

## **On Planning and Evaluating for Sustaining Community-Based Tourism: Determining the Level of Managing Local Business Behaviors**

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### **Abstract**

A community-based tourism operated in the idea and principle of sustainability is an ongoing mission and vision focused on providing values for the stakeholders, as well as for the community members humbly acknowledging that the greater good has been accomplished from their positive effort. This research study seeks to explore on the planning and evaluating for sustaining community-based tourism in Chiang Mai, Thailand to determine the level of managing the local business behaviors. The research objectives are the following: exploring how the intentional planning design is carried out; providing insights on types of research report for maintaining the outcome and monitoring performance; learning the approach of evaluating the planning of development initiative; examining selected research tools for each evaluation plan. Data collection method took an outcome mapping approach with a designed questionnaire for determining the extent of managing behaviors with five community-based tourism areas composing of ten local businesses and triangulated for deeper insight. A systematic sampling approach was conducted to seek out these local businesses that were considered as the main core of attracting travelers and visitors to their community. Findings of the work attest that managing behaviors for sustaining community-based tourism in general is not quite an effective outcome with a local network of small businesses. Thus, a tourism administration would have to be established in overlooking activities occurring and implementing policies to ensure a foreseeable outcome. The implication of this study is in raising awareness on the importance of certain practical ideas with planning and evaluation in sustaining a community-based tourism in Chiang Mai. The work points out that while some local communities have done well others are being challenged to set things in the right order when planning and evaluating. The work recommends for an independent management institution that is dedicated to the profession and practice of sustaining community-based tourism should be established in overseeing the local businesses who make up the tourism sector.

**Keywords:** Community-Based Tourism, Outcome Mapping, Sustainability

## Introduction

A community-based tourism operated in the idea and principle of sustainability is an ongoing mission and vision focused on providing values for the stakeholders, as well as for the community members humbly acknowledging that the greater good has been accomplished from their positive effort. Appointed community managers or local heads take matters in a long-term perspective while at the same time looking at all commercial channels to maximize the benefits for community members that keeps them in high spirit, and taking an initiative to reduce the impact of tourism that often degenerate the wellbeing of residents and corrodes the environmental resources thus making locals vehemently going against tourism. From a philosophical business management perception, sustainable community-based tourism can be described as a purpose driven organization with a specific framework for carrying out tasks that complies to the planning of things, collecting data and information to review for the next action course, and evaluating the systematic procedures in place to determine for the changes needed to make the behaviors perform better (Makwindi and Ndlovu, 2021). With stakeholder partnership being the key for participants to work on producing outputs that not only meets with the requirements of legislation, but also enhances quality of life, the practical side demand that members take self-responsibility in completing their tasks and holding one another accountable for any shortcomings of reaching the objectives or doing more to ensure that the aim is reachable. For all the good intentions of being a community-based tourism that is sustainable the behavioral management side of things needs to be taken into focus in order to maintain the balance of human and natural resources that holds the community together (Noorashid and Chin, 2021). It's highly imperative that the outcome influences the next generation to have something they can work with and receiving proper mentoring guidance in developing their own unique know-how on sustaining their community that is based with tourism.

The reality in managing business behaviors for sustaining a community-based tourism depends on how much the relevant stakeholders have invested their time, energy, and emotion to be fully committed to the cause. When there is full participation in the community it leads to a production in planning and design decisions that are based on community needs, priorities, and affordability thus leading to a more vivid and lucid planning design, being informed of what's truly happening, and implementing the necessary changes for progress (Dangi and Petrick, 2021). Behaviors that work towards in fulfilling the vision and mission are in full collaboration due to knowing that their own interests and benefits are being looked after (Li, Kim and Lee, 2021). Not all vision and mission will be perfect. However, when adjustments are made to help people perform much better it reinforces the focus on what they are doing and why they are doing it. Stakeholders in the community participate through communicating, being lead, spiritually uplifted when realizing that they made a mistake or error and given a chance to rectify the situation, allowing to be innovative that helps them gain efficient results, and permitted in being creative with how they do things differently (Caceres-Feria, Hernandez-Ramirez and Ruiz-Ballesteros, 2021). Behaviors can easily wane when the practical side of managing realize become out of touch with the people carrying out their tasks. Reviewing the

procedures and process in place with the response from the stakeholders involved enables the managing of behaviors to ask effective questions on what needs to be added in or subtracted, differentiating what is needed instead of wanted, developing working routines that are more positive to manhandle, and searching for better tools to collect information that leads to a stronger decision making (Ruiz-Ballesteros and del Campo Tejedor, 2020). The challenge is managing behaviors for sustaining a community-based tourism.

This research study seeks to explore on the planning and evaluating for sustaining community-based tourism in Chiang Mai, Thailand to determine the level of managing the local business behaviors. Chiang Mai is one of the top destinations in Thailand for locals and international travelers around the world who describe the province as a cultural wonder and a pleasant place to stay. Community-based tourism sectors have taken a serious interest in making their residency much more sustainable as they realize that their life and livelihood is predetermined by all stakeholders involved. Coming off from an ease with the government regulations on the pandemic situation, members within the community-based tourism areas are interdependent of one another to develop the connections that allow tourists to have proper access to their traveling needs and being constantly satisfied with the experience of being served. The study theorizes that for a community-based tourism to be sustainable into the future, behaviors of all stakeholders involved need to be managed for the purpose of people collaborating and cooperating thoroughly. Behaviors are driven by many psychological factors that can support the cause for sustaining or resigning from the idea as some feel that it is not worth their time doing something that they don't believe in or feel that there's a sense of being exploited. In addition, the work believes that the design, tools, and procedures for giving behaviors a proper direction for action and performance falls on how much managers are engaged with and developing policies needed for sustaining a community-based tourism.

### **Research Aim and Objectives**

The aim of this research is to explore the level of importance in managing behaviors for sustaining community-based tourism in Chiang Mai. To attain the aim the objectives are the following:

1. To explore how the intentional planning design for sustaining a community-based tourism is carried out.
2. To provide insights on types of research report for maintaining the outcome and monitoring performance for sustaining a community-based tourism.
3. To learn the approach of evaluating the planning of development initiatives for sustaining a community-based tourism.
4. To examine the selected research tools for each evaluation plan in the practice of sustaining a community-based tourism.

With the aim and objectives, the research study asks the following questions:

1. To what extent is the intentional planning design for sustaining a community-based tourism having an effect on managing behaviors for sustaining a community-based tourism?

2. To what extent is the research report for maintaining the outcome and monitoring performance having an effect on managing behaviors for sustaining a community-based tourism?
3. To what extent is evaluating on the planning of development initiatives having an effect on managing behaviors for sustaining a community-based tourism?
4. To what extent is the selected research tools for each evaluation plan having an effect on managing behaviors for sustaining a community-based tourism?

## Literature Review

### *Intentional Planning Design for Sustaining a Community-Based Tourism*

Sustaining a community that features tourism business as part of the social environment takes into account a lot of variation for maintaining the ideas and values that for various stakeholders, in this case a thought out plan is necessary to acquire the objectives (Giampiccoli, 2020). Visioning sets forth the direction of what the big picture looks like upon arriving and is critical for the mission to be focus on developing the key actions taken that makes sustainability a reality, nevertheless there are always other factors that don't always provide the full details to make the vision and mission coherent in operation (Juma and Khademi-Vidra, 2019). Sustaining by definition within the community doesn't always mean that the practical side will receive sincerity in collaboration and cooperation from those involved. Planning intentionally does include some requests for individual agents, groups, or networks in the community to be committed and make some sacrifices in order to uphold progress for achieving sustainability (Sithole, Giampiccoli and Jugmohan, 2021). Partnership amongst community-based tourism business stakeholders is highly important to obtain as it fosters the behaviors needed to get the knowledge, skills, abilities, and talent for developing the process as well as pulling and pushing others to be aligned with the values of being sustainable (Mayaka, Lacey and Rogerson, 2020). Not everyone will be fully involved due to their personal attitude towards sustainability which can deplete the motivation and performance of others who want to make things happen. If people are bought into the idea through the values and benefits that can be obtained then the mission plan would have a greater chance of accomplishing things, so long as those chances or opportunity are designed for being utilized to their best and not making them totally exhausted from being overworked (Harris-Smith and Palmer, 2022). Relationship amongst partners in the operation of sustainability is built on trust for ensuring confidence and credibility that the intended results are being produced (Pilquimán-Vera, Cabrera-Campos and Tenorio-Pangui, 202). Results that are falling short of expectation would create a sense of doubt on the current plan thus requiring key figures within the community-based tourism area to implement changes in the procedure. Allowing stakeholders to question the paradigm of the strategy, speaking up on the working policy and procedures, and providing an honest opinion about the results set forth a better path to make some healthy adjustments to attain sustainability (Sene-Harper, Duffy and Sarr, 2021). Any issues to be considered are welcomed as a challenge for sustainability so long as there is an organizational structure that takes the matter into account. Unknowns and uncontrollable factors are expected to be part of the equation for sustaining a community-

based tourism business. Natural disasters such as an earthquake or violent storm can happen instantly. A worldwide pandemic such as Covid-19 has taught us to work closely together on reducing the impact and to be decisive on policies that lead towards an outcome that gets us all back to normal living. Anticipating for these events might help the community to be prepared but it's the experience learned that should provide the basis of being resilient to overcome another catastrophe that temporarily stops the commercial activities. Giving time to reflect on examining on the success and failures towards the idea of sustaining a community-based tourism business help give leaders the facts to develop on the changes that makes much more sense to implement (Pul and Lasboyee, 2023).

#### *Maintaining the Outcome and Monitoring Performance for Sustaining a Community-Based Tourism*

Community-based tourism is a model that allows public members to be engaged with events and activities that helps tourism grow in a sustainable manner, therefore it's important to make the education and learning about the factors involved, such as the demographic background of visitors, the local environment, and geographical infrastructure to get a clear direction for managing towards the outcome which benefits all involved (Sharpley, 2020). With the number of travelers visiting from other provinces or nations from abroad, certain cultural perspective of things, preferences and needs for accommodation, and distinct behaviors and personalities either supports the objectives of the community members or makes thing difficult with obtaining the right results for a sustainable outcome. Approaches toward demonstrating a level of understanding and respecting customary ways of the locals are welcomed but do require some form of flexibility should the visitors' behavior goes against the local cultural etiquettes, thus issues that concern faith, institutional ideas, and governing methods are advised to be treated with a delicate mindset and understanding (Guo, Jiang and Li, 2019). Traffic congestion, pollution, damages to the natural environment, waste of resources, and mental health are things to be taken into consideration for the sake of being aware that the outcome may not reach a sustainable level of the associates in the community-based tourism area take little or no action at all to resolve the impact of these phenomenon (Khalid et al., 2019). Community-based tourism agents or representatives will have their own methods on determining the best approach in managing the outcome so long as they deal with the facts to examine the incidents, capture the events for measurement, take the results for lessons to be learned, or review to reflect for improvement (Yanes et al., 2019). A sustainable community-based tourism is operated in a strategic manner that takes into account the economic science of constraints, and the psychological needs and wellbeing of the people who carry out the tasks to those who have invested their time and financial savings for a wonderful experience. In this case, the planning or approach on things to meet with the strategic goal will require a thorough review to be assured that the results are not just being attained correctly but that it doesn't put a stress on other resources which impede on the progress (Ngo and Creutz, 2022). Tourism encompasses a lot of stakeholders worldwide, and each sector will have their own strategy with their terminology of being sustainable. In some cases, the strategy for sustaining a community-based tourism can be effective in the planning process by learning about the strategic goal of the traveling, hotel, and logistics

industrial sector that have their own business agenda and coming up with ways in developing a partnership that caters to the targeted travelers (Henama, Mangope and Strydom, 2019). The worldwide effect from Covid-19 had truly changed the way for community-based tourism to deal with not only a loss of income but to realize the necessary steps taken to become resilient during the period of hardship. Not everyone carries the same level of degree in performance when it comes to solving problems or being innovative and creative to keep their tourism business on track. Sustaining a community-based tourism requires the features in one's performance to look beyond in carrying out a specific function and seeing how their own results are helping others to become more diligent and changing their ways to become much better at what they are currently doing (Keskinen et al., 2020). If sustaining a community-based tourism is studied as an anatomy of the human body then one's working performance can be positioned to see what type of values that are being produced that can benefit a fellow community member, such as providing coaching and mentoring guidance for those with lesser experience in communicating with travelers who cannot speak the local language, or encouraging how to adapt to situations that can help the local business re-adjust to the situation (Rucitarahma and Tiberghien, 2021).

#### *Evaluating on the Planning of Development Initiatives for Sustaining a Community-Based Tourism*

Not all objectives can be truly nor accurately achieved no matter how good a plan is, such is the case in sustaining a community-based tourism where normally the initiative begins with a unified effort but gradually becomes disarray due to circumstances dictating behaviors into being out of focus (Bui et al., 2020). A vision statement can get trapped looking at the economy, culture and society, environment, and community and tourism development from an internal perspective thus lacking the insight for ways to make an impact with other institutions or industries that have an indirect effect with tourism (Lo and Janta, 2023). The mission follows the vision with a clearly defined purpose that invokes a sense of unity, direction, and motivation with an assurance that there's regard for ethical and moral principles in place, and justice, fairness, and equity are part of the working procedure (Mathew, 2022). No matter the difference in diversity of skills, abilities, knowledge, and talent, they all make a contribution toward the outcome of sustainability possible, as long as the mindset and behaviors are integrated as well as given the platform to perform the tasks (Rocca and Zielinski, 2022). Moving as an army of one in a community-based tourism is an approach that calls for individuals or groups to be a part of the decision-making process and providing real time information that challenges the working model or paradigm espoused by the managerial leaders, while also representing the voiceless who are not comfortable in speaking up (Lechner et al., 2020).

#### *Selected Research Tools for Each Evaluation Plan Having an Effect on Managing Behaviors for Sustaining a Community-Based Tourism*

A sustainable tourism outcome is measured differently from different local communities and will gradually get caught on to their previous group or team performances asking whether the invested resources or plan that went into the system have really helped to make progress and meet their strategic goal, and pointing out how the roles of leaders

are to be carried for rallying the behaviors of workers to be more proactive in the future (Priatmoko, 2021). Tourism activities and events are a dynamic blend of character and personality of people who act on their impulse of wants and needs. Systematic models implemented for sustainability are mostly short-lived if flexibility and learning is taken into account. In such situations, managers will find themselves having to re-organize the organization by examining each incident for making changes and asking how can they be certain that the updated practices within the working procedures will be firmly aimed at the vision and mission for sustainability (Suriyankietkaew, Krittayaruangroj and Iamsawan, 2022). Addressing the issues with regards to developmental initiative plans for sustaining a community-based tourism in a form of questions provide a better idea to make changes for getting the outcome right. Gathering data for analysis comes in many forms to keep abreast on whether the goal will be achieved. From an outcome mapping approach, the structural formula for a sustainable community-based tourism sector is guided by the vision and mission, the partners involved, how the outcome, progress and strategy is taking form, and the way the organization is applying its practices. Questionnaire, documentation, and interviewing provide a good idea on how managers are getting their organizational structures to change the behaviors of workers to stay focused on their tasks and duties. Results can only be more positive when the behaviors are working and thinking in parallel for the purpose of reaching the sustainability as the goal (Moayerian, McGehee and Stephenson, 2022).

### **Research Methodology**

With the aim of exploring on the level of importance in managing behaviors for sustaining community-based tourism in Chiang Mai, the research study utilizes the research objectives as the learning points on the range of significance with regards to managing behaviors. The data collection method took an outcome mapping approach to determine the extent of how the managing of behaviors were directed towards having the intentional planning design, maintaining the outcome and monitoring performance, evaluating on the planning of development initiatives, and implementing the selected research tools for each evaluation plan were supporting the idea on sustaining community-based tourism. This tool emphasizes on people and learning as a priority and accepts the unexpected changes as a source of innovation, and shifting the focus from changes in state to changes in behaviors, relationships, actions, and activities (Serrat, 2017). The targets chosen for data collection were five community-based tourism areas composing of ten local businesses that were all located in the Chiang Mai province. A systematic sampling approach was conducted to seek out these local businesses that were considered as the main core of attracting travelers and visitors to their community. The communities were as followed: Borsang, Mae Kompong, Muen Ngoen, On Tai, and Tep Sadit. These five communities have been engaged in the tourism affairs for many decades and have done well against the Covid-19 pandemic which forced many other local businesses to close down. A total of fifty local businesses from their respective community-based tourism sectors were asked to take part in an “outcome mapping” questionnaire. These local businesses were the

following: 37 in leisure services providing dining and/or consumption, along with purchasing souvenirs as gifts/collection (74%). 3 in accommodation (.06%). 3 in recreation activities (.06%). 3 doing learning/cultural engagement (.06%). 2 in the operation of health/aesthetic therapy service (.04%). 1 selling candies/sweets (.02%) . 1 providing services in embroidery on clothes (.02%). A minimum of five workers were employed to operate on the business hours/services. The questionnaires were given directly to the shop owners/managers to fill out their view from strongly agreeing to strongly disagreeing with the sample inquiries below.

#### **A) Sustainable Community-Based Tourism Planning with Intentional Design**

1. *The original vision (long-term goal) and mission (weekly/monthly aims and objectives) for a sustainable community-based tourism were planned with intentional design, and made changes along the way.*
  2. *The current partners (individuals, group, team members, etc.,) were assuming responsibility for supporting the business' operation mission in sustaining a community-based tourism.*
  3. *The desired changes in the outcome (results), progress (improvements), and strategy (getting closer to achieve the organization's goal) from the years gone by had been noticed and praised within the intentional planning design for sustaining a community-based tourism.*
  4. *The business practices (ways of doing things) changed in the intentional designed plan to meet with the stated vision and mission for a sustainable community-based tourism.*
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#### **B) Ongoing Sustainable Tourism Events Outcome and Performance Monitoring in the Community**

1. *There were methods applied to measure for the following outcome to be sustainable for the tourism events.*
  2. *The strategy for sustaining the tourism events were measured.*
  3. *The performance of tourism events was evaluated to ensure that it was sustainable.*
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#### **C) Evaluation Planning of Development Initiatives with Regards to Working with Stakeholders Towards Sustaining a Community-Based Tourism**

1. *Changes were made with the stakeholders for the purpose of accomplishing the vision and mission in sustaining a community-based tourism.*
  2. *Resources required by the stakeholders were assisted to perform effectively in making the community based-tourism sustainable.*
  3. *Plans for the outcome, progress, and strategy were rearranged to get the stakeholders collaborating in obtaining positive results towards the idea of sustaining a community based-tourism.*
  4. *Business practices were applied in assuring that the stakeholders were contributing to the changes directed towards the vision and mission of sustaining a community-based tourism.*
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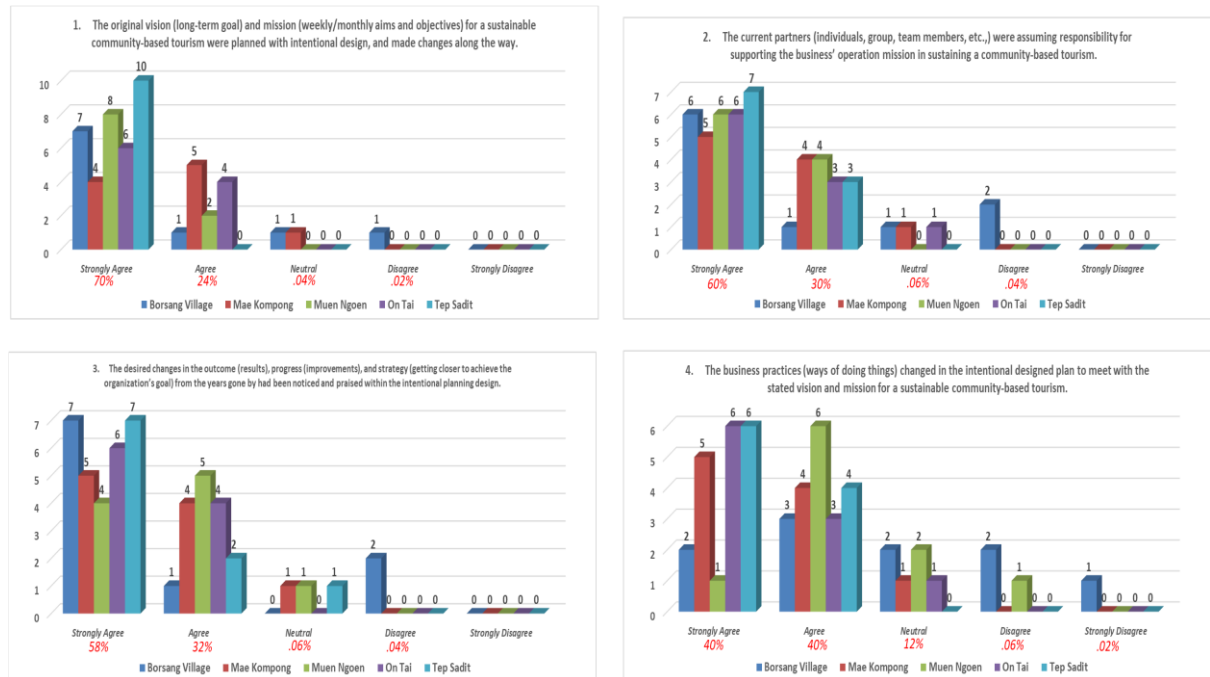
#### **D) Selected Research Tools for Each Evaluation Plan in the Practice of Sustaining a Community-Based Tourism**

1. *The research tool applied to learn that the results from the vision and mission for sustaining a community based-tourism was practically reaching the aims and objectives.*
2. *The research tool gained insights on the practical results from stakeholders that were actually sustaining a community-based tourism.*
3. *The implemented research tool provided clear feedback to determine whether the outcome, progress, and strategy resulted in the practice of sustaining a community-based tourism.*
4. *The ideal research tool for analyzing on the organizational practices determined the extent of producing towards sustaining a community-based tourism.*

In the next section, the results from the questionnaire are provided with analysis. Prior to the analysis the results from the questionnaire went through the process of triangulation which enables the findings within the research to be increased with credibility and validity: determining the level of accuracy and trusting the output for further analysis (Noble and Healt, 2019). Although data triangulation is considered an approach of using different methods to collect the data it could also be a single method providing that it goes in-depth and provides valuable insight (Vogl, Schmidt, and Zartler, 2019). The data of each questionnaires answered were triangulated separately for analysis from each sample participants who operated the business their own mindset in manpower and resources that were available to them with regards to the categories in “intentional planning with design”, “outcome and performance monitoring”, “evaluation planning of development initiatives”, and “selected research tools for evaluation”. In further details, the first step began with taking the results from the contents of each category to be compared with for analysis: eg 1,2,3 and 4 in the category of “A) Sustainable Community-Based Tourism Planning with Intentional Design” had the results compared with each other for analysis; 1,2 and 3 in the category of “B) Ongoing Sustainable Tourism Events Outcome and Performance Monitoring in the Community” had the results compared with each other for analysis; 1,2,3 and 4 in the category of “C) Evaluation Planning of Development Initiatives with Regards to Working with Stakeholders Towards Sustaining a Community-Based Tourism” had the results compared with each other for analysis, and 1,2,3 and 4 in the category of “D) Selected Research Tools for Each Evaluation Plan in the Practice of Sustaining a Community-Based Tourism” had the results compared with each other for analysis. In the second step, all four categories had their results compared with one another.

## Results and Analysis

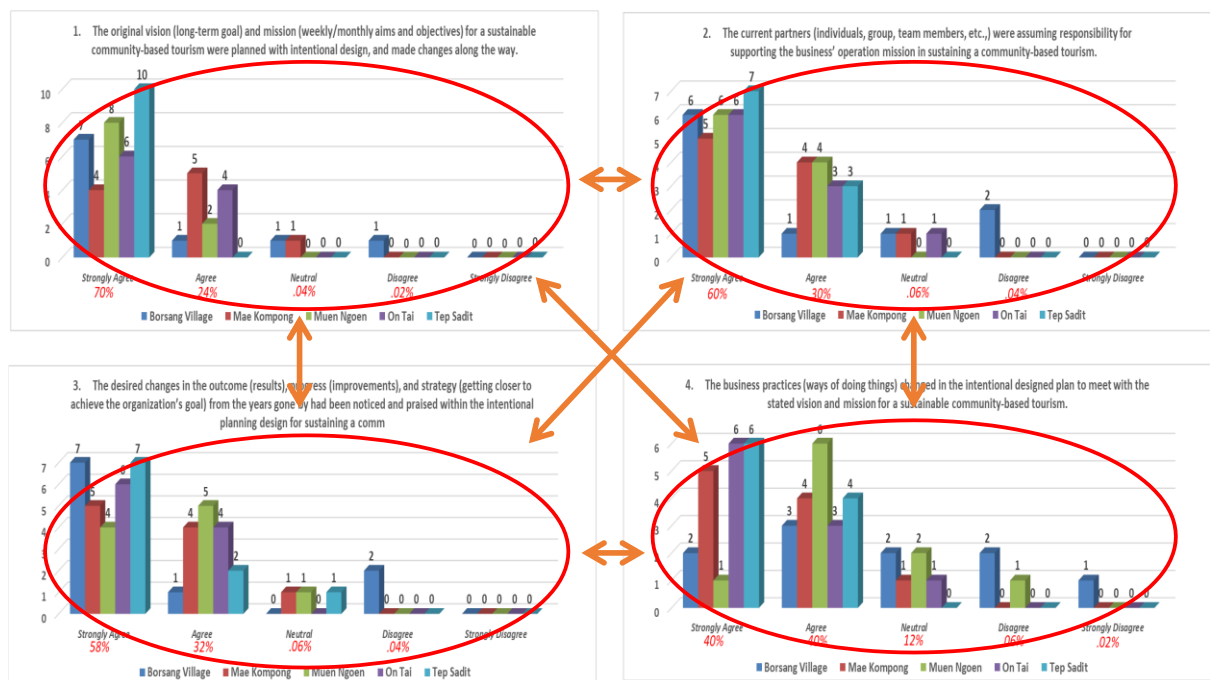
### *Intentional Planning Design for Sustaining a Community-Based Tourism*



**Figure 1. Questionnaire Results of Planning with Intentional Design**

Figure 1 shows that the majority of participants strongly agreed upon (70%) that the vision and mission were planned with intentional design, and changes were made along for a sustainable community-based tourism. Tep Sadit participants fully agreed (100%) that the design was intentional and adapted. However, members of the Borsang Village only had a notable amount (15%) disagreeing or remaining neutral, and showing a lack of confidence in how the vision and mission were established. For the samples of Mae Kompong they offered a balanced view, with strong agreement but also several neutral responses. With regards to analysis, there is generally a strong support across the communities for the intentional design of the vision and mission. However, Borsang Village and Mae Kompong showed signs that not all stakeholders were fully engaged or convinced by the changes. Also, for the issue of responsibility of partners in supporting the mission, the numbers show a slight fair amount of strongly agreeing (60%). The percentage of respondents strongly agreeing drops compared to the vision and mission category. Locals of Tep Sadit taking part in the study showed high levels of strong agreement, indicating that stakeholders here are highly involved. In the Borsang Village, two respondents disagree, signaling that there are issues with partner engagement in this village. For Mae Kompong and Muen Ngoen, they both showed a solid agreement, but a few neutral responses suggest that there is room for improvement in partnership support. In analysis, while most participants agree that partners are involved, this category suggests a need for more proactive engagement in villages like Borsang, where some partners are

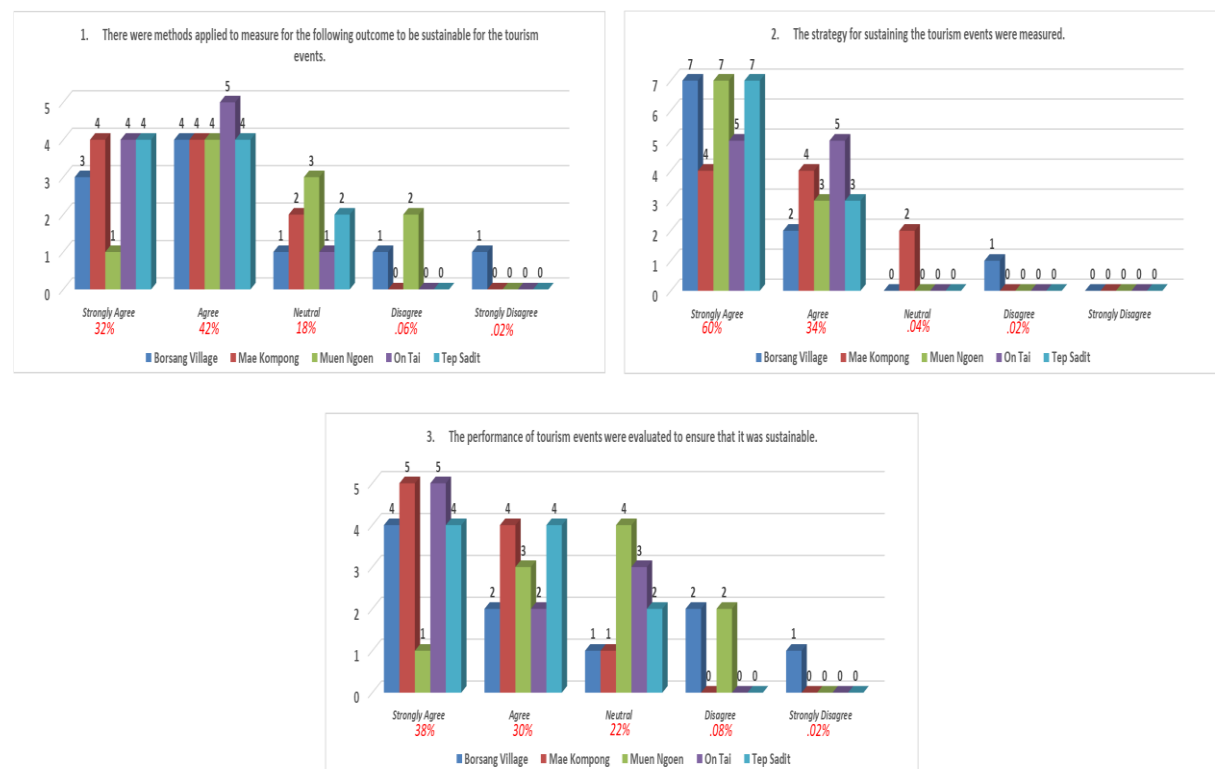
not as committed. Tep Sadit stands out as a model of strong partnership responsibility. In addition, on the topic of noticed changes in outcome, progress, and strategy, there is a slight drop in the percentage of respondents strongly agreeing (58%) that changes and improvements have been noticed in outcomes and strategies. Local samples of Borsang Village disagreed (10%) that progress and results have been recognized. Meanwhile, Muen Ngoen participants responded in a neutral manner (20%) which indicated uncertainty about the outcomes of the strategy. Commercial residents of Tep Sadit, once again, leads in agreement, though there are some neutral opinions. The analysis of this part attests that the recognition of positive outcomes and progress is less pronounced compared to other categories, with several respondents unsure or neutral. This indicates that improvements may not be consistently visible or communicated effectively, especially in Borsang Village and Muen Ngoen. Finally, with regards to business practices adapted to meet the vision and mission, the percentage for strongly agreeing is staggeringly low (40%) with a significant portion of respondents (40%) agreeing instead of strongly agreeing, and some neutral and disagreeing opinions. It seems that the Borsang Village demonstrated the highest level of disagreement (12%), with respondents indicating that business practices have not been sufficiently adapted to meet the sustaining community-based tourism goal. For Muen Ngoen, there is also a fair amount of disagreement here, highlighting a resistance to change. Looking at the feedback from Tep Sadit and On Tai the data shows more alignment in business practices with the sustaining community-based tourism mission. The analysis of the work shows that there are significant gaps in how well businesses are adapting to align with sustaining community-based tourism objectives. The strong levels of disagreement, particularly in Borsang Village and Muen Ngoen, suggest that resistance to change or a lack of strategic alignment may hinder progress.



**Figure 2. Data Triangulation of Planning with Intentional Design**

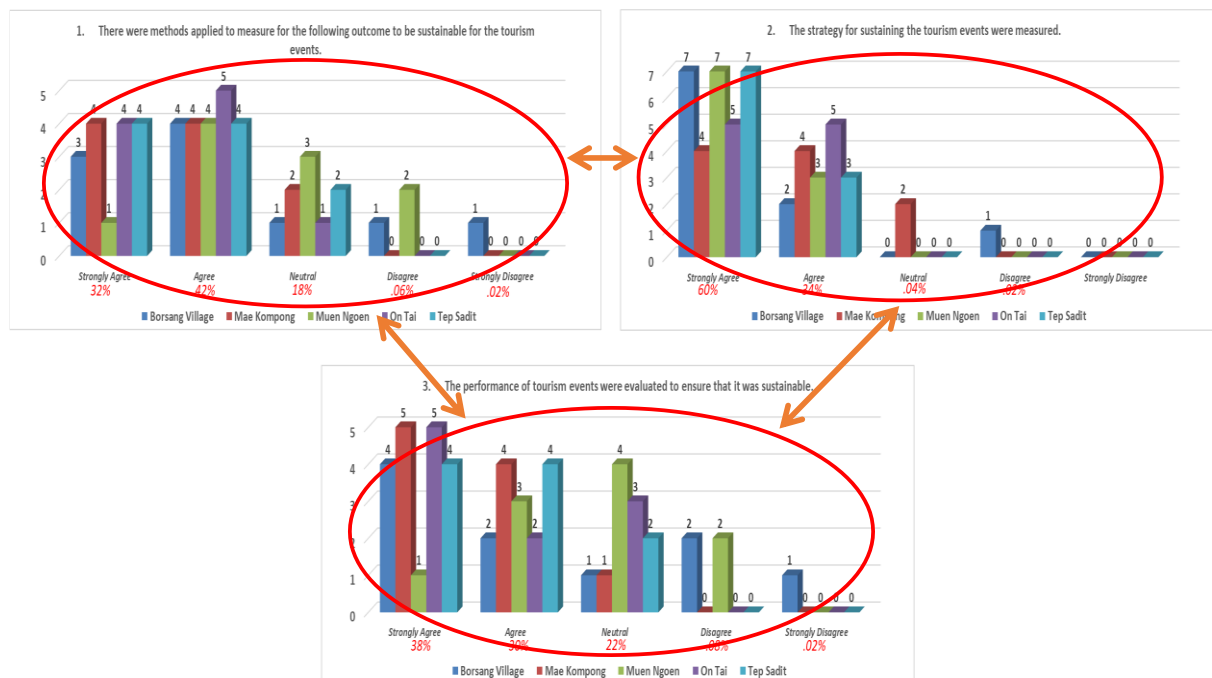
With regards to planning, despite the communities as a whole demonstrating a very strong behavior with intentions and making changes there are only a fair number of local businesses that do so. With average scores being below, the facts foretell that having intention and changes are crucial for the mission operation because there is a need to counter on the issue of partners who are needed to assume their responsibilities aren't as high as one expects to occur. Thus, having a backup plan and justifying to make some crucial arrangements are within those dedicated owners/managers to keep their business going forward. Maintaining a sustainable community-based tourism that involves local small businesses will always be a challenge as the years go by as the desired changes in the outcome, progress, and strategy will be some concern as the praising aspect doesn't have much to cheer about. With this fact, local business that want a sustainable community-based tourism would have to review their intentional design and make changes for the sake of meeting their own vision and mission. However, in reality some of these local businesses won't change much with their business practices thus sticking thick and thin on going with the plan that had already been established in hopes that the surrounding local environment will change their business ways of doing things and adjust with theirs. If such practices are mentally procured this way the outcome of a sustainable community based-tourism would never reach its goal that would benefit all stakeholders involved due to weak part in managing the behaviors to do so.

### *Maintaining the Outcome and Monitoring Performance for Sustaining a Community-Based Tourism*



**Figure 3. Questionnaire Results of Outcome and Performance Monitoring**

The results in figure 3 suggest that 74% of respondents believe there are methods applied to measure the outcomes of tourism events in some capacity, though the level of confidence is moderate. On Tai and Tep Sadit show higher confidence, with no disagreement, while Muen Ngoen has more uncertainty (40% neutral and disagree), indicating weak measurement methods. Borsang Village also shows hesitation, with 20% of respondents either disagreeing or strongly disagreeing. Overall, the application of measurement methods is inconsistent across communities, with some villages showing better practices than others. Also, data shows strong confidence in the measurement of strategies for sustaining tourism events, with 94% of respondents agreeing or strongly agreeing that this is done. Borsang Village and Muen Ngoen stand out, with the majority of respondents strongly agreeing. On Tai and Tep Sadit also demonstrate full agreement on the effectiveness of measuring strategies, with no negative responses. This indicates that while measurement methods for event outcomes may be lacking, the strategy assessment for sustainability is viewed more positively. Furthermore, in terms of evaluating the performance of tourism events, there is a more mixed response. Only 68% of respondents feel that evaluations are happening effectively, while 22% are neutral, and 10% are dissatisfied. Muen Ngoen and Borsang Village show higher levels of neutrality and disagreement, with a significant portion of respondents uncertain or dissatisfied with the evaluation processes. Mae Kompong, On Tai, and Tep Sadit show higher confidence in performance evaluation, but the overall results suggest a gap in monitoring and improving the sustainability of these events.



**Figure 4. Data Triangulation of Outcome and Performance Monitoring**

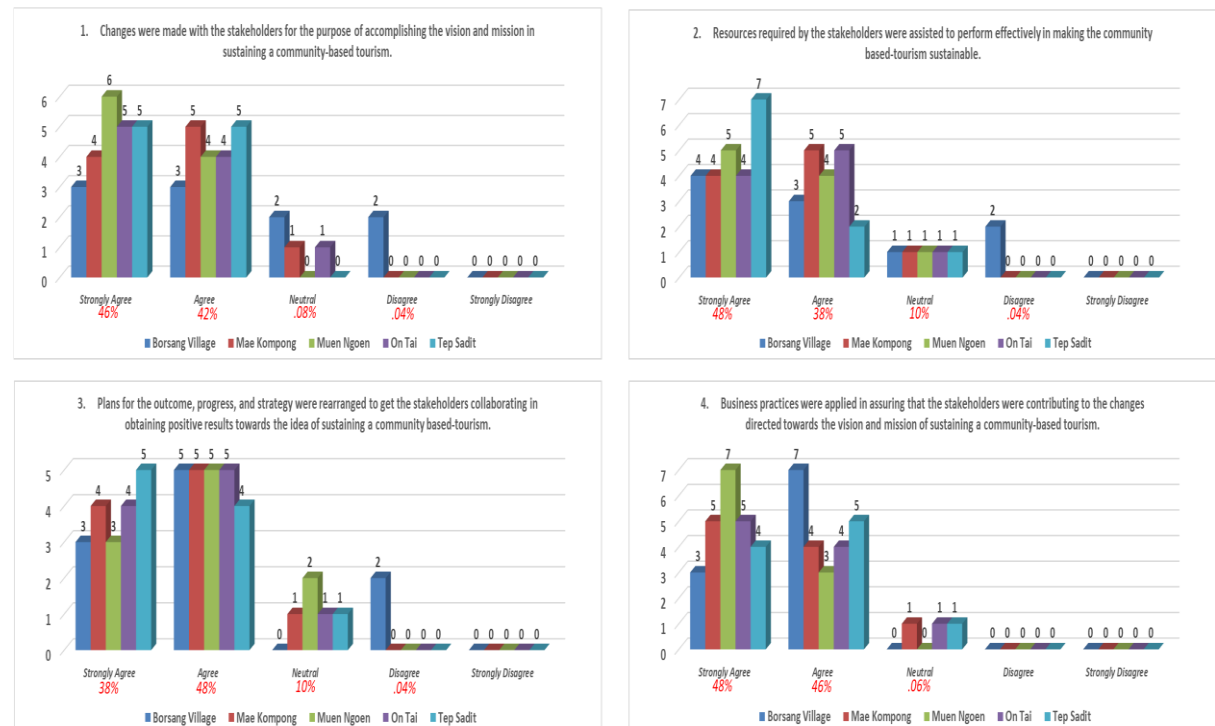
Based on the data provided, the application for an ongoing outcome and performance monitoring of assuring that these local businesses themselves are heading in the right direction are hardly applied. With minimal methods applied towards a sustainable tourism outcome it's no surprise then that most of these local business behaviors aren't that highly committed on learning internally if their strategy is navigating towards the right course for having a sustainable community-based tourism. Also, there's not much of a high interest within a majority of these local businesses on making an evaluation of their tourism performance which makes things become redundant in verifying that they have been utilizing their access to resources being efficient in contributing towards making their community-based tourism being practically sustainable. The data indicates that while there is some effort in measuring the sustainability of tourism events and strategies, the behaviors being managed are just far from consistent across the different communities. The following key points emerge:

**1. Inconsistent Measurement Practices:** Communities like Muen Ngoen and Borsang Village show lower confidence in methods applied for outcome measurement and performance evaluation, which reflects a lacking behavior on internal assessment processes.

**2. Strong Focus on Strategy:** Despite the inconsistency in measuring outcomes, most communities seem to be actively measuring their long-term strategies, which indicates that sustainability is still a goal, even if the short-term performance is less frequently assessed.

**3. Weak Performance Monitoring:** The lack of comprehensive performance evaluation is a major concern. Without frequent evaluations, communities may be unaware of how well their tourism events are contributing to long-term sustainability, leading to inefficiencies and missed opportunities for improvement, as well as reinforcing a nonchalant behavior that is not managed on being a bit more focused on development.

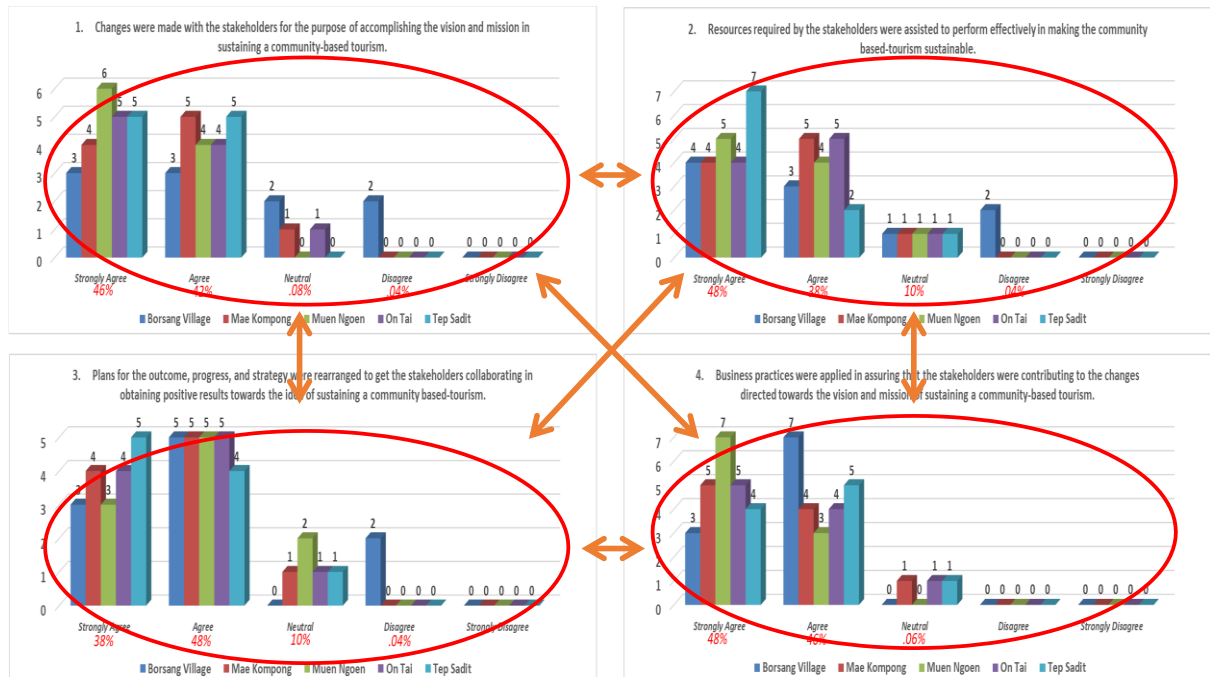
### *Evaluating on the Planning of Development Initiatives for Sustaining a Community-Based Tourism*



**Figure 5. Questionnaire Results of Evaluation Planning of Development Initiatives**

Figure 5 shows that the majority of respondents (88%) either strongly agreed or agreed that changes were made with stakeholders to accomplish the vision and mission of sustaining community-based tourism. However, Borsang Village shows more uncertainty, with 40% of respondents either neutral or disagreeing, indicating a lack of clarity or action in stakeholder involvement. On the other hand, Muen Ngoen, On Tai, and Tep Sadit demonstrate high levels of stakeholder engagement, with no respondents indicating disagreement. However, the overall consensus shows there is room for improvement in how changes with stakeholders are communicated and implemented. In addition, 86% of respondents agreed that resources were provided to stakeholders to help them effectively sustain community-based tourism. However, Borsang Village shows a higher percentage of respondents (20%) who are neutral or disagreeing, which indicates a potential gap in resource allocation or stakeholder satisfaction with the support they are receiving. Tep Sadit leads in terms of agreement, with 70% strongly agreeing that resources were provided effectively. This suggests some communities' behaviors are better at supporting their stakeholders with the necessary tools and resources than others, which could reflect differing local governance practices. Furthermore, most respondents (86%) agree that plans were rearranged to foster stakeholder collaboration towards achieving positive outcomes in community-based tourism. However, Borsang Village once again reflects a challenge, with 20% of respondents disagreeing, implying potential resistance or difficulty in adjusting strategies to align with stakeholders. On the other hand, Muen Ngoen, On Tai, and Tep Sadit exhibit stronger levels of collaboration, indicating that stakeholders are more

involved in planning processes. On the last issue, a high percentage (94%) of respondents agreed that business practices were applied to ensure stakeholders contributed to the changes aligned with the vision and mission of sustaining community-based tourism. This is the strongest area of consensus, with no disagreements across any of the villages. However, Borsang Village and Tep Sadit have a few neutral responses, suggesting that while business practices are in place, they may not be fully inclusive or transparent to all stakeholders.



**Figure 6. Data Triangulation of Evaluation Planning of Development Initiatives**

Based on the results of this section, the evaluation planning of development initiatives with the stakeholders are quite below the average. Evidence from the results in planning whereas "current partners assuming responsibility for supporting the business' operation mission in sustaining a community-based tourism" already shown that there was hardly any effort put into this concept. Thus, it's no surprise to see that with the stakeholders in changes, resources required, plans for the outcome, progress and strategy, and applied business practices are all relatively way below the average. Sustaining a community-based tourism is based upon the principles of collaboration in values as there is a give and take, as well as sacrifices made in order to gain or make things move with progress. Cooperation is quite a challenge in its own local environment as not many stakeholders were willing to change for the sake of sustainability nor provide assistance in resources to help others take action with effectiveness. Coordination is less visible too as local entities are not quite fond of making changes in their plans to work in unison with others nor implementing business practices for helping stakeholders to make a contribution towards the vision and mission of sustaining a community-based tourism. The results reveal that while there is a significant degree of effort toward involving stakeholders in sustaining community-based tourism, several challenges persist, particularly in terms of collaboration,



resource allocation, and strategic adjustments, thus showing that managing the behavior is a concern.

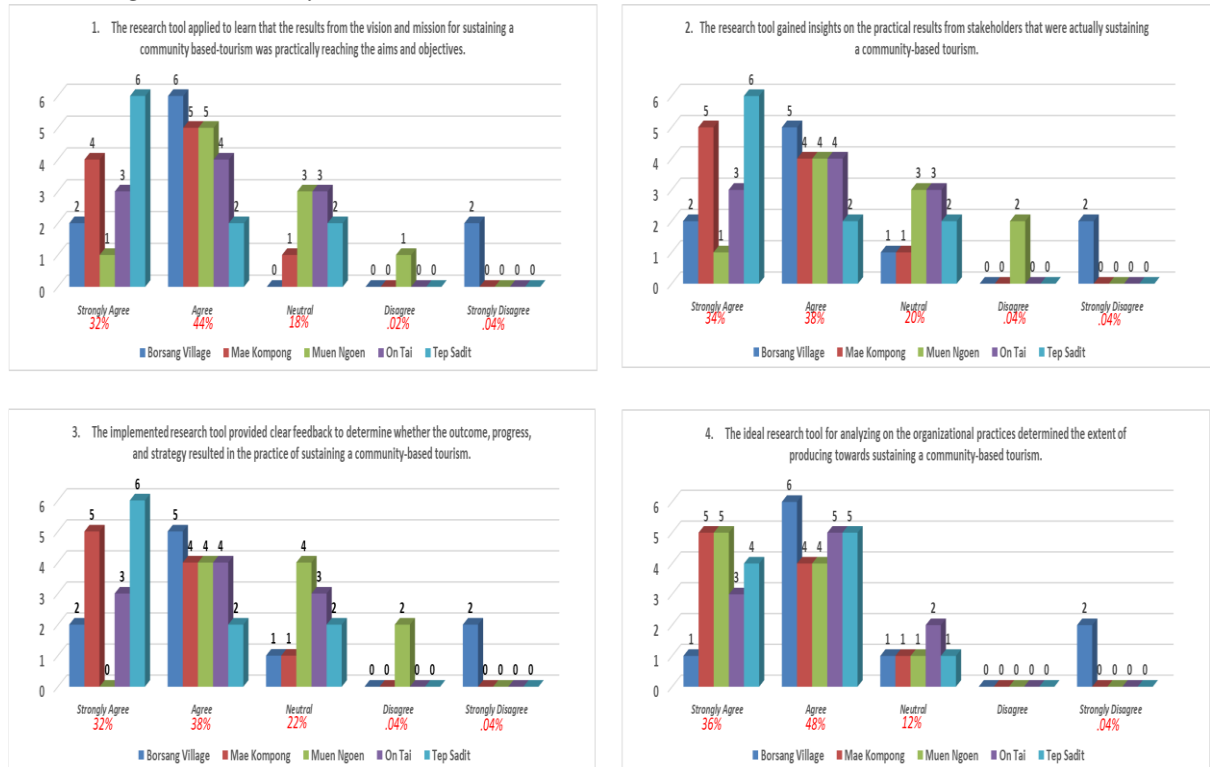
**1. Stakeholder Engagement:** Across the villages, stakeholder engagement in decision-making processes appears somewhat positive but inconsistent. While Muen Ngoen, On Tai, and Tep Sadit show strong collaboration with stakeholders, Borsang Village displays a relatively lower level of engagement, as seen by higher neutrality and disagreement percentages across several areas.

**2. Resource Allocation:** The provision of resources is another area with mixed results. While many respondents agreed that stakeholders were provided with the necessary tools, the data suggests that some communities, particularly Borsang Village, may be lagging in effectively distributing resources to all stakeholders. This discrepancy could create imbalances in how different local entities can contribute to sustainability goals.

**3. Collaborative Planning:** Although most respondents agree that plans were rearranged to foster collaboration, the variance in responses suggests that not all communities are effectively coordinating their strategies. Borsang Village again reflects some resistance to change, with 20% of respondents indicating disagreement. This highlights a gap in adaptive strategic planning and indicates a need for better alignment between community goals and stakeholder actions.

**4. Business Practices for Stakeholder Contribution:** This area shows the highest level of satisfaction among respondents, with 94% agreeing that business practices were effectively applied to ensure stakeholder contributions. This suggests that while collaboration and resource challenges exist, the communities are at least attempting to establish formal business practices to guide stakeholder participation. However, the few neutral responses suggest there is still room to enhance transparency and inclusivity.

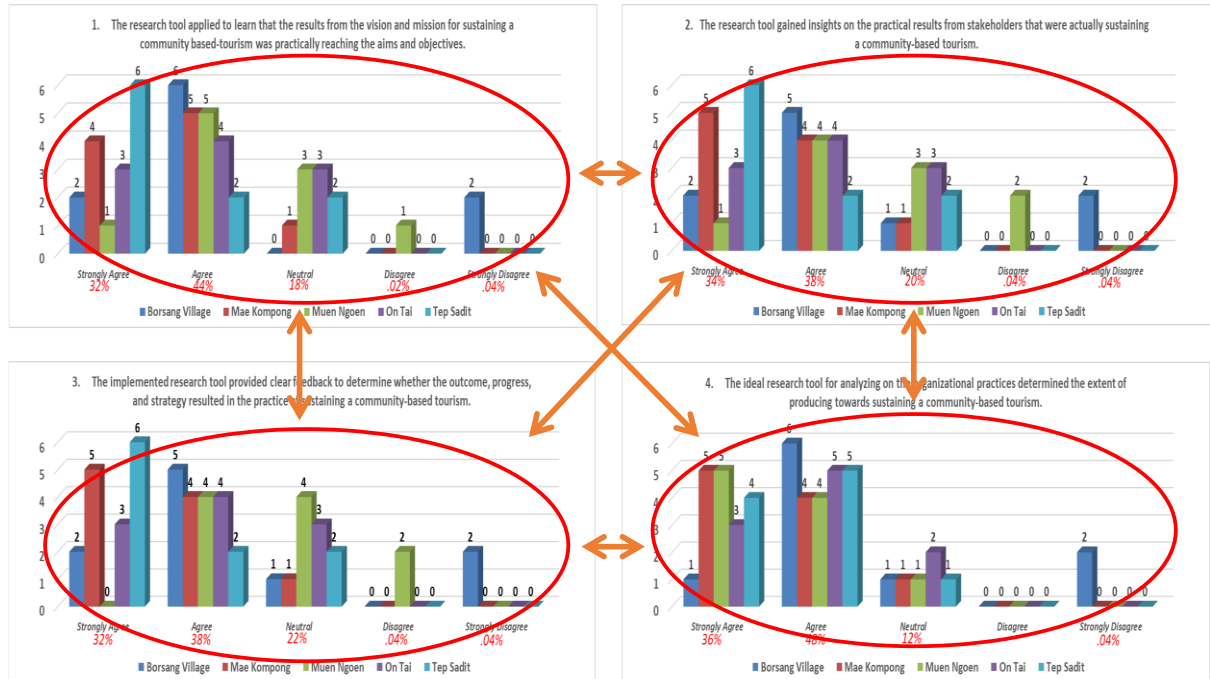
### *Application of Selected Research Tools for Each Evaluation Plan in Practicing Sustaining a Community-Base Tourism*



**Figure 7. Questionnaire Results of Selected Research Tools**

The results of figure 7 shows that overall, 76% of respondents agree or strongly agree that the research tools are effective in measuring whether the vision and mission are achieving their aims. Tep Sadit leads in agreement, while Muen Ngoen shows less confidence, with 20% of responses either neutral or disagreeing. Borsang Village has some concerns, as 4% strongly disagree. This suggests that while most communities are confident in their research tools, there are gaps in certain areas that need improvement. Also, there is a slightly lower level of confidence in the research tools' ability to gain practical insights from stakeholders, with 72% agreeing or strongly agreeing. Mae Kompong and Tep Sadit are the most positive, while Muen Ngoen and Borsang Village exhibit higher levels of disagreement or neutrality (28%). The higher percentage of neutral responses suggests a need for more robust tools or methods to capture stakeholder input effectively. Additionally, similar to the second criterion, 70% of respondents agree or strongly agree that the research tools provide clear feedback on outcomes, progress, and strategy. However, 22% remain neutral, and 8% express dissatisfaction (disagree or strongly disagree). Muen Ngoen shows the highest uncertainty with 40% of respondents being neutral or disagreeing, indicating that feedback mechanisms are weaker here. Other communities, like Tep Sadit and Mae Kompong, show more positive responses, but overall, the effectiveness of feedback tools can be improved. Moreover, the most positive responses come from the evaluation of research tools used for analyzing organizational practices, with 84% agreeing or strongly agreeing that they are effective. Only 16% remain neutral or strongly disagree. Borsang Village and Tep Sadit show slightly more dissatisfaction, while

Mae Kompong and Muen Ngoen have stronger agreement. This indicates that research tools for organizational analysis are performing better compared to other areas, though some gaps remain.



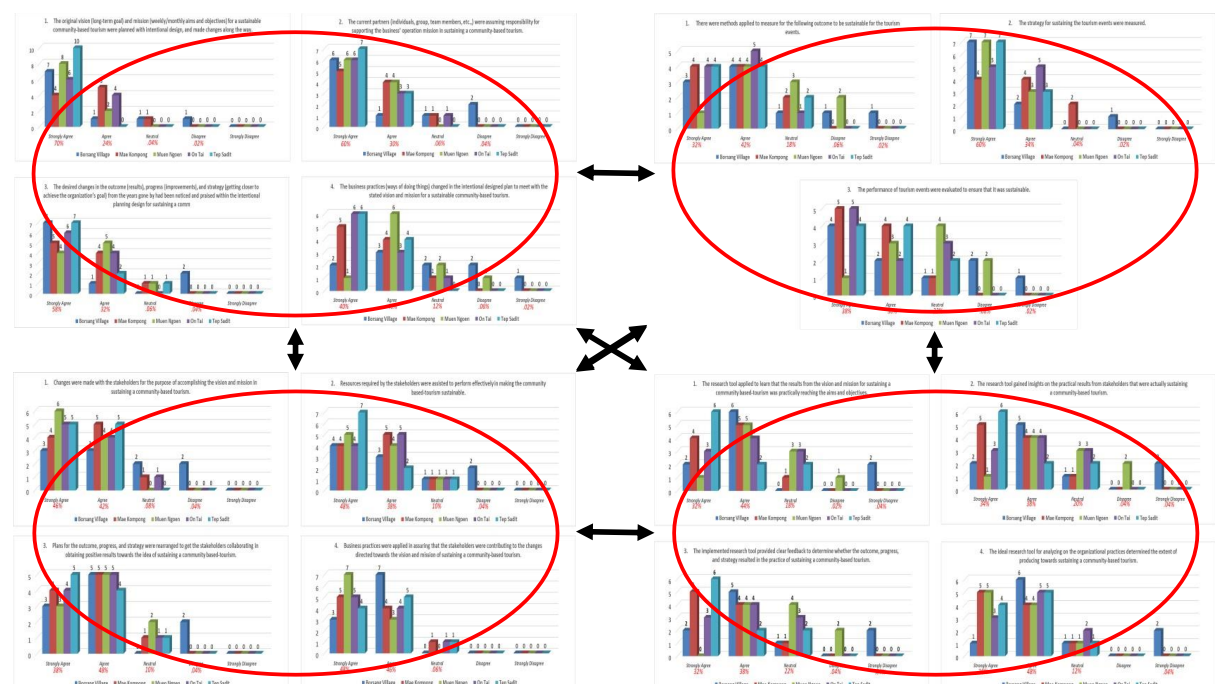
**Figure 8. Data Triangulation of Selected Research Tools**

Responses in the section of "selected research tools for each evaluation plan" clearly indicates that the habit of learning is severely lacking for whether the vision and mission was practically reaching the aims and objectives, insights on stakeholders' practical results, gaining clear feedback to determine if the outcome, progress, and strategy had yielded results, and analysis on organizational practices have all really made progress towards sustaining a community-based tourism. Based on the very low average score there is not much of an initiative on having research tools/methods that would assist in discussing about the facts with others to point out the shortcomings or make drastic changes in achieving the overall goal as researching seems to be overcome by a narrow approach in sustaining a community-based tourism. Without the research for facts and to make a case for challenging the way to make improvements on dealing with the practical issues most of the local businesses will make themselves difficult in getting a positive/cooperative behavior on working with other enterprises that are investing their time and energy on sustaining a community-based tourism. The data shows that research tools are generally effective in supporting community-based tourism, but there are noticeable gaps in several areas:

1. Muen Ngoen and Borsang Village show higher levels of neutrality or disagreement across multiple criteria, indicating weaker confidence in their research tools.
2. The ability to gain practical insights from stakeholders and provide clear feedback on progress and strategy are areas needing improvement, with 20-22% of responses remaining neutral.
3. The strongest area is the application of research tools to analyze organizational practices, with 84% of respondents feeling confident about their effectiveness.

### Planning and Evaluating for Sustaining Community-Based Tourism: Managing the Local Business Behaviors

In this section, an analysis was done by triangulating all four categories to obtain a deeper insight on the aim of *planning and evaluating for sustaining community-based tourism with regards to the level of managing the local business behaviors*.



**Figure 9. Data Triangulation on All Four Categories**

Upon managing the business behaviors to reach the outcome of a sustainable community-based tourism the design of the plan can only be as effective and efficient when all members within the businesses are aligned as key members, groups, staff, or teams internally as well as taking a committed initiative in design with some sense of cooperation, collaboration, and coordination with their stakeholders who are part of the local tourism environment. Most importantly, the design of the plan requires a professional awareness amongst local business members to take responsibility for their actions and be held accountable for other working partners. The structure of authority within that local

business would have to look into the working system within and external working environment to see where the range of output from the production are meeting with the needs of the outcome. In the absence of legislative institution that oversees a sustainable outcome things get quite challenging for those local businesses that truly want to make a big contribution with the values in place. The measuring and monitoring tools for outcome and performance are hardly incorporated as part of the designed plan. Without any constant maintenance and discipline to get accurate feedback of being accurate towards reaching the goal only second guesses or assumptions will be made and perhaps not having a clear for ideas and creativity that would have workers/stakeholders involved in taking action with results that are ranking low in positive numbers or high with the negative comments. What if sustaining a community-based tourism was a competition amongst provinces to determine who would be the model champion? There wouldn't be much of a competition because there weren't many local businesses who were serious from the start: evidence on lack of planning with intention design has been foretold. Not planning steadfastly had already created a domino effect on not being interested to obtain the facts to discuss for information and making realistic decisions. Thus, leading to the concept on evaluation planning of development with regards to working with stakeholders being out of the framework. A sense of teaming with every local business stakeholder is clearly out of the mind set in this case; small enterprises would rather be involved in their own affairs while failing to realize that their actions might produce some consequences. Not really knowing what you are doing presents an obstacle for other local business in trying to get a professional partnership developed into something that is trustworthy and worth the investment. Those local commercial entities that do not have a research tool that properly evaluates their practical ways of helping to sustain community-based tourism would only have a misunderstanding of what the needed values are or being oblivious to problems that affect the quality standard of other small businesses. The level of importance in managing behaviors for most of these local businesses are miniscule in practice which makes it highly challenging and exposed with frustration for the real commercial units who are putting a dedicated effort towards sustaining a community-based tourism.

## **Discussion**

Managing business behaviors for sustaining community-based tourism in general is not quite an effective outcome with a local network of small businesses. Although there is a sense of planning with intentional design, most of these local businesses themselves are lacking the acumen of monitoring their activities, evaluating their plans, and implementing research tools to help them know whether they are moving in the right direction or not. Perhaps it's the nature of their business operation whereas the majority are providing dining services which don't make them equipped in the discipline of being part of sustaining a community-based tourism in their local area. Thus, a tourism administration dedicated in sustaining community-based tourism would have to be established in overlooking activities occurring and implementing policies to ensure that the outcome is foreseeable. Based on the collected data foretold, the tourism officials would need to address the following issues amongst local business communities as policies for taking an effective action:

- **Intention vs. Execution:** While the vision and mission for SCBT are generally well-supported, the execution (i.e., adapting business practices, partner responsibility) shows weaker areas that need addressing.
- **Village-Specific Challenges:** Tep Sadit consistently shows strong agreement across categories, suggesting that this community could serve as a model for others. Borsang Village and Muen Ngoen, however, struggle with partner engagement and adapting practices, which could threaten long-term sustainability.
- **Communication and Engagement:** The neutral responses across multiple categories imply that more work is needed to communicate the benefits of SCBT, particularly when it comes to strategy and outcomes. A lack of visible change could demotivate stakeholders.
- **Outcome Measurement Methods:** Villages are lacking standardized methods to measure the outcomes of their tourism events, ensuring that all communities are aligned and for assessing whether their efforts are achieving the desired results.
- **Performance Evaluation:** Evaluations of tourism events are not really done regularly, especially in communities like Muen Ngoen and Borsang Village where there is higher dissatisfaction. These evaluations can help identify areas where resources are not being efficiently used and guide improvements.
- **Collaboration:** Communities are not really working together enough to share best practices for sustainability measurement, thus failing to ensure that all stakeholders are involved in the process and that resources are being used effectively.
- **Stakeholder Collaboration:** The results indicate that stakeholder engagement, particularly in Borsang Village, is lacking. There is a concern that the communities are not focused enough on creating more inclusive platforms for collaboration and ensuring that stakeholders are fully aware of the changes being implemented. This could be achieved through regular meetings, transparent communication channels, and actively soliciting stakeholder feedback.
- **Resource Distribution:** Ensuring that stakeholders are provided with the necessary resources is essential for achieving sustainability goals. Communities like Borsang Village need to reassess their resource distribution strategies to ensure all stakeholders are adequately supported. This could involve conducting needs assessments and ensuring that resources are accessible to all stakeholders, particularly smaller or less influential groups.
- **Adaptive and Inclusive Planning:** Strategic plans are not quite flexible and inclusive of stakeholder input. Resistance to change, as seen in Borsang Village, indicates that some stakeholders may feel excluded or overwhelmed by the proposed changes. Creating more adaptive planning frameworks, where stakeholders can provide input and adjustments can be made based on real-time feedback, will likely result in better outcomes.
- **Business Practices for Sustainability:** While business practices for stakeholder contribution are mostly in place, there is still room for improvement in terms of transparency and inclusion. Communities are unaware that their business practices should not only align with the vision and mission but also empower stakeholders to

contribute meaningfully. This issue can include offering training, providing access to shared resources, and ensuring that contributions are recognized and rewarded.

- **Feedback mechanisms:** Tools are not utilized effectively such as providing clearer insights on whether goals are being met, and results should be shared more openly.
- **Collaboration with stakeholders:** Research methods are done in private matters and not being actively involved with stakeholders to ensure that their input is integrated into strategic decisions.
- **Continuous improvement:** The tools have not been regularly evaluated and adjusted to meet the evolving needs of the communities, thus limiting intentions for ensuring that local businesses work effectively together.

## Conclusion

In conclusion, sustaining community-based tourism in Chiang Mai requires a tourism policy that acts to reinforce and support on managing behaviors that get the local businesses performing towards the outcome. It starts with a clear need for stronger alignment between vision and implementation, with a focus on improving adaptability and partner engagement across all villages. Addressing the gaps in measurement and evaluation can assist local businesses on obtaining a better understanding of their performance and make more informed decisions to sustain community-based tourism effectively. While there are positive efforts being made towards sustaining community-based tourism, the work reveals that there are clear challenges in stakeholder engagement, resource allocation, and adaptive planning that need to be addressed for these initiatives to reach their full potential. Without these improvements, communities may find it difficult to sustain tourism in the long term, as the lack of rigorous research and collaboration limits their ability to address practical issues and adjust strategies accordingly. The implication of this study is in raising awareness on the importance of certain practical ideas with planning and evaluation in sustaining a community-based tourism in Chiang Mai. The work points out that while some local communities have done well others are being challenged to set things in the right order when planning and evaluating.

## Recommendation

An independent management institution that is dedicated to the profession and practice of sustaining community-based tourism should be established in overseeing the local businesses who make up the tourism sector. This independent institution will set the guide in planning and intentional design for unifying the resources of the local businesses to be aligned into one vision and mission going forward while at the same time being opened on how the outcome and performance monitoring best fits the structure of each entity. The information received would provide better ways for the institution on helping the businesses question their development of initiatives and finding the most effective research tools to obtain accurate results.

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