005), have identified local participation as one of the main attributes for a successful community. Based on the findings, there is little difference between the public sector and the community members in regards to how they perceive community and local participation. Both stakeholders considered community and local participation important for community development, especially for a community tourism project like that of Chi Phat. The willingness of the local people to be members or to be part of the project is crucial. As is giving equal opportunities to women and young people in employment and other activities. It is possible to see that there is a relationship between good management and leadership, and community and local participation. Without a good leader, locals are not willing to join in with the project and without participation, a community cannot run at its own cost.

The participation can also be seen in both the election and decision-making. The participation includes the members who provide services to tourists, and their participation in the meetings and making decisions. There is participation by the community in the elections to choose the leader or representatives of the CBET committees or CBET working groups, to select those who would ensure the benefit sharing system is fair for everyone. Chi Phat offers a variety of services to visitors to ensure visitors have multiples choices of accommodation, activities and transportation. Local people who have received training and are supported with equipment, are key service providers; without them, tourists cannot do any of the activities in Chi Phat. The community members considered this attribute as the second most important key factor, but the public sector appeared to value this equal to other attributes, such as, economic and finance and the accessibly and location.

5.2.2.4. Geography, accessibility and infrastructure

The majority of stakeholders identified extrinsic factors as the main success factors for the Chi Phat CBT, for example, the physical appearance of the community. Geography, accessibility and infrastructure has been perceived as one of the important factors of success by most interviewees. As studied by Blackman et al. (2004), Kontogeorgopulos et al.

(2014), and Freeman & Thomlinson (2014), geographical area or location of the destination is the key to success for some communities because they have better access than other places, and local and international tourists can get to the place easier (Kontogeorgopulos et al., 2014). Although, Chi Phat is located off the beaten path it is accessible by both land and boat. Chi Phat is located 100km to the famous international border check point between Thailand and Cambodia. Furthermore, it has easy access to a major international highway and is relatively close to other main tourist destinations (Asker et al., 2010) along the coastal areas such as Koh Kong town, Sihanouk Ville, Kompot and Kep. One of the advantage of the community is it is located in the heart of the Cardamom Mountains which is claimed as one of the last elephant corridors and large predator ranges in South East Asia (Asker et al., 2010). It is the home of Cambodia's 2,300 plant species, more than half of Cambodia's 200 bird species, and 14 globally threatened mammal species (Wildlife Alliance, 2015; Asker et al., 2010).

5.2.2.5. Economic and finance

Some interviewees from the public sector prioritized economic and finance as top of the list of key success factors, while almost none of interviewees from the community members considered this the most important. However, all stakeholders of the Chi Phat community have discussed a numbers of sub-themes that represent the economic and finance factor. Many authors(Lemelin et al., 2015; Nyaupane & Poudel, 2011; Choi et al., 2006; and Parker et al, 2005) argued that tourism emphasized the strong impact on local life and therefore it could be evaluated based on economic gain, such as, employment growth, entrepreneurial opportunities for local residents, external ownership of business in general, percent of profit or revenue reinvestment in reserved natural, and cultural area management, and increase in income distribution. These appear to have some relevance to the Chi Phat CBT.

There are two types of economic and finance in Chi Phat which can be seen as playing a significant role. On one hand, it refers to the financial support, (funding by external donors), to the community operation by Wildlife Alliance or external supporters. Without the support, the community cannot develop or implement its plans because all of the activities in the community need money. For instance, the CBET working group who work in the CBET visitor centre, hence directly involved with the tourists, are paid 'incentives' on the days they work, while the trail development workers require wages for days they spend in the jungle to build up the trail for trekking routes. The expenses incurred for the operational needs at the visitor centre, such as internet, telephone, electricity, office stationeries,

equipment and maintenance costs, and training also require a large amount of money to cover these costs. Without financial and equipment support from Wildlife Alliance and Live and Learn, Chi Phat cannot survive.

On the other hand, the economic and finance factor refers to indicators for evaluation of success. Since the development of tourism in the area, Chi Phat is believed to have contributed significant economic affluence to its members. In this study, this factor mainly covered variables, such as, income generation to members of the community, employment opportunities for the locals – young people and women, money reserved in the CBET funds, a fair benefit sharing system to its members, and the local people are given opportunity to become members of the project. These variables appeared frequently during interviews. More importantly, the number of visitors have been quoted to have rapidly increased. Thus, these are indicators for evaluation of success. As people see the outcomes of the project they start to realize how important tourism has been in changing their lives and living conditions. However, there is a difference between the community members and the public sector members when explaining what they mean by economic and finance. Community members look deeply into how the benefits are shared among members and how employment opportunities are given to the young people and women, and the number of tourists that have arrived in Chi Phat. Whereas, members from the public sector look at how much of the CBET funds can be saved from tourism income and how it is going to be used, and whether the community has got external funding from any organizations. The public sector look at the bigger picture – external image of the community and its economic sustainability. They considered Chi Phat as a successful community by highlighting this point – there is over 300,000 USD$ in the CBET bank funds for the future operations of the community. This does not include the direct income the community members have made through accommodating tourists in their home-stays (or guesthouses), guiding them to different places, or serving them food. By comparing this to other communities around Cambodia, it is clear that the Chi Phat community has a strong economic and financial status.

However, the community has created the guidelines on the visitation rules. In order to avoid environment degradation, motorbikes are not allowed to use in the trekking areas or deep in the jungle. Visitors are encouraged to read 'Do's and Don'ts' before they take the trip. There are rules such as 'take only pictures and leaves only footprint', a group of visitors must not exceed of 10 visitors per group and waste must be taking back to the CBET visitor's center where there are waste collection system. Guides ensure visitors follow the guidelines. In the

meantime, new routes and treks have been developed to offer visitors various trips into the jungle of the cardamom mountain.

5.2.2.6. Marketing and products

Another important factor for the success of Chi Phat is marketing and products. Three variables have been discussed within this attribute: products, services and marketing. According to the private sector members interviewed, Chi Phat is a special destination due to its natural beauty, this gives a great advantage in targeting tourists, especially adventure tourism and eco-tourism markets. Freeman and Thomlinson (2005) suggested that future researchers should test the marketing variable in different geographical locations and with different stakeholder groups. The community offers unique activities and is known as an ecotourism destination with mountain biking and home-stays. Tourists nowadays are more interested in adventure activities, lifestyle and living with the locals. They want different and authentic experiences, for example, staying in home-stays and interacting with the hosts, and participating in local ways of life, as well as cultural activities. Chi Phat offers a variety of activities to meet this trend. The private sector have observed this trend and have acted quickly in response, in partnership with the community, in order to send tourists there. Various studies made by Freeman, & Thomlinson, (2014); Kontogeorgopulos et al., (2014); Bornhorst et al., (2010); and Haven-Tang et al., (2007) have suggested, that good products need to be unique and accessible in order to meet criteria and the expectation of tourists. Other authors such as Maxim (2015); Parker & Khare (2005); Cox & Wray (2011); Lemelin et al., (2015) have also identified marketing and products important for a tourism destination, because effective marketing strategies require good market intelligence which is often lacking in the underdeveloped regions (Blackman et al., 2004).

Products refers to the development of products in Chi Phat itself, for example, trail development, camp sites and other activities. The uniqueness of Chi Phat is to provide a number of adventurous activities such as mountain biking, hiking, kayaking, boat trips, camping, home-stays, bird watching, eco-guides, and special-interest tours (for example, long distance treks) (Asker et al., 2010). It also provides a numbers of trails which are particularly interesting among adventure tourists as the site is very suitable for such eco-activities. Service refers to the quality of the amenities, whether they are qualified and meet with the specified standards, for example, clean and tidy rooms at the home-stays and delicious hygienically produced food. This also refers to the service provided by the CBET

working groups directly to the tourists in the community and the knowledge of the guides. In regards to marketing and promotion, Chi Phat has been promoted through numerous channels both locally and internationally. Chi Phat even participates in regional and international events, fairs, seminars and meetings. However, the overall quality of the Chi Phat community is only comparative with other communities in Cambodia. It needs to improve in order to compete with the communities in the neighbouring countries, for instance Malaysia. Unfortunately, the quality provided in Chi Phat cannot as yet reach the standard set by the expert tour operators, for example they still need to hire English speaking guides from Phnom Penh. Rather than being actual key success factors for Chi Phat, a number of attributes as described below, seem to be indicators which can be used to evaluate the success of the CBT project, these are; awareness of local people, improvement and changes on locals, and ownership.

5.2.2.7. Awareness of locals

The public sector, the development organization and the community members have frequently mentioned this attribute during interviews. It is believed that the local people are now more knowledgeable of entrepreneurial and business skills related to tourism. Hiwasaki (2006), concluded that increasing awareness and building capacity among members of the community is crucial and it leads to the success of the community. Hence, this supports that awareness of the people in Chi Phat, those who have received training and participated in the project, can be indicators to evaluate success. They now have a strong awareness of the environment and conservation issues, the danger of illegal activities, and waste management issues. The people get along well with each other and are active participants and strong members of the community. An example of this can be seen through the creation of self-rangers and the green ambassador who try to raise awareness of waste management issues, reforestation and other issues. This could well be regarded as development of a successful community. Lemelin et al., (2015), developed a holistic framework to analyse Aboriginal Tourism success as shown in figure 19. This showed that, ownership, and improvement and changes on locals are considered indicators for success evaluation.

Figure 19: Potential holistic framework to analyse the success of Aboriginal Tourism

Table 4
Potential HOLISTIC Framework for the analysis of Aboriginal Tourism Success.

Indicators for success	Evaluation of success
ECONOMIC	Year established
Funding sources	Operating season
Infrastructure	Annual visitor numbers
Employment	Revenue
PLANNING	Geographic location (distance from
Skills and training	markets)
Marketing	Accessibility
Product development based	Marketing
on resources	Major attractions
LEADERSHIP	Band involvement
Local government support	Ownership structure
Strong leadership (entrepreneur)	
EMPOWERMENT	Local control and input (board membership,
Political empowerment	local investments)
Cultural empowerment	Involvement in planning process
Environmental empowerment	Culturally appropriate training
	Sustainable development
COMMUNITY	Staffing (FT, PT, contract)
Legitimacy of enterprise	Recognition of local traditions (vacation
Community support and	and/or days off provided for hunting
participation	season)
Partnerships (intra and	Awards & Recognition
inter community)	
LEGAL	Land Access or purchase
Governance	New/Expanded/Renovated buildings &
Land rights and resources	infrastructure
	INTANGIBLE ELEMENTS
	(CREE & Koster and Randall)
	Ecological and Cultural Knowledge
	Culture/Environment Valued by visitors
	Community Pride
	Social linkages
	Ownership

Source: Adapted from Lemelin et al., 2015, p.322

5.2.2.8. Improvement and changes on locals

This refers to the changes among community members and the local people who are not direct members of the project, but are residents of the Chi Phat commune. There are four main areas of change that can be seen among residents of Chi Phat; skills, perception, behaviour, and lifestyle. An example of the change can be seen in the development of human resources in Chi Phat. There have been great improvement among the members of the management committees in regards to English language, computer skills, presentation skills, and the confidence in communication with outside people or people of high ranking.

Also, the young people are enthusiastic to learn and to interact with tourists. The local people have better lifestyles and living conditions. Transformation among the members is significant, especially for members who used to be illegal loggers or hunters. Tourism can give them legal and safe jobs.

5.2.2.9. Ownership

Chi Phat can run businesses by themselves, especially since the organization has stopped its financial support to the community in 2014. It is now managed by the local people who are residents of the Chi Phat commune. The local people have been engaged in the community development since the beginning through participation in the meetings, seminars, and by becoming members. They together decide what they want. The studies carried out by Vajirakachorn, (2011) and Hiwasaki, (2006) have confirmed that ownership empowers the community to have self-control and therefore, increases its confidence in running a business.

5.2.2. Sub-factors of success

Even though the majority of key success factors were similarly perceived, individual stakeholders also hold a number of different perceptions. The community members stressed community beautification, the organisations emphasized resources, the private sector stressed communication, and the public sector emphasized the sense of belonging and destination image and branding (emerging themes).

5.2.2.1. Communication

Effective communication was identified by half of the travel agents interviewed as the key to maintaining a good relationship between themselves and the community. The private sector's orientation is for profits, (Tolkach et al., 2013, p. 323), therefore service quality needs to meet the standard of quality in order to meet the expectation of clients. The private sector appreciates how the community communicates collaboratively in their booking arrangements, provides updates of activities and prices, and is willing to accept feedback from visitors sent to them by travel agencies or tour operators. These are the core issues in this business relationship. Good communication not only increases the positive relationship between them but also provides a good image of the community. This is confirmed by the studies of Cox et al. (2014), where it was found that communication helps increase the destination image. It was stated that effective communication and engagement of the brand for the tourist destination needs to be delivered to all stakeholders (Cox et al., 2014).

Bornhorst et al. (2010, p.580) also indicated that effective communication is crucial to achieving satisfaction and buy-in, and it requires strong leadership to request involvement from the relevant stakeholders. It motivates trust amongst the other stakeholders and minimises miscomprehension (Cox et al., 2014). This need for effective and clear communication was experienced by the Chi Phat community. Of the 25 travel agents who partnered with the Chi Phat community (Wildlife Alliance's internal report, 2015), many of them were located in Sihanouk Ville, Phnom Penh and Siem Reap, where the tourists' hubs are based. Sending representatives from the companies to check the quality of accommodation or food at the community is costly and time consuming. Thus, the best way to communicate this information is through emails and telephone conversations. Travel agents need to make sure that they are receiving the expected level of services for their clients. The clear and effective communication between the community's management committees and the private sector ensures a smooth, reliable and positive relationship between them, resulting in tourist satisfaction, and as a consequence of, increased visitations are sent through the travel agents or tour operators. Furthermore, the strength of the partnership between a particular community and the companies can lead to comparatives being made with other communities' in regards to quality of service and communication. For instance, travel agents would compare how effective and good quality of services are between two or three communities and would then choose the one they thought to be the best to partner with. This was demonstrated from the interviews with two companies; they stated that they had stopped working with other communities, and had only retained the partnership with the Chi Phat community, because this community is the best and is more approachable and communicable.

5.2.2.2. Resources

Resources have been emphasized by all officers from NGO interviewed. These organisations have supported Chi Phat since the beginning of the project. One of the main attractions for the Chi Phat community is the availability of resources. Resources in Chi Phat are diverse and hence crucial to the Chi Phat community's success. This is confirmed by the study of Bunhorst et al. (2010); however, this study referred to resources of funding or personnel (human resources) as being important to the destination. Resources in this research referred to the potential resources for attracting tourists; that is natural and cultural resources. Natural resources in Chi Phat provide potential for tourism development and offer a great experience in adventure activities, such as, mountain biking, swimming in waterfalls, trekking to rainforests, and hiking and boating to see wildlife. There are unique cultural

resources, ranging from daily life of local people, to hunting, farming, fishing, traditions, the wood coffins and ancient burial jars at Phnom Pel, and various other tourism activities.

5.2.2.3. Community beautification

Recent studies made by Lemelin et al. (2015) have suggested that future researchers should investigate intrinsic factors such as community beautification and a sense of belonging. It is believed that this study has confirmed Lemelin's suggestion that intrinsic factors as fore-mentioned are indeed success factors for CBT. Community beautification was firmly stressed by two community members as an important attribute to make Chi Phat famous amongst visitors. They refer to the 'beauty of Chi Phat' and to the friendly and welcoming behaviour of the people within the community. Chi Phat is a clean community, with good waste management, and importantly, safe and secure. Hosts at the home-stays and guesthouses have built good relationships with the tourists which attracts repeat visitations. Building successful communities is associated with local knowledge, natural resources and comprehensive expertise. According to Alaimo et al., (2010), one of environmental advantages of tourism is that it may encourage community beautification and revitalization relating to the notion of community pride. Community gardens or beautification are also thought to generate social benefits, such as social capital while household involvement in community gardening or beautification activities were associated with residents' perceptions of bonding social capital, linking social capital, and neighbourhood norms and values (Alaimo et al., 2010). Scholars emphasize a "communitarian" understanding of social capital, describing features of social life such as networks, norms, and trust; that can improve the efficiency of society by facilitating coordinated actions more as social and cultural gathering places (Alaimo et al., 2010). The initiatives to make improvements, rubbish free environments, and the friendliness of the local residents can bring a sense of welcoming and a beautiful place. Residents feel proud of their community due to the beautification and this has had a strong impact towards tourism development. Happiness not only impacts on the local residents but also visitors that travel to the areas.

5.2.3. Emerging themes

Based on the interviews from four the groups of stakeholders and the framework that was developed, a number of emerging themes appeared. Both community members, development organization officers, and members of the public sector identified the maturity of the operation, a sense of belongings and destination image and branding as other important factors for the success of the Chi Phat community. These factors have not been

specifically studied in previous research of success factors for CBT's in Cambodia.

5.2.3.1. The maturity of the operation

The community based tourism initiative in Chi Phat was established in 2007. After a number of years of operation, Chi Phat is now mature. This refers to the experiences and lessons that the community has learnt through its development and implementation. They are mature in the development process, the management of the operation and their entrepreneurial skills. For instance, they know how to run a business. They also have become more creative and aware of situations. The private sector appreciates how management can now take action towards a sudden situation and respond to it in a positive way.

5.2.3.2. A sense of belongings

A study by Lemelin et al. (2015) suggested future researchers to consider intrinsic factors and one among them was a sense of belongings or community pride. A sense of belonging appeared in the discussions with members of the public sector, they considered it as an attribute that encourages or influences the success of the Chi Phat community. The local people understand the benefits of tourism and decided to change their perceptions to protect their community. They are proud to be residents of this community and happily talk about it with outsiders. They consider themselves a model community and therefore it has increased their confidence when participating in the national or sub-regional meetings or discussions. Through tourism, community members now have a high sense of belonging, are proud of themselves, and live happily and in harmony. More importantly, the project itself helps to increase a collectivism attitude among the members. The local people consider the collective benefits (to members of the community) important. Evidence to support this statement is the show of solidarity by its members who gave thumbprints on a petition against the mining exploration companies because they want ecotourism in Chi Phat. It was submitted to the Prime Minister in order to stop the Titanium Mining project in 2011. As a result the project was cancelled and Chi Phat is now even more famous through local and international media.

5.2.3.3. Destination image and branding

According to Blackman et al. (2004), the image presented in tourism marketing to tourists should match the image held by the residents, and that the destination image is important in the sustainable tourism development, but is neglected in the previous study of community based tourism development of Cambodia. Strong image of the destination refers being 'unique' and 'differentiated' from competitors and attracts the interest of potential visitors

(Bornhorst et al., 2010, p. 583). Destination image and branding helps to promote the site amongst the different channels. As perceived by the public sector as one of the attributes which contributes to the success of the Chi Phat community, it felt that the community has a reputation of good collaboration with the various stakeholders. The public sector at national level often promotes the Chi Phat community as the model of CBT in Cambodia and has included them in their marketing channels both locally and at international events. Hence, the community has become the model for CBT and due to this status the Ministry of Tourism has assigned them to participate in the making of eco-tourism law, which is currently being drafted. From the international ecotourism society, Chi Phat is one among seven stunning ecotourism destinations which are regarded as a 'must see before it is too late' (The International Ecotourism Society, 2016). From the private sector's perspective, Chi Phat is a mountain biking and other adventure activity destination. Both the Ministry of Tourism and the private sector benchmark Chi Phat as the model of CBT in Cambodia.

5.3.   Conclusion

The findings have been supported by the literature a key success factors for community development, especially CBT. Chi Phat is confirmed as a successful community based on the definitions from previous studies. To evaluate the community success, it needs to constantly assess a number of important performance measures, such as, the numbers of tourists visiting the community, the profits generated can balance the expenses, that equal benefits are shared among the members, the level of collaboration between the relevant stakeholders is maintained to a good standard, that quality assurance is undertaken on products or services including communication, and the management in the community remain effective and provide good leadership. From most of the literature reviewed, the identified factors for success of community based projects are known as both intrinsic and extrinsic factors. Hence, based on the findings from the Chi Phat community, many attributes have confirmed those findings of the previous literature. The majority of the success factors that emerged in the findings chapter have been discussed in the broader tourism and hospitality literature. The four frameworks derived from the four stakeholder groups explained the way each of them perceived the Chi Phat community. The common factors that were identified by all stakeholders were clustered as 'core factors' and they were confirmed by the literature as factors for success. Sub-factors of success were identified individually by different stakeholders. More importantly, there are also emerging themes that have been raised from this research, community beautification, a sense of belongings

and the maturity of the operation; these are also sub-factors of success. Based on the literature, planning and social cohesion are considered key success factors, but these were not discussed specifically by stakeholders of Chi Phat. However, planning is considered as a pre-determinant factor of Chi Phat. It is the process of the development rather than a factor of success for the Chi Phat community.

Chapter VI: Conclusion

6.1. Introduction

The purpose of this research was to investigate how stakeholders of the Chi Phat CBT determined what was a successful community based tourism destination and also how they perceived community success. To address the problem, qualitative research methodology was used based on semi-structured interviews with a range of officers and members of the community, tourism businesses, and the public sector. This was to obtain insightful points of view regarding CBT development in Cambodia, especially in the Chi Phat community. Chapter IV and V have provided answers to the research questions proposed in the introductory chapter.

- To review the literature on CBT in order to evaluate factors of success
- To determine how different stakeholders perceive intrinsic or extrinsic factors of success for the Chi Phat CBT destination.
- To develop a conceptual framework of factors of success for CBT

The next section will summarise the relevant findings made when answering the research questions, focusing on the key literature to evaluate the success factors for CBT, the limitation of the literature and new emerging themes, in particular the pre-determinants of success. The next section evaluates the four models of CBT's factor of success emerged from four different groups of stakeholders, the difference and similarity between them. It also discusses the conceptual framework and the contribution it makes. Directions for future research are also suggested. The fourth section suggests potential implications and provides recommendations for new CBT initiative in order for other CBT projects and destinations to replicate the success.

6.2. Research implications

The findings in Chapter IV presented four different models based on the four stakeholder groups and a final integrative framework was built where all stakeholders' perceptions were grouped together. The process of grouping them together enabled the identification of similarities and differences among their perceptions. As four groups of stakeholders have different values and beliefs, there are differences between the levels of priority of key success factors as perceived by them. The similarities of the four groups are presented in the circle in between all stakeholders while differences placed outside the circle and placed beneath their individual groups.

6.2.1. Comparison of the four models of success

All stakeholders of the community recognised the importance of collaboration and partnership as a key factor of success. However, collaboration and partnership alone cannot make the community successful unless there is local participation, strong and capable leadership, good financial status, an attractive location, as well as an abundance of resources in the community. Thus, all factors interrelate to one another and all contribute to the success of the Chi Phat community. Figure 17 in Chapter IV illustrates the similarity and difference of how stakeholders perceived factors of success for Chi Phat. The private sector and NGO mainly agreed on factors that can be evaluated through physical appearances or outcomes to be success factors, such as, economic and finance, marketing and products, geography, accessibility and infrastructure, the improvements and changes on local people and the local ownership. On the contrary, the community members and public sector in this study consider success factors as 'processes'. This includes the important factors such as management and leadership, community and local participation, awareness of local people and the maturity of the development. Individually, the public sector focused on the community's sense of belongings or community pride and the image branding of the community. The image and branding is crucial, especially in the marketing of the destination as the unique selling point, in which the public sector, especially the ministry of tourism has been working on. This would confirm to the stakeholders' theory of Svensson, (2005) and Wilson et al., (2001) that reflects on the role and responsibility of the stakeholders, especially the local government who provides support and identify the market as well as to promote the destination to the wider channel. The image and branding of a destination would also increase the pride of the local government involved in the project to feel part of it and receive commendation from the higher authority.

The private sector, however, considered 'communication' one of the key factors to improve of its relationship with the Chi Phat community. As the private sector is for business and profits, they consider a good communication would benefit in so many ways, including, to save time and cost, to effectively communicate information from the community to the clients and of course, to make profits from the communication. As from the NGO, whose job is to establish and support the community, seeing the resources is the essential asset in order to develop them into a tourism destination. Community itself sees their own advantage such as the beautiful community as the part of the attraction and being proud of them.

The checklist in table 11 presents a list of factors which contribute to the success of the Chi Phat CBT. The ticks indicate how members from each group consider the attributes of success. Hence, the framework was developed in earlier chapters based on the stakeholders' perception as shown in table 11.

Table 11: Checklist for factors of success of the Chi Phat community

No.	Key success factors checklist	Community	NGOs	Private sector	Public sector
EXTRINSIC FACTORS					
1	**Economic &Finance**	√√	√	√	√√√
2	**Management &Leadership**	√√√√	√	√	√√√
3	**Community and Local participation**	√√√	√	√√	√√√
4	**Geography, Accessibility, Infrastructure**	√	√	√√√	√√√
5	**Marketing &Products/Promotion**	√√	√	√	√
6	**Planning**	-	-	-	-
7	**Resources**	-	√	-	√
8	**Collaboration and Partnership**	√√√	√√	√√	√√
9	**Communication**	-	-	√√	-
INTRINSIC FACTORS					
1	*Enhanced Community Pride/Sense of belonging*	√	-	-	√
2	*Community Beautification*	√√	-	√	-
3	Social Cohesion	-	-	-	-
4	Ownership	√√	√		√√
5	Community Image /Branding	-	-	-	√√
6	*Awareness of locals*	√	-	-	√√
7	*Improvement and changes of locals*	√	-	-	√√
8	*Maturity of development*	-	√√	-	√√

6.3. Contribution of the study

The study builds on previous studies, in particular on the work of Lemelin et al., (2015) and others which looked at the tangible and intangible indicators of successful CBT initiatives. Even though various sites being studied by previous authors are located in different geographical areas, the samplings for the studies are relatively similar to one another. The findings of this study have significantly confirmed to previous findings. However, it has also found additional evidence for the extrinsic factors that were briefly introduced by Lemelin et al., (2015), Maxim (2015) and Koster & Randall (2005). These intangible factors are; community pride or a sense of belongings and community beautification and this study has provided evidence to fill the gap of Lemelin et al. (2015)'s work on these intangible aspects.

Moreover, this study also found pre-determinants of success which is similar to the motivation-hygiene theory of Herzberg (Herzberg, 2005). Hygiene factors were stated as sources of satisfaction and the motivator to improve performances (Herzberg, 2005, p.70). This study, in particular, the pre-determinants of success indicates the process prior to success. Throughout the conversations with the interviewees, pre-determinants of success have appeared frequently. They greatly contribute to the success of the Chi Phat community; these include planning, training, the quality of service, the quality of human resources who administer the project (CBT management group), and safety issues measurements (especially for visitors).

As for the tourism sector, the study helps to inform key practitioners and policy-makers about the importance of extrinsic and intrinsic factors of success and pre-determinants of success, and their relationships, which are critical in building a successful CBT. Results from the study of the Chi Phat community's success factors can be useful and replicated by other CBT initiatives that have common characteristics to the Chi Phat community. Those who have similar geographical areas, similar products or attractions, the management structure or ways of control as well as the common level of key stakeholder involvements such as NGO and government could be advantaged from this study. New CBT initiatives should be proactive and involved with the key stakeholders since the beginning of its development to ensure the positive collaboration among them. As such, without the collaboration and support from the government and the key stakeholders, the community is challenged to stand on their own.

6.4.   Study limitations

It is necessary to address the limitations of the study as they point out the gaps and possible improvements for future research. The first limitation relates to the research design, in particular, the sampling. Among the key stakeholders interviewed, there were only two members of the development organization, compared to four to seven members of the other groups. Additionally, in comparison to the other stakeholder groups there are only two main organizations that support to the development of the Chi Phat community, and hence this limited the number of potential interviewees in this group. Engaging other interviewees was also restricted due to the short timeframe for the fieldwork data collection. These limitations made the interpretation of the results more challenging. In terms of stakeholders, the study did not include other stakeholders such as the provincial department of cultural and fine arts, the Ministry of Agriculture, Forestry and Fisheries (MAFF) and the Forestry Administration (FA). As these institutions are also key stakeholders for the process of the Chi Phat community's development.

Thirdly, the sample of the study could also be limited, due to a bias in interpretation, as the community members who participated in the study do not have the same level of education as those who are in the NGOs, the private sector, and the public sector. The understanding of the subject in the study is based on the knowledge earned from experiences working in the CBT. Members from other stakeholders have more advantages through education and travel to other CBT sites, locally and internationally. This can obviously influence on how they perceive the community success. On the other hand, the study was conducted in the rainy season (August and September). The community is located in the rainforest area so this led to meetings being re-scheduled or even interviews being conducted during heavy rain, resulting in an unpleasant conversation to cutting it short or continuous repetition.

Another limitation for the study is to reflect on the research methodology, that community members were excluded from the interview. The researcher failed to include to interview members of the community due to time constraints.

Another limitation in the methodology is, in particular, the process of seeking for validity. It could be very challenging, especially to the members of the community that is located in the remote areas where the internet and phone service coverage is limited. Interviewed transcript and summary cannot be sent directly to a group of community members so it has

to involve with staff at the NGO who has access to the internet to pass the information on. However, during each interview, the researcher made sure to verify what have been discussed, therefore it is very brief.

6.5. Recommendations for future research

This study indicates new aspects for future research on the perception of key stakeholders into the success of CBT projects in other geographical area. The pre-determinants of success were not identified from the literature, yet, it appears to be a very important process in the community development. Understanding what makes these pre-determinates is of value for further study. Intrinsic factors, such as, community image and branding, community beautification, awareness of locals and the improvements or changes on locals' perception would be essential for the future consideration.

Future researchers are also able to learn from and address the limitations presented in the previous section. It is anticipated that the conceptual framework of community success will guide further research on CBT development by involving other stakeholders into the study such as experts in the field or academia, as well as international private sectors. The framework is useful as it indicates some factors that have not been captured in tourism research. While understanding the key success factors of the CBT, it can be also be useful to look at key failures of CBT. They would be important aspects that will contribute to the knowledge of CBT as a whole.

6.6. Concluding remarks

This study has discussed the definitions of community success based on different stakeholders' perceptions. In addition, the stakeholders discussed the pre-determinants of success which do not appeared in the literature. Discussions of Chi Phat community success identified by stakeholders has led to an integrative framework (figure 17) and this clearly explains how Chi Phat has become a successful CBT site in Cambodia. By comparing the Chi Phat community development between now and the beginning of the project, Chi Phat has reached its vision. According to all stakeholders interviewed, the success of Chi Phat community has been strongly influenced by both intrinsic and extrinsic factors (figure 16). Each key factor entails many other sub-attribute, these are illustrated in table 12. For example, economic and financial factor of success was referred to the incomes, numbers of

visitors, local employments, benefits sharing to locals, membership and reserved CBET Funds (themes and sub-themes of attributes for Chi Phat's success identified from interviews). To be successful, a community needs to develop through multiple- stages by using the APPA circle and it takes years to accomplish the goal and vision.

Reference

Ajagunna, I. (2014). New world, new tourism, new destinations: Implications for emerging economies and lessons for "old" tourism-dependent developing economies. *Worldwide Hospitality and Tourism Theme*s, 6(2), 103.

Al-Oun, S., & Al-Homoud, M. (2008). The Potential for Developing Community-based Tourism among the Bedouins in the Badia of Jordan. *Journal of Heritage Tourism,* 3(1), 36-54.

Alaimo, K., Reischl, T. M., & Allen, J. O. (2010). Community gardening, neighborhood meetings, and social capital. *Journal of Community Psychology*, 38(4), 497-514.

Álvarez, M., Moreno, A., & Mataix, C. (2013). The analytic hierarchy process to support decision-making processes in infrastructure projects with social impact. *Total quality management & business excellence*, 24(5), 596-606.

Andreas Riege & Nicholas Lindsay (2006). Knowledge management in the public sector: stakeholder partnerships in the public policy development. *Journal of Knowledge Management,* 10(3), 24 – 39.

Anonymous. (2001). Location key to tourism success in community. Northern Ontario Business, 21(10).

Asker, S., Boronyak, L., Carrard, N., & Paddon, M. (2010). Effective community based tourism. A best practice manual. Singapore: APEC tourism working group.

Beeton, S. (2006). Community development through tourism. Collingwood, Vic, Australia: CSIRO Publishing.

Bith, B. (2011). Community-based ecotourism and empowerment of indigenous people: the case of Yeak Laom community development, Cambodia (Doctoral thesis, Lincoln University, Christchurch, New Zealand). Retrieved from: http://researcharchive.lincoln.ac.nz/handle/10182/3865

Blackman, A., Foster, F., Hyvonen, T., Bronwyn, J., Kuilboer, A., & Moscardo, G. (2004). Factors contributing to successful tourism development in peripheral regions. *Journal of Tourism Studies,* 15(1), 59-70.

Blackstock, K. (2005). A critical look at community based tourism. Community Development Journal, 40(1), 39-49.

Bloor, M., & Wood, F. (2006). Keywords in qualitative methods: A vocabulary of research concepts. Great Britain, London: Sage Publications Ltd.

Bornhorst, T., Ritchie, J. R. B., & Sheehan, L. (2010). Determinants of tourism success for DMOs & destinations: an empirical examination of stakeholders' perspectives. *Tourism management*, 31(5), 572-589.

Bouma, G. D., & Ling, R. (2004). The research process. USA: Oxford University Press.

Bowen, G. A. (2008). Naturalistic inquiry and the saturation concept: a research note. Qualitative research, 8(1), 137-152.

Bramwell, B., & Lane, B. (Eds.). (2000). Tourism collaboration and partnerships: Politics, practice and sustainability (Vol. 2): Channel View Publications.

Bramwell, B. (Ed.). (2004). Coastal mass tourism: Diversification and sustainable development in Southern Europe (Vol. 12). Bristol, United Kingdom: Channel View Publications.

Brinkmann, S. (2007). The Good Qualitative Researcher. Qualitative Research in Psychology, 4(1-2), 127-144.

CBET (2012): Internal Report, Phnom Penh, Cambodia

CCBEN (2008). Baseline study on CB(E)T in Cambodia. Phnom Penh, Cambodia: SNV.

Chilisa, B. (2012). Indigenous research methodologies. Thousand Oaks, California, USA: SAGE Publications.

Choi, H. C., & Murray, I. (2010). Resident attitudes toward sustainable community tourism. *Journal of Sustainable Tourism*, 18(4), 575-594.

Choi, H. C., & Sirakaya, E. (2006). Sustainability indicators for managing community tourism. *Tourism management*, 27(6), 1274-1289.

Christopher Slemp, Mae A. Davenport, Erin Seekamp, Joan M. Brehm, Jon E. Schoonover, & Karl W.J. Williard (2012). "Growing too fast:" Local stakeholders speak out about growth and its consequences for community well-being in the urban–rural interface, *Landscape and Urban Planning*, 106(2), 139-148.

Cox, C., & Wray, M. (2011). Best Practice Marketing for Regional Tourism Destinations. *Journal of Travel & Tourism Marketing,* 28(5), 524-540.

Cox, Natasha, Richard Gyrd-Jones, & Sarah Gardiner (2014). "Internal brand management of destination brands: Exploring the roles of destination management organisations and operators." *Journal of Destination Marketing & Management* 3(2): 85-95.

Creswell, J. W. (2007). Qualitative inquiry & research design : choosing among five approaches. Thousand Oaks, California, USA: Sage publications.

Creswell, J. W. (2013). Research design: Qualitative, quantitative, and mixed methods approaches. Thousand Oaks, California, USA: Sage publications.

Creswell, J. W. (2014). Research Design. Thousand Oaks, California, USA: Sage Publications.

Decrop, A. (1999). Triangulation in qualitative tourism research. *Tourism management*, 20(1), 157-161.

Denzin, N. K., & Lincoln, Y. S. (1994). Handbook of qualitative research. Thousand Oaks, California, USA: Sage Publications.

Deng, J., Arbogast, D., & Selin, S. (2011). Community-based tourism planning: an application of the APPA approach to Ansted, West Virginia. *Tourism analysis*, 16(5), 601-615.

Dwyer, L., Gill, A., & Seetaram, N. (Eds.). (2012). Handbook of research methods in tourism: Quantitative and qualitative approaches. Cheltenham, UK: Edward Elgar Publishing.

Easterby-Smith, M. (2008). Management research: an introduction. London, UK: Sage Publishers

Easterby-Smith, M., Thorpe, R., & Lowe, A. (1991). Management research: An introduction. London, UK: Sage Publishers.

Ebrahimi, S., & Khalifah, Z. (2014). Community Supporting Attitude toward Community-Based Tourism Development; Non-Participants Perspective. Asian Social Science, 10(17), 29.

Ellis, S. (2011). Community based tourism in Cambodia: exploring the role of community for successful implementation in least developed countries. (Doctoral thesis, Edith Cowan University, Perth, Western Australia). Retrieved from http://ro.ecu.edu.au/theses/451/

Etuk, L. E., Rahe, M. L., Crandall, M. S., Sektnan, M., & Bowman, S. (2013). Rural leadership development: pathways to community change. *Community Development*, 44(4), 411-425.

Evans, J. M., & Baker, G. R. (2012). Shared mental models of integrated care: aligning multiple stakeholder perspectives. *Health Organization and Management,* 26(6), 713-736.

Fan, Y. (2000). A classification of Chinese culture. *Cross Cultural Management: An International Journal*, 7(2), 3-10.

Fang, T., & Faure, G. O. (2011). Chinese communication characteristics: A Yin Yang perspective. *International Journal of Intercultural Relations,* 35(3), 320-333.

Freeman, R. A. Y., & Thomlinson, E. (2014). Mountain bike tourism and community development in British Columbia: critical success factors for the future. *Tourism Review International*, 18(1-2), 9-22.

Friedkin, N. E. (2004). Social cohesion. Annual Review of Sociology, 30, 409.

Gao, B. W., Zhang, H., & L'Espoir Decosta, P. (2012). Phantasmal destination: a post-modernist perspective. *Annals of Tourism Research,* 39(1), 197-220.

Gascón, J. (2013). The limitations of community-based tourism as an instrument of development cooperation: the value of the Social Vocation of the Territory concept. *Journal of Sustainable Tourism*, 21(5), 716-731.

Gebhardt, K., & Novelli, M. (2007). Community Based Tourism in Namibia: 'Reality Show' or 'Window Dressing'? *Current Issues in Tourism*, 10(5), 443-479.

Getz, D., & Brown, G. (2006). Critical success factors for wine tourism regions: a demand analysis. *Tourism management*, 27(1), 146-158.

Getz, D., & Timur, S. (2012). 12 Stakeholder involvement in sustainable tourism: balancing the voices. *Global tourism*, 230.

Ghasemi, M., & Hamzah, A. (2014). An investigation of the appropriateness of tourism development paradigms in rural areas from main tourism stakeholders' point of view. *Procedia-Social and Behavioral Sciences*, 144, 15-24.

Goodwin, H., & Santilli, R. (2009). Community-based tourism: A success. ICRT Occasional Paper, 11(1), 1-37.

Greene, J. C., Caracelli, V. J., & Graham, W. F. (1989). Toward a conceptual framework for mixed-method evaluation designs. *Educational evaluation and policy analysis*, 11(3), 255-274.

Hall, C. M., & Boyd, S. W. (Eds.). (2005). Nature-based tourism in peripheral areas: Development or disaster? (Vol. 21). Bristol, United Kingdom: Channel View Publications.

Haniza Mohamad, N., & Hamzah, A. (2013). Tourism cooperative for scaling up community-based tourism. *Worldwide Hospitality and Tourism Themes*, 5(4), 315-328.

Haven-Tang, C., Jones, E., & Webb, C. (2007). Critical Success Factors for Business Tourism Destinations: Exploiting Cardiff s National Capital City Status and Shaping Its Business Tourism Offer. Journal of Travel & Tourism Marketing, 22(3), 109-120.

Hewlett, T. R., & Nicholls, S. (2011). Benefits of Emptu Promises: *Ecotourism and Local Communities.* Retried from: http://scholarworks.umass.edu/nerr/2011/Papers/26/

Herzberg, F. (2005). Motivation-hygiene theory. *J. Miner, Organizational Behavior I: Essential Theories of Motivation and Leadership*, 61-74.

Hiwasaki, L. (2006). Community-based tourism: A pathway to sustainability for Japan's protected areas. *Society and Natural Resources,* 19(8), 675-692.

Hovardas, T., & Poirazidis, K. (2007). Environmental Policy Beliefs of Stakeholders in Protected Area Management. Environmental Management, 39(4), 515-525.

González Tirados, R. M. (2011). Half a century of mass tourism: evolution and expectations. *Service Industries Journal*, 31(10), 1589-1601.

Huang, C., Pennington-Gray, L., Ko, Y. J., & Thapa, B. (2010). Engaging timeshare owners in tourism destination management: tourism planning and tourism marketing implications. *Journal of travel and tourism marketing*, 27(1), 14-30.

Iorio, M., & Corsale, A. (2014). Community-based tourism and networking: Viscri, Romania. *Journal of Sustainable Tourism*, 22(2), 234-255.

Jackie Ong, L. T., & Smith, R. A. (2014). Perception and reality of managing sustainable coastal tourism in emerging destinations: the case of Sihanoukville, Cambodia. *Journal of Sustainable Tourism*, 22(2), 256-278.

Jarábková, J., & Hamada, M. (2012). Creativity and Rural Tourism. Creative and Knowledge Society, 2(2), 5-n/a.

Kakda, K. (2012). Symbiosis between Agriculture and Community-Based Ecotourism: Towards Agro-Tourism Product Diversification Chi Phat Commune, Thmor Bang District, Koh Kong Province the Kingdom of Cambodia (Doctoral thesis: the University of Tokyo, Tokyo, Japan). Retrieved from:

Kayat, K. (2008). Stakeholders' perspectives toward a community based rural tourism development. *European Journal of Tourism Research*, 1(2).

Kibicho, W. (2008). Community-based Tourism: A Factor-Cluster Segmentation Approach. Journal of Sustainable Tourism, 16(2), 211-231.

Kim, B. S., Atkinson, D. R., & Umemoto, D. (2001). Asian cultural values and the counseling process current knowledge and directions for future research. *The Counseling Psychologist,* 29(4), 570-603.

Kim, B. S., Atkinson, D. R., & Yang, P. H. (1999). The Asian Values Scale: Development, factor analysis, validation, and reliability. Journal of counseling Psychology, 46(3), 342.

Komppula, R. (2004). Success and growth in rural tourism micro-businesses in Finland: financial or life-style objectives? In Thomas, R. (Eds.), *Small Firms in Tourism* International Perspective, (pp. 115-138). Amsterdam, The Netherland: Elsevier

Kontogeorgopoulos, N. (2005). Community-based ecotourism in Phuket and Ao Phangnga, Thailand: Partial victories and bittersweet remedies. *Journal of Sustainable Tourism,* 13(1), 4-23.

Kontogeorgopulos, N., Churyen, A., & 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.

Korukonda, A. R. (1991). Managerial Value and Belief Systems in a Cross-National Context: The Case of the Trivial Significance. *Value Based Management*, 4(1), 11.

Koster, R., & Randall, J. E. (2005). Indicators of community economic development through mural-based tourism. *The Canadian Geographer,* 49(1), 42-60.

Lemelin, R. H., Koster, R., & Youroukos, N. (2015). Tangible and intangible indicators of successful aboriginal tourism initiatives: A case study of two successful aboriginal tourism lodges in Northern Canada. *Tourism management*, 47(0), 318-328.

Levesque, R. J. (2012). Intrinsic and extrinsic motivation. Encyclopedia of Adolescence 1478-1479.

Lo, M. C., Ramayah, T., Songan, P., & & Nair, V. (2013). Attitude of communities toward rural tourism development. *Life Sci J*, 10 (10s), 311-322.

Lonely Planet (2016). Introduction to Chi Phat. Available on http://www.lonelyplanet.com/cambodia/south-coast/chi-phat/introduction. [16 February 2016]

López-Guzmán, T., Sánchez-Cañizares, S., & Pavón, V. (2011). Community - based tourism in developing countries: A case study. Tourismos, 6(1), 69-84.

Lubell, M. (2003). Collaborative Institutions Belief-Systems, and Perceived Policy Effectiveness. *Political Research Quarterly*, 56(3), 309-323.

Malatji, M. I., & Mtapuri, O. (2012). Can community-based tourism enterprises alleviate poverty? Toward a new organization. Tourism Review International, 16(1), 1-14.

Matarrita-Cascante, D., & Brennan, M. A. (2011). Conceptualizing community development in the twenty-first century. *Community Development,* 43(3), 293-305.

Matten, D., & Moon, J. (2008). "Implicit" and "explicit" CSR: a conceptual framework for a comparative understanding of corporate social responsibility. *Academy of management Review*, 33(2), 404-424.

Maxim, C. (2015). Drivers of Success in Implementing Sustainable Tourism Policies in Urban Areas. *Tourism Planning & Development*, 12(1), 37-47.

Maxwell, J. A. (2005). Conceptual Framework: What Do You Think Is Going On. In Qualitative Research Design: an interactive approach, (p.33-63).

Maxwell, J. A. (2012). Qualitative research design: An interactive approach. Thousand Oaks, California: USA: Sage Publications.

McCright, A. M., & Dunlap, R. E. (2008). Social Movement Identity and Belief Systems An Examination of Beliefs about Environmental Problems within the American Public. *Public Opinion Quarterly,* 72(4), 651-676.

Meyer, D. (2007). Pro-poor tourism: From leakages to linkages. A conceptual framework for creating linkages between the accommodation sector and 'poor'neighbouring communities. *Current issues in tourism*, 10(6), 558-583.

Ministry of Tourism (2015a). What is CBET. Retrieved from http://www.tourismcambodia.org/cbet_sites/#comp

Ministry of Tourism (2015b). CBET Directory. Phnom Penh, Cambodia.

Ministry of Tourism (2014). Annual Tourism Statistics Report. Phnom Penh, Cambodia.

Ministry of Tourism (2012). Tourism Development Strategic Plan 2012-2020. Phnom Penh, Cambodia

Ministry of Tourism (2016). Tourism Stocktaking and Direction Setting (2016). Phnom Penh, Cambodia

Mowforth, M., & Munt, I. (2015). Tourism and sustainability: Development, globalisation and new tourism in the third world. New York, USA: Routledge.

Mtapuri, O., & Giampiccoli, A. (2014). Towards a comprehensive model of community-based tourism development. *South African Geographical Journal*, 1-15.

Mullan, F., Phillips, R. L., & Kinman, E. L. (2004). Geographic retrofitting: a method of community definition in community-oriented primary care practices. F*amily Medicine-Kansas City,* 36, 440-446.

Ndlovu, J., Nyakunu, E., & Sisco, A. (2011). Community Based Tourism in Twyfelfontein Conservancy: Exploring Local Community's Involvement. *International Journal of Hospitality and Tourism Systems,* 4(2), 38-45.

Nyaupane, G. P., & Poudel, S. (2011). Linkages among biodiversity, livelihood, and tourism. *Annals of Tourism Research,* 38(4), 1344-1366.

Okazaki, E. (2008). A community-based tourism model: Its conception and use. Journal of Sustainable Tourism, 16(5), 511-529.

O'Reilly, M., & Parker, N. (2012). 'Unsatisfactory Saturation': a critical exploration of the notion of saturated sample sizes in qualitative research. Qualitative Research. Sage Journals. Available at http://qrj.sagepub.com/content/early/2012/05/17/1468794112446106.full.pdf+html

Orgaz Agüera, F. (2013). Stakeholder theory as a model for sustainable development in ecotourism. *TURyDES*, 6 (15), 1-17. Retrieved from: http://www.eumed.net/rev/turydes/15/stakeholders.html

Park, J. H., Hong, Y. K., Bae, S., Lee, J. J., Jalli, J., Abo, G. S.,& Lee, J. G. (2010). Saturation magnetization and crystalline anisotropy calculations for MnAl permanent magnet. *Journal of Applied Physics,* 107(9), 09A731.

Parker, S., & Khare, A. (2005). Understanding Success Factors for Ensuring Sustainability in Ecotourism Development in Southern Africa. *Journal of Ecotourism*, 4(1), 32-46.

Pearce, D. G. (2012). *Frameworks for tourism research*. Oxfordshire, UK: CABI.

Pitchford, M., & Henderson, P. (2008). *Making spaces for community development.* Bristol, UK. Policy Press at the University of Bristol.

Poocharoen, O.-o., & Ting, B. (2013). Collaboration, Co-Production, Networks: Convergence of theories. *Public Management Review*, 17(4), 587-614.

Punch, K. F. (2013). Introduction to social research: Quantitative and qualitative approaches. London, UK: Sage Publications.

Reimer, J. K., & 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.

Reynolds, P. C., & Braithwaite, D. (2001). Towards a conceptual framework for wildlife tourism. Tourism management, 22(1), 31-42.

Riley, R. W., & Love, L. L. (2000). The state of qualitative tourism research. *Annals of Tourism Research,* 27(1), 164-187.

Rocharungsat, P. (2008). Community-based tourism in Asia. In Moscardo. G., (Eds.), Building community capacity for tourism development, (pp. 60-74). Oxfordshire, UK: CABI Publications.

Rosaline, B. (2008). Introducing qualitative research. London, England: SAGE Publications.

Saillard, E. K. (2011, January). Systematic versus interpretive analysis with two CAQDAS packages: NVivo and MAXQDA. In *Forum Qualitative Sozialforschung/Forum: Qualitative Social Research* (Vol. 12, No. 1).

Sarou, L. (2009). Livelihood strategies amongst indigenous peoples in the Central Cardamom Protected Forest, Cambodia. S. Rajaratnam School of International Studies, Nanyang Technological University. Singapore. Retrieved from: http://www.rsis.edu.sg/wp-content/uploads/rsis-pubs/WP180.pdf.

Schneider, S. S. (1993). Advantages and disadvantages of tourism to an agricultural community. *Economic Development Review,* 11(4), 76.

Schommer-Aikins, M. (2004). Explaining the epistemological belief system: Introducing the embedded systemic model and coordinated research approach. *Educational psychologist,* 39(1), 19-29.

Sebele, L. S. (2010). Community-based tourism ventures, benefits and challenges: Khama rhino sanctuary trust, central district, Botswana. *Tourism Management,* 31(1), 136-146.

Shakeela, A., Ruhanen, L., & Breakey, N. (2011). The Maldives: A sustainable tourism success story? *e-Review of Tourism Research*, 9(5), 243-264.

Silverman, D. (Ed.). (2010). Doing Qualitative Research. London, UK: Sage Publications.

Simpson, M. C. (2008). Community benefit tourism initiatives-A conceptual oxymoron?. *Tourism Management,* 29(1), 1-18.

Singh, S., Timothy, D. J., & Dowling, R. K. (2002). Tourism in destination communities. Perth, Western Australia: Edith Cowan University.

Sorensson, A. (2011). Sustainable mass tourism: Fantasy or reality? *International Journal of Environmental, Cultural, Economic and Social Sustainability*, 7(5), 325-333.

Spanierman, L. B., Soble, J. R., Mayfield, J. B., Neville, H. A., Aber, M., Khuri, L., & De La Rosa, B. (2013). Living Learning Communities and Students' Sense of Community and Belonging. *Journal of Student Affairs Research and Practice*, 50(3), 308-325.

Stanley, D. (2003). 'What do we know about Social Cohesion: The Research Perspective of the Federal Government's Social Cohesion Research Network'. *The Canadian Journal of Sociology* (28), 5-17.

Stern, P. C., Dietz, T., Abel, T. D., Guagnano, G. A., & Kalof, L. (1999). A value-belief-norm theory of support for social movements: The case of environmentalism. *Human ecology review,* 6(2), 81.

Suriya, K. (2010). Impact of community-based tourism in a village economy in Thailand: An analysis with VCGE model. Paper presented at the EcoMod2010 conference, Istanbul, Turkey. Retrieved from http://ecomod.net/sites/default/files/document-conference/ecomod2010/1302.pdf.

Svensson, B., Nordin, S., & Flagestad, A. (2005). A governance perspective on destination development-exploring partnerships, clusters and innovation systems. *Tourism review*, 60(2), 32-37.

Telfer, D. J., & Sharpley, R. (2007). Tourism and development in the developing world. London, UK: Routledge.

Thakadu, O. T. (2005). Success factors in community based natural resources management in northern Botswana: Lessons from practice. *Natural Resources Forum*, 29(3), 199-212.

Tolkach, D., King, B., & Pearlman, M. (2013). An Attribute-Based Approach to Classifying Community-Based Tourism Networks. *Tourism Planning & Development,* 10(3), 319-337.

Twiss, J., Dickinson, J., Duma, S., Kleinman, T., Paulsen, H., & Rilveria, L. (2003). Community gardens: lessons learned from California Healthy Cities and Communities. *Journal Information*, 93(9).

UNWTO. (2004) Indicators of Sustainable Development of Tourism Destinations: A guidebook. Madrid, Spain: World Tourism Organization

Vajirakachorn, T. (2011). Determinants of success for community-based tourism: The case of floating markets in Thailand. (3486147 Doctoral Thesis, Texas A&M University, Texas, USA). Retrieved from: http://oaktrust.library.tamu.edu/bitstream/handle/1969.1/ETD-TAMU-2011-08-9922/VAJIRAKACHORN-DISSERTATION.pdf?sequence=2

Veal, A. J. (2006). Research methods for leisure and tourism: a practical guide. Harlow, England: FT Prentice Hall.

Ven, S. (2015). Host Residents' Attitude toward Community-based Ecotourism: Empirical Study in Southwestern Cambodia. *J Tourism Hospitality*, 4(140), 2167-0269.

Von der Weppen, J., & Cochrane, J. (2012). Social enterprises in tourism: an exploratory study of operational models and success factors. *Journal of Sustainable Tourism,* 20(3), 497-511.

Wearing, S., & McDonald, M. (2002). The development of community-based tourism: Re-thinking the relationship between tour operators and development agents as intermediaries in rural and isolated area communities. *Journal of Sustainable Tourism*, 10(3), 191-206.

Weaver, D. B., & Lawton, L. J. (2007). Twenty years on: The state of contemporary ecotourism research. *Tourism Management,* 28(5), 1168-1179.

Westra, R. (2009). Firing Back: Against the Tyranny of the Market 2: Global Turbulence: Social Activists' and State Responses to Globalization: Globalization and Inequality: Neoliberalism's Downward Spiral: Anti-Capitalism: A Marxist Introduction. Historical Materialism, 17(2), 253-260.

Wildlife Alliance (2016). Forests. Retrieved from: http://www.wildlifealliance.org/forests

Wilson, S., Fesenmaier, D. R., Fesenmaier, J., & Van Es, J. C. (2001). Factors for success in rural tourism development. *Journal of Travel Research*, 40(2), 132-138.

Yeoman, I. (Unknown). Research Methodology Unknow, 59-126). Unknown.

Yodsuwan, C., & Butcher, K. (2011). Determinants of Tourism Collaboration Member Satisfaction in Thailand. *Asia Pacific Journal of Tourism Research*, 17(1), 63-80.

Yves, D. (2011). Qualitative research for international business. Journal of International Business Studies, 42(5), 582.

Zapata, M. J., Hall, C. M., Lindo, P., & Vanderschaeghe, M. (2011). Can community-based tourism contribute to development and poverty alleviation? Lessons from Nicaragua. *Current Issues in Tourism,* 14(8), 725-749.

Zehrer, A., & Hallmann, K. (2015). A stakeholder perspective on policy indicators of destination competitiveness. *Journal of Destination Marketing & Management*, 4(2), 120-126.

TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI

VICTORIA
UNIVERSITY OF WELLINGTON

Human Ethics   **Human Ethics Group**

INFORMATION SHEET

Researcher: *Sophea Tieng*
School of Management
Victoria University of Wellington

I am a Masters student in *Tourism Management* at Victoria University of Wellington. As part of this degree, I   am undertaking a research project leading to a thesis. The project I am undertaking is to find out whether a tourism community named 'Chi Phat' can be an example of a success community-based tourism project by interviewing various stakeholders in order to understand their perspective. This research project has received an approval from the Victoria University's Human Ethics Committee.

I am interviewing key stakeholders who have worked with the community of Chi Phat either since the establishment of the project or during ongoing development process. Participants will be asked about their perception about Chi Phat as a whole. Approximately, the interview will take around 40 to 60 minutes.

During the interview, if the interviewees feel uncomfortable to answer or do not want to answer, they can tell the researcher to go to other questions. If the interviewees would like to withdraw from the interview, it can be done before 14/07/2015 without having to give reasons.

Responses will form the basis of my research project and will be put into a written report on a confidential basis. It will not be possible for you to be identified personally. Only grouped responses will be presented in this report. All material collected will be kept confidential. No other person besides me and my supervisor *Dr. Ian Yeoman* will see the transcription. The thesis will be submitted for marking to the *School of Management* and deposited in the University Library. It is intended that one or more articles will be submitted for publication in scholarly journals. Transcription will be destroyed three years after the end of the project.

If you have any further questions or would like to receive further information about the project, please contact me or my supervisor at below address, thank you.

Researcher: **Supervisor:**

Appendix B: Consent Form

Human Ethics   **Human Ethics Group**

CONSENT FORM

CONSENT TO PARTICIPATE IN RESEARCH

Title of project: 'Chi Phat: an example of a success community based tourism project?'

I have been given and have understood an explanation of this research project. I have had an opportunity to ask questions and have them answered to my satisfaction. I understand that I may withdraw myself (or any information I have provided) between 14days after the interview without having to give reasons and that information will be destroyed.

By signing on this consent form, I understand that:

- I consent to information or opinions which I have given being attributed to me in any reports on this research.

- If I would like the digital recordings of my interview returned to me at the conclusion of the project, I will provide my email address below.

- I understand that the data I provide will may be published in an academic or research article and the thesis will be deposited in Victoria University of Wellington library.

- I understand that I will have an opportunity to check the transcripts of the interview before publication.

- I would like to **receive/ not to receive** a summary of the interview when it is completed (please delete as appropriate).

- I agree to take part in this research.

Signed:

Name of Participant: **Date:**

Appendix C: Sample of Interview Guides

INTERVIEW PLANS

For: Officers at Ministry of Tourism: Chief of Department of Tourism, Deputy Director General, Official of Ecotourism and Environment Office

Interviewee Background:

The ministry is very supportive to the community development. The minister has been visited Chi Phat and understands that Chi Phat represents community based tourism projects around the country. The ministry plays very important role in providing legal support to the community and provide technical assistance when needed. The ministry helped the community to succeed the titanium mines exploring projects in 2011.

Focus Theme: Perception of the national tourism in regards to community based tourism development and 'success'

Interviewer: Sophea Tieng

Logistics: Digital Recorder, Notebook + Pen/pencil

In order to prepare for the interview, the consent form, information sheet and a list of questions have been sent via an email prior to an interview.

Proposed Date: 12th – 14th August 2015 @ 14.30pm (Ministry of Tourism Office)

Interview Timeframe: 40mns-60mns

Purpose of the Interview: To explore and identify the core drivers of success for Chi Phat CBET and to understand the national tourism's point of view in regards success of Chi Phat CBET and community tourism as a whole.

Starting up conversation:

The officers will be provided a list of 11 attributes that were identified as critical success indicators for community based tourism. They will be asked to identify/prioritize the top 3 factors that they think the main success indicators for **Chi Phat community** (a separated printing sheet will be handed to him while starting the interview). After top 3 attributes were pointed out, a series of exploratory questions will be formed in order to explore 'success' of Chi Phat.

Questions – exploratory questions

- *In your opinion, how would you describe the present state of tourism in Chi Phat? Why is that so?*
    - *Do you see any improvements compare to when it started?*
    - *Does Chi Phat CBET improve people' lifestyle/livelihoods/perception in Chi Phat?*
    - *Does Chi Phat development meet with national tourism strategic development plans/goals? How?*
    - *Is there any conservation value?*

- *As national tourism authority, how do you see this community in the future?*
    - *What has Chi Phat contributed to tourism development in Cambodia?*
    - *What about project's Sustainability?*

- *What does success mean to you? Community success?*
    - *Chi Phat has been described as a successful tourism community destination? Would you / would you not agree with this?*
    - *What factors have contributed to the success of Chi Phat? Please elaborate.*
    - *Has the success of Chi Phat been measured? If so, how?*
    - *What has facilitated that success?*
        - *Do you think local participation is important? How?*
        - *Without the local participation, how do you think Chi Phat would be different?*
        - *In your opinion, does Chi Phat have a good leader/management committees?*
    - *Could you define those critical moments, when Chi Phat to you became a successful community based tourism?*

- *Do you see that Ministry of Tourism being part of Chi Phat community development?*
    - *Why/ How do you think you are part of this success? Tell me more about it.*
    - *What kinds of support have you provided to Chi Phat so far?*
    - *How would ministry of tourism consider Chi Phat compared to other tourism products in Cambodia?*
- *Without your support, how do you think Chi Phat would be different?*
    - *Technically, is Chi Phat developed by the standard of ministry of tourism for CBET? How does it meet this standard?*
- *How is tourism in Chi Phat compared to other communities around Cambodia? Please compare to other communities you have known.*
- *What can the community do to keep the 'success'?*
- *Can Chi Phat be a lesson for other communities?*
    - *Why/why not,*
    - *How would it be/not be a model of CBT?*
    - *Do you think tourism activities in Chi Phat should be improved?*

- *Finally, do you have anything you wish to add/comment?*

     ○ *Recommendation for Chi Phat*

Final:

Thanks officers for participating in the interview. The consent form will be asked to return to the interviewer. A small coha/gift will be handed over for an appreciation of participation.

Why these questions?

Of all journal articles reviewed about key factors for success of community based tourism development, many journal articles mentioned about 'leadership' (Blackman et al., 2004; Haven-Tang, Jones, & Webb, 2007; M. Iorio & Corsale, 2014; Kontogeorgopulos, Churyen, & Duangsaeng, 2014; Laing, Moore, Wegner, & Weiler, 2008; Lemelin, Koster, & Youroukos, 2015) and multiple other articles mentioned 'local participation' (Bornhorst, Ritchie, & Sheehan, 2010; Choi & Murray, 2010; Choi & Sirakaya, 2006; Monica Iorio & Corsale, 2013; Lemelin et al., 2015; Maxim, 2014; Parker & Khare, 2005). Moreover, a number of authors mentioned other attributes for success of community based tourism around the world such as geography and accessibility (Freeman, R., & Thomlinson, E. (2014), Kontogeorgopulos, N., Churyen, A., & Duangsaeng, V. (2014), Bornhorst, T., Ritchie, J. R. B., & Sheehan, L. (2010), Haven-Tang, C., Jones, E., & Webb, C. (2007); marketing and products (Maxim, C. (2015), Parker, S., & Khare, A. (2005), Cox, C., & Wray, M. (2011), Lemelin, Koster and Youroukos (2015), Freeman, R., & Thomlinson, E. (2014), Bornhorst, T et al (2010); external support (Lemelin, Koster and Youroukos (2015), Kontogeorgopulos, N et al (2014), Freeman, R., & Thomlinson, E. (2014), Maxim, C. (2015), Wilson et al., (2001) and collaborations or partnership (Maxim, C. (2015), Orgaz A. F (2013), Thakadu, (2005), Freeman & Thomlinson (2014), Al-Oun & Al-Homoud, (2008) Tolkach et al., (2013), Alaimo, Reischl, & Allen, (2010). Typically, all attributes have been identified as important by previous authors. A series of questions related to community development will be asked to officers in order to explore their perception of 'success' from the national tourism's perspective. However, questions will be asked upon the answers of officers according to list of attributes provided.

Reference:

Blackman, A., Foster, F., Hyvonen, T., Bronwyn, J., Kuilboer, A., & Moscardo, G. (2004). Factors contributing to successful tourism development in peripheral regions. *Journal of Tourism Studies, 15*(1), 59-70.

Bornhorst, T., Ritchie, J. R. B., & Sheehan, L. (2010). Determinants of tourism success for DMOs & destinations: an empirical examination of stakeholders' perspectives. *Tourism management, 31*(5), 572-589. doi: 10.1016/j.tourman.2009.06.008

Choi, H. C., & Murray, I. (2010). Resident attitudes toward sustainable community tourism. *Journal of Sustainable Tourism, 18*(4), 575-594. doi: 10.1080/09669580903524852

Choi, H. C., & Sirakaya, E. (2006). Sustainability indicators for managing community tourism. *Tourism management, 27*(6), 1274-1289. doi: http://dx.doi.org/10.1016/j.tourman.2005.05.018

Haven-Tang, C., Jones, E., & Webb, C. (2007). Critical Success Factors for Business Tourism Destinations: Exploiting Cardiff s National Capital City Status and Shaping Its Business Tourism Offer. *Journal of Travel & Tourism Marketing, 22*(3), 109-120. doi: 10.1300/J073v22n03_09

Iorio, M., & Corsale, A. (2013). Community-based tourism and networking: Viscri, Romania. *Journal of Sustainable Tourism, 22*(2), 234-255. doi: 10.1080/09669582.2013.802327

Iorio, M., & Corsale, A. (2014). Community-based tourism and networking: Viscri, Romania. *Journal of Sustainable Tourism, 22*(2), 234-255. doi: 10.1080/09669582.2013.802327

Kontogeorgopulos, N., Churyen, A., & 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. doi: 10.1080/21568316.2013.852991

Laing, J., Moore, S. A., Wegner, A., & Weiler, B. (2008). Identifying Success Factors behind Partnerships for Managing Recreation and Tourism in Urban Fringe Parks. *Annals of Leisure Research, 11*(1-2), 101-122. doi: 10.1080/11745398.2008.9686788

Lemelin, R. H., Koster, R., & Youroukos, N. (2015). Tangible and intangible indicators of successful aboriginal tourism initiatives: A case study of two successful aboriginal tourism lodges in Northern Canada. *Tourism management, 47*(0), 318-328. doi: http://dx.doi.org/10.1016/j.tourman.2014.10.011

Maxim, C. (2014). Drivers of Success in Implementing Sustainable Tourism Policies in Urban Areas. *Tourism Planning & Development, 12*(1), 37-47. doi: 10.1080/21568316.2014.960599

Parker, S., & Khare, A. (2005). Understanding Success Factors for

Ensuring Sustainability in Ecotourism Development in Southern Africa. *Journal of Ecotourism, 4*(1), 32-46. doi: 10.1080/14724040508668436

123

INTERVIEW PLANS: XXX

Tool: Semi-structured interviews

Proposed Date: 4ᵗʰ September 2015 @ 10.30pm (**XXX** Office)

Interview Timeframe: 40mns-60mns

Interviewer: Sophea Tieng

Logistics: Digital Recorder, Notebook + Pen/pencil

- Present consent form
- Present information sheet
- Present a list of questions
- Letter of support from Victoria University of Wellington

Why XXX?

XXX represents a leading tour operator as a private sector who cares about nature and fully supports community project. **XXX** has been very supportive to the community based tourism development, especially Chi Phat. It has partnered with Chi Phat since the establishment of CBET in 2007. Most often, the tour operator has sent tourists to Chi Phat in big groups. It plays very important role in providing technical support as well as constructive feedback to the community.

Purpose of the Interview: To explore and identify the core drivers of success for Chi Phat CBET and to understand the private sector's point of view in regards to success of Chi Phat CBET and community tourism as a whole.

(1) To determine what a successful community based tourism is

(2) To determine how stakeholders involved in Chi Pat CBT perceive success?

(3) To understand whether stakeholders view success intrinsic or extrinsic?

Section 1: Personal Information

Please tell me briefly about yourself.

- Interviewee: _____   Gender: _____
- Position:_____
- Organization:_____

Duration associated with Chi Phat community:_____

- What is your motivations to be involved with Chi Phat?

  ○ Why did you get involved?

  ○ Why do you support the community/project?

  ○ Since when did you support the community? Where are those communities you are working with it?

Section 2: Starting up conversation

- *What does success mean to you? Community success?*
  - ○ *Chi Phat has been described as a successful tourism community destination? Would you / would you not agree with this?*
  - ○ *What factors have contributed to the success of Chi Phat? Please elaborate.*
  - ○ *Has the success of Chi Phat been measured? If so, how?*
  - ○ *What has facilitated that success?*
    - ▪ *Do you think local participation is important? How?*
    - ▪ *Without the local participation, how do you think Chi Phat would be different?*
    - ▪ *In your opinion, does Chi Phat have a good leader/management committees?*
  - ○ *Could you define those critical moments, when Chi Phat to you became a successful community based tourism?*

Section 3: Exploratory questions

The interviewee will be provided a list of 11 attributes that were identified as critical success indicators for community based tourism. They will be asked to identify/prioritize the top 3 factors that they think the main success indicators for **Chi Phat community** (a separated printing sheet will be handed to them while starting the interview). After top 3 attributes were pointed out and discussed, a series of exploratory questions will be formed in order to explore 'success' of Chi Phat.

- *In your opinion, how would you describe the present state of tourism in Chi Phat? Why is that so?*
  - ○ *Do you see any improvements of Chi Phat compared to when it started?*
  - ○ *Does Chi Phat CBET improve people' lifestyle/livelihoods/perception in Chi Phat?*
  - ○ *Has Chi Phat services been improved? How improved?*
  - ○
- *As private sector, how do you see this community in the future?*
  - ○ *What has Chi Phat contributed to tourism development in Cambodia?*
  - ○ *What about project's Sustainability? Is there any conservation value?*
  - ○ *What make Chi Phat become one of your destinations?*

- *Do you see that private sector is being part of Chi Phat community development?*
  - *Why/ How do you think you are part of this success? Tell me more about it.*
  - *What kinds of support have you provided to Chi Phat so far?*
  - *How would **XXX** consider Chi Phat compared to other tourism destinations/communities in Cambodia?*
  - *What are the common positive/negative feedback from tourists?*
- *Without your support, how do you think Chi Phat would be different?*
  - *Technically, is Chi Phat developed by the standard of tourism for CBET? How does it meet this standard?*
  - *Does it meet with your standard?*
- *How is tourism in Chi Phat compared to other communities around Cambodia? Please compare to other communities you have worked with.*
- *Can Chi Phat be a lesson for other communities?*
  - *Why/why not,*
  - *How would it be/not be a model of CBT?*
  - *Do you think tourism activities in Chi Phat should be improved?*

- *Finally, do you have anything you wish to add/comment?*
  - *Recommendation for Chi Phat*
    - *What should Chi Phat improve to meet the standard of tourism?*
    - *What can the community do to keep the 'success'?*

Final:

Thank the interviewee for participating in the interview. The consent form will be asked to return to the interviewer.

Why these questions?

Of all journal articles reviewed about key factors for success of community based tourism development, many journal articles mentioned about 'leadership' (Blackman et al., 2004; Haven-Tang, Jones, & Webb, 2007; M. Iorio & Corsale, 2014; Kontogeorgopulos, Churyen, & Duangsaeng, 2014; Laing, Moore, Wegner, & Weiler, 2008; Lemelin, Koster, & Youroukos, 2015) and multiple other articles mentioned 'local participation' (Bornhorst, Ritchie, & Sheehan, 2010; Choi & Murray, 2010; Choi & Sirakaya, 2006; Monica Iorio & Corsale, 2013; Lemelin et al., 2015; Maxim, 2014; Parker & Khare, 2005). Moreover, a number of authors mentioned other attributes for success of community based tourism around the world such as geography and accessibility (Freeman, R., & Thomlinson, E. (2014), Kontogeorgopulos, N., Churyen, A., & Duangsaeng, V. (2014), Bornhorst, T., Ritchie, J. R. B., & Sheehan, L. (2010), Haven-Tang, C., Jones, E., & Webb, C. (2007);

marketing and products (Maxim, C. (2015), Parker, S., & Khare, A. (2005), Cox, C., & Wray, M. (2011), Lemelin, Koster and Youroukos (2015), Freeman, R., & Thomlinson, E. (2014), Bornhorst, T et al (2010); external support (Lemelin, Koster and Youroukos (2015), Kontogeorgopulos, N et al (2014), Freeman, R., & Thomlinson, E. (2014), Maxim, C. (2015), Wilson et al., (2001) and collaborations or partnership (Maxim, C. (2015), Orgaz A. F (2013), Thakadu, (2005), Freeman & Thomlinson (2014), Al-Oun & Al-Homoud, (2008) Tolkach et al., (2013), Alaimo, Reischl, & Allen, (2010). Typically, all attributes have been identified as important by previous authors. A series of questions related to community development will be asked to officers in order to explore their perception of 'success' from the national tourism's perspective. However, questions will be asked upon the answers of officers according to list of attributes provided.

Reference:

Blackman, A., Foster, F., Hyvonen, T., Bronwyn, J., Kuilboer, A., & Moscardo, G. (2004). Factors contributing to successful tourism development in peripheral regions. *Journal of Tourism Studies, 15*(1), 59-70.

Bornhorst, T., Ritchie, J. R. B., & Sheehan, L. (2010). Determinants of tourism success for DMOs & destinations: an empirical examination of stakeholders' perspectives. *Tourism management, 31*(5), 572-589. doi: 10.1016/j.tourman.2009.06.008

Choi, H. C., & Murray, I. (2010). Resident attitudes toward sustainable community tourism. *Journal of Sustainable Tourism, 18*(4), 575-594. doi: 10.1080/09669580903524852

Choi, H. C., & Sirakaya, E. (2006). Sustainability indicators for managing community tourism. *Tourism management, 27*(6), 1274-1289. doi: http://dx.doi.org/10.1016/j.tourman.2005.05.018

Haven-Tang, C., Jones, E., & Webb, C. (2007). Critical Success Factors for Business Tourism Destinations: Exploiting Cardiff s National Capital City Status and Shaping Its Business Tourism Offer. *Journal of Travel & Tourism Marketing, 22*(3), 109-120. doi: 10.1300/J073v22n03_09

Iorio, M., & Corsale, A. (2013). Community-based tourism and networking: Viscri, Romania. *Journal of Sustainable Tourism, 22*(2), 234-255. doi: 10.1080/09669582.2013.802327

Iorio, M., & Corsale, A. (2014). Community-based tourism and networking: Viscri, Romania. *Journal of Sustainable Tourism, 22*(2), 234-255. doi: 10.1080/09669582.2013.802327

Kontogeorgopulos, N., Churyen, A., & 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. doi: 10.1080/21568316.2013.852991

Laing, J., Moore, S. A., Wegner, A., & Weiler, B. (2008). Identifying Success Factors behind Partnerships for Managing Recreation and Tourism in Urban Fringe Parks. *Annals of Leisure Research, 11*(1-2), 101-122. doi: 10.1080/11745398.2008.9686788

Lemelin, R. H., Koster, R., & Youroukos, N. (2015). Tangible and intangible indicators of successful aboriginal tourism initiatives: A case study of two successful aboriginal

tourism lodges in Northern Canada. *Tourism management, 47*(0), 318-328. doi: http://dx.doi.org/10.1016/j.tourman.2014.10.011

Maxim, C. (2014). Drivers of Success in Implementing Sustainable Tourism Policies in Urban Areas. *Tourism Planning & Development, 12*(1), 37-47. doi: 10.1080/21568316.2014.960599

Parker, S., & Khare, A. (2005). Understanding Success Factors for

Ensuring Sustainability in Ecotourism Development in Southern Africa. *Journal of Ecotourism, 4*(1), 32-46. doi: 10.1080/14724040508668436

Appendix D: Responsible Travel Agent Awards

LETTER OF APPRECIATION

We, chief of Kampong Chheuteal village and Prasat Sambor Prey Kuk Community, on behalf of our local people and community, would like to deeply thank **GREAT ANGKOR TOURS**, for helping set up new 5 home-stays at our community and for bringing 33 Americans from CAMBODIAN-AMERICAN COMMUNITY of OREGON (CACO) and The GOLDEN LEAF EDUCATION FOUNDATION to stay at our community, plant 86 trees in Prasat Sambor Prey Kuk Community and Spirit Forest of Kampong Chheuteal village and also donate a Biogas Kiln for hosted home-stay family in Kampong Chheuteal village, Sambor commune, Prasat Sambor district, Kampong Thom province.

Your kind and dedication sharing with our community and contribution to plant trees and donate a biogas Kiln will help to reforesting project and poverty elimination for our villagers.

We are very happy and will never forget for these charity and humanitarian activities helping us here at the remote village of Kingdom of Cambodian.

Finally, we wish you to have good luck, longevity and successful of all work and mission.

Issued date, 07 November 2011
Chief of Kampong Chheuteal Village

PAT DARAPIPOL

Issued date, 07 November 2011
Chief of Prasat Sambor Prey Kuk Community
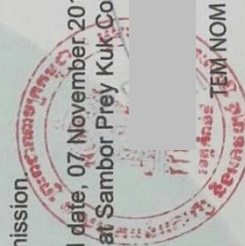
TEM NOM

Appendix E: A list of CBT sites in Cambodia

មាតិកា

131

ឧបសម្ព័ន្ធ
បញ្ជីពត៌មានសហគមន៍ទេសចរណ៍ និងអេកូទេសចរណ៍

Maps of Community-Based Tourism and Community-Based Eco-tourism

1. **Kampong Speu Province**
   1.1. Chambok Community-Based Eco-tourism

2. **Kampong Chhnang Province**
   2.1. Anlong Svay Waterfall Community-Based Tourism

3. **Kampong Thom Province**
   3.1. Sambor Prei Kuk Heritage Protective Community-Based Tourism

4. **Pursat Province**
   4.1. Kampong Lung Floating Village Community-Based Tourism
   4.2. Kampong Trach Community-Based Tourism
   4.3. Lbak Kamroung Community-Based Tourism
   4.4. Phnom Hephkar/Phnom Baykhlas Community-Based Tourism
   4.5. Phnom Baktra Community-Based Tourism
   4.6. Chrok La Eang Community-Based Eco-tourism

5. **Batambong Province**
   5.1. Phteas Boran Community-Based Tourism
   5.2. Prek Taol Community-Based Eco-tourism
   5.3. Kamping Pouy Community-Based Eco-tourism and Bee Centre

6. **Siem Reap Province**
   6.1. Kampong Phluk Community-Based Eco-tourism
   6.2. Kampong Khleang Community-Based Eco-tourism
   6.3. Mechrey Community-Based Eco-tourism
   6.4. Trav Kod Community-Based Eco-tourism
   6.5. Chong Kneas Community-Based Tourism
   6.6. Knar Por Community-Based Eco-tourism

7. **Banteay Meanchey Province**
   7.1. Banteay Chhmar Community-Based Tourism
   7.2. Giant Ibis Protective Community-Based Eco-tourism

8. **Kampot Province**
   8.1. Trapeang Sangke Community-Based Tourism
   8.2. Prek Thnout Community-Based Tourism
   8.3. Kampong Samki Community-Based Tourism
   8.4. Anlongpring Community-Based Tourism

9. **Kep Province**
   9.1. Rabbit Island Community-Based Eco-tourism
   9.2. Phnom Voar Community-Based Eco-tourism

10. Koh Kong Province
    10.1.   Chi Phat Community-Based Eco-tourism
    10.2.   Trapeang Roung Community-Based Eco-tourism
    10.3.   Ta Tai Krom Community-Based Eco-tourism
    10.4.   Peam Krasaop Community-Based Eco-tourism

11. Preah Sihanouk Province
    11.1.   Koh Rong Community-Based Eco-tourism
    11.2.   Thmor Rong Community-Based Eco-tourism

12. Kratie Province
    12.1.   Koh Trong Community-Based Tourism
    12.2.   Koh Pdao Community-Based Tourism
    12.3.   Kampi Community-Based Tourism

13. Stung Treng Province
    13.1.   Phnom Preah Rumkel Community-Based Eco-Tourism
    13.2.   Orussey Kandal Community-Based Eco-tourism
    13.3.   Borey Orsvay Community-Based Eco-tourism
    13.4.   Koh Preah Community-Based Eco-tourism

14. Mondulkiri Province
    14.1.   Chhrei Yous Sokhodom Ramnear Community-Based Tourism
    14.2.   De A Community-Based Eco-tourism
    14.3.   Chhrei Thom Waterfall Community-Based Eco-tourism
    14.4.   Monorm Waterfall Community-Based Eco-tourism
    14.5.   Phnom Krul Cultural-Based tourism
    14.6.   Bousra Waterfall Community-Based Eco-tourism
    14.7.   Romnear I Waterfall Community-Based Eco-tourism

15. Ratanakiri Province
    15.1.   Yeak Laom Lake Community-Based Eco-tourism
    15.2.   Ka Chanh Waterfall Community-Based Eco-tourism
    15.3.   Char Ong Waterfall Community-Based Eco-tourism
    15.4.   Orsinloeur Waterfall Community-Based Eco-tourism
    15.5.   Voeun Sai Community-Based Eco-tourism
    15.6.   Lomkod Lake Community-Based Eco-tourism
    15.7.   Ta Tai Community-Based Eco-tourism
    15.8.   Ka Tieng Waterfall Community-Based Eco-tourism

16. Preah Vihear Province
    16.1.   Tmatboey Community-Based Eco-tourism
    16.2.   Preah Nimith Waterfall Community-Based Eco-tourism

Appendices
**** 56 CBT sites in 16 provinces**

Tourism Facilities in Chi Phat Community

Above: **Community Visitor Centre,** adapted by Sophea Tieng @2010
Below: **Boats for Bird Watching Tours/ Sunrise or Sunset view,** adapted from Peter Haris@2008

Above: Eco-lodge, one kind of an accommodation, adapted by Sophea Tieng @2010
Below: Home-stay, adapted from Peter Haris@2008

Above: Burial Jars at Phnom Pel
Below: Wooden Coffins (both were left about 500 years ago) - adapted from Peter Haris@2008

Above: **Chhay Khpos waterfalls,** adapted from Peter Haris@2008
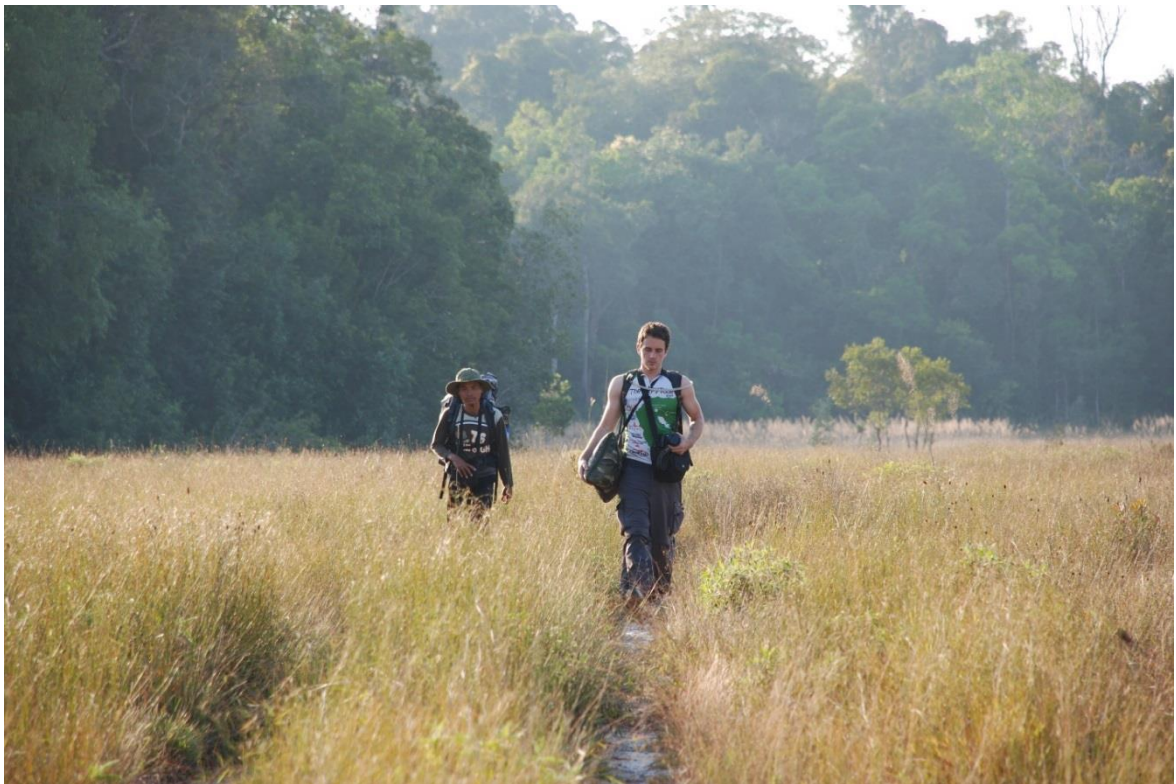Below: **Butterfly found in Chi Phat area,** adapted from Sophany Touch@2009

Bird Watching touring activities along the Piphot River, @ Peter Haris (2008)

Above: Trekking into the Cardamom Mountain, @ Peter Haris (2008)
Below: Trekking into Veal Ta Prak Silver Field @ Pin Sethvireak (2008

Mountain Biking activities, @ Peter Haris (2008)

Above: **Kayaking around the village,** adapted from Harold de Martimprey (2011)

Below: **village visits**, adapted by Sophea Tieng (2015)