

**Community Based Tourism (CBT) Planning –An  
Analysis of Opportunities and Barriers: A Case  
Study of Cameroon**

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## **ABSTRACT**

The purpose of this study is to analyze the opportunities and barriers to Community Based Tourism (CBT) in the case of Cameroon. The major contentious issue is that mass tourism has not benefited the communities which manifested in lack of their involvement in decision making processes in the context of tourism planning. The communities in Cameroon, who are also highly dependent on natural resources, have not been affected by tourism in terms of economic and social welfare in a positive way. Their livelihood has remained as sub-standard as ever before. Several tourism development initiatives have been designed without any mechanism to incorporate their knowledge and needs in the process. It is assumed that if tourism is going to make a positive change in the living standards of these communities, CBT can offer a hope for a partnership between the investors and communities. According to Hall (1996) the CBT's aim is to involve the local communities in maintenance and planning of development of tourism so as to develop an economy that will be sustainable. However, there are various elements of barriers and opportunities that need to be explored as prerequisite to a successful CBT. Nevertheless, with changing of general attitude towards the concept and consequences of development, and the growth of NGOs, CBT has the potential to become a major development strategy for rural development, poverty reduction, as well as, strengthening of social capital.

However, institutionalizing CBT and embedding it in the planning decision requires an extensive research into the barriers and opportunities to such a development project. This study is aiming to explore those barriers and opportunities that might

have hampered the successful implementation of CBT. To achieve the purpose of this study a qualitative research method has been utilized. Data collection has been achieved by administering a semi-structured interview with public sector officials and community members to explore the barriers and opportunities to CBT. It is important to note that for CBT to take off and become a strategy for rural development, public sector's role is fundamental. However, without community's knowledge and participation any intended project might end in failure. The study has revealed that the role of public sector has been passive and there is no indication of a proactive policy. CBT has not become a specific strategy regarding sustainability, rural development, and a type of tourism that supposed to involve community's participation.

Findings of this study has shown that, there exist several opportunities and barriers in CBT development in a community. Some of these opportunities are; eradication of poverty, increase income, community empowerment, enhance standard of living of local community and job opportunities. It was also found that, there are certain barriers that serve as hindrance in the implementation of CBT development. For example; lack of adequate consultation of stakeholders, illiteracy, lack of tourism and business skills, top- down development and poor and unfaire partnership agreement.

**Keywords:** Community-Based Tourism (CBT); Tourism Planning; Sustainable Tourism; Rural areas; Cameroon.

## ÖZ

Bu çalışmanın amacı Kamerun'da topluma dayalı turizmin önündeki fırsat ve engelleri incelemektir. Ana sorun, kitle turizminden toplumların yararlanamaması ve toplumun turizm planlaması çerçevesinde kalan mekanizmalarına katılamamasıdır. Kamerun toplumu doğal kaynaklara önemli ölçüde bağımlı olmasına karşın bu kaynaklar turizmden ekonomik ve sosyal refah anlamında olumlu yönde etkilenmemiş ve uygulanan turizm geliştirme inisiyatifleri sürecinde, ihtiyaç ve bilgiyi dahil edecek mekanizmaları oluşturamamıştır.

Turizm, toplumun yaşam standartları üzerinde olumlu bir değişim yaratacaksa topluma dayalı turizm yatırımcıları topluma işbirliği umudu sunabilir. Hall'a göre (1996) topluma dayalı turizmin amacı, yerel toplumları turizmin planlanması ve geliştirilmesine dahil ederek sürdürülebilir ekonomik yapıyı sağlamaktır.

Kalkınma ve genel davranış kavramları değişikliği ve sivil toplum örgütleri, topluma dayalı turizmi kırsal yoksulluğun azaltılması yanında kalkınma ve sosyalleşmeyi güçlendirme potansiyeli ve ana kalkınma stratejisi olarak benimsemiştir. topluma dayalı turizmin kurumsallaşma ve karar mekanizmasını yerleştirme çerçevesinde araştırma, engelleri ve fırsatları keşfetmek için gerekli olduğu söylenebilir. Bu amaca ulaşmak için çalışmanın aşamasında araştırma yöntem olarak nitel araştırma yöntemi kullanılmış ve bu bağlamda kamu sektörü sorumluları ve toplum üyeleri ile mülakat yapılarak engeller ve fırsatlar tespit edilmiştir. Topluma dayalı turizmin atılım yapabilmesi ve kırsal kalkınma stratejileri haline gelebilmesi için kamu sektörünün

rolü esastır. Ne var ki; toplumun bilgisi ve katılımı olmadan herhangi bir proje başarısızlıkla sonuçlana bilecektir.

Çalışma, kamu sektörünün rolünün pasif olduğunu göstermekte olup, aktif politikanın olduğunu gösteren bulguya rastlanmamıştır.

Çalışmanın sonuçları, toplumun gelişiminde, topluma dayalı turizmin çeşitli fırsatlar sunarken bunun yanısıra çeşitli engellerde bulunduğunu göstermektedir. Yoksulluğun ortadan kalkması gelir artışı, toplumun güçlenmesi, toplumun yaşam kalitesinin ve yaşam standartlarının yükselmesi iş fırsatlarının artması gibi fırsatlar ortaya çıkmıştır.

Öte yandan, sunmuş olduğu fırsatların yanı sıra topluma dayalı turizmin gelişiminde ve uygulanmasında birçok engeller bulunmaktadır. Örneğin, pay sahipleri arasındaki müzakere eksikliği, cehalet, turizm ve işletme becerilerinin eksikliği, tepeden alta gelişim, fakirlik ve adaletsiz ortaklık anlaşmaları, gibi.

**Anahtar Kelimeler:** Topluma dayalı turizm(TDT); Turizm planlama; sürdürülebilir turizm; kırsal kalkınma; Kamerun.

To God Almighty And My Family

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# TABLE OF CONTENT

ABSTRACT.....	iii
ÖZ.....	v
ACKNOWLEDGEMENT.....	viii
LIST OF TABLES.....	xiii
LIST OF ABBREVIATIONS.....	xv
1 INTRODUCTION.....	1
1.1 Introduction.....	1
1.2 Statement of Problem.....	3
1.3 Research Significance.....	4
1.4 Objectives and Purpose of the Research.....	5
1.5 Contribution of the Study.....	6
1.6 The Study Questions.....	6
1.7 Methodology.....	6
1.8 Organization of the Study.....	7
2 LITERATURE REVIEW.....	8
2.1 An Overview: Tourism Development.....	8
2.1.1 What is Tourism?.....	8
2.2 History of Tourism.....	9
2.3 Evolution and Growth of Tourism.....	9
2.3.1 Butler’s Tourist Area Life Cycle (TALC).....	10
2.4 Change of Tourism.....	13
2.5 Types of Tourism.....	13

2.6 Mass Tourism.....	14
2.7 Tourism Alternative.....	17
3 COMMUNITY BASED TOURISM PLANNING.....	20
3.1 An Overview.....	20
3.2 What is a community?.....	20
3.3 Community Development.....	22
3.4 Relationship between Tourism and Community.....	24
3.5 History of Community Based Tourism (CBT).....	25
3.6 Concept of Community Based Tourism (CBT).....	28
3.7 Community Participation in Tourism Development Process.....	32
3.8 Lack of Community Development Despite Tourism Activities.....	35
3.9 Community Based Tourism Model and Theories.....	35
3.9.1 Participation and Power Redistribution.....	36
3.9.2 Collaboration Process.....	37
3.9.3 Social Capital.....	38
3.10 Forms of Community Participation in the Tourism Development Process.....	38
3.11 Why Community Based Tourism (CBT).....	42
3.12 Impacts of Community Based Tourism (CBT).....	43
3.12.1 Social Impacts.....	43
3.12.2 Environmental Impacts.....	44
3.12.3 Economic Impacts.....	46
3.13 Sustainable Tourism a Significant Agenda within CBT.....	48
3.14 Evidence from Africa.....	49
4 CASE STUDY OF CAMEROON.....	51

4.1 An Overview: Tourism Development in Cameroon.....	51
4.2 Geography of Cameroon.....	54
4.3 History of Cameroon.....	56
4.4 Politics of Cameroon.....	57
4.5 Government of Cameroon.....	58
4.6 Environment of Cameroon.....	60
4.7 Economic of Cameroon.....	61
4.8 Resources of Cameroon.....	63
4.9 Social and Cultural Characteristics of Cameroon.....	64
4.10 Tourism Problem in Cameroon.....	65
<b>5 RESEARCH METHODOLOGIES AND ANALYSIS.....</b>	<b>67</b>
5.1 An Overview.....	67
5.2 Justification of Methodology.....	69
5.4 Data Collection.....	71
5.5 Data Analysis.....	72
5.5.1 Local Perceptions of CBT in Cameroon.....	74
5.5.2 Impacts of CBT in Cameroon.....	75
5.5.3 Economic Impacts of CBT in Cameroon.....	76
5.5.4 Environmental Impact of CBT in Cameroon.....	77
5.5.5 The Level of CBT Planning in Cameroon.....	77
5.5.6 Impediments to Tourism Development and Planning.....	78
5.5.7 CBT Potential and Development in Cameroon.....	79
5.5.8 Sustainability of CBT Development in Cameroon.....	80
5.5.9 Need for Local Community Participation in CBT Planning.....	81

5.6 Findings.....	82
5.7 Demographic Data of Respondents.....	85
6 DISCUSSION AND CONCLUSION.....	86
6.2 Limitations of the Study.....	91
6.3 Policy Implication of the Study.....	91
6.4 Recommendations and further Study.....	92
REFERENCES.....	94
APPENDICES.....	114
Appendix A : Yaounde, capital city of Cameroon.....	115
Appendix B: Menchum Waterfall (Northwest region), Cameroon.....	116
Appendix C: Mount Cameroon.....	116
Appendix D: Traditional Attire and palace .....	117
Appendix E: Interview Questions.....	118

## LIST OF TABLES

Table 1. International Arrivals of Tourists, based on Frequently visited Nations .....	16
Table 2. Receipts of Tourists based on Internationalization .....	16
Table 3. Expenditures of Tourism based on Internationalization .....	17
Table 4. World Regional Tourist Arrivals of 2013 .....	17
Table 5. Doxey's Stages of Tourism.....	44
Table 6. Negative and Positive Economic Effects of Tourism .....	47
Table 7. Macroeconomic indicators of Cameroon.....	63
Table 8. Global Ranking and International Tourist's Arrivals in Cameroon.....	63
Table 9. Opportunities and Barriers of CBT planning.....	83
Table 10. Data Analysis Matrx .....	84
Table 11. Demographic Description .....	85

## **LIST OF FIGURES**

Figure 1. Butler's TALC .....	11
Figure 2. Community Decisions with Regards to Resources of Employment as being enhance by Community Development .....	23
Figure 3. Model of Community Based Tourism .....	37
Figure 4. Typologies of Participatory Normative Community .....	40
Figure 5. Map of Cameroon .....	55
Figure 6. Qualitative Data Analysis Framework.....	70

## **LIST OF ABBREVIATIONS**

CBT	Community Based Tourism
UNWTO	United Nation World Tourism Organization
TALC	Butler's Tourist Area Life Cycle
WTO	World Tourism Organization
SLHTP	Saint Lucia Heritage Tourism Program
CIDA	Canada International Development Agency
UNESCO	United Nation Economic Scientific and Cultural Organization.
EU	European Union
WWFI	World Wildlife Fund International
CBEs	Community Based Enterprises

# **Chapter 1**

## **INTRODUCTION**

### **1.1 Introduction**

Tourism is one of the fastest growing industries in the world, and will continue to grow regardless of economic slowdown worldwide (WTO, 2011). Now-a-days, tourism has become a significant sector in contributing to economic and social welfare of many communities around the world. Tourism enhances diverse opportunities, which permit policy makers to have skills and knowledge so as to develop efficient tourism development strategies and policies. This will probably lead to destination competitiveness and sustainability, and at the same time serve as benefits to the local communities. Communities are the main focus in destinations whereby they play a vital role as tourism is concern.

Tourism industry has matured and new approaches are constantly debated to make tourism sector a community project and a means of economic and social progress in deprived communities. This is due to its unique nature, which is made up of two broad fields ( Kim et al, 2013). And each field has its own ramifications towards uplifting communities in need. Unfortunately, the business oriented dimension of tourism has not made a measurable change in most of the communities in the Less Developing Countries (LDCs). Therefore, the impact dimension of tourism requires a



new approach which Community Based Tourism (CBT) is recommended as one of them according to (Tribe, 2010).

CBT was coined by Murphy (1985), which alerted the significance of community involved and operated tourism. However, with the case of LDCs, it has not been an easy task to implement as stated by (Pritchard et al., 2011). Consequently, the poverty issues in most of the communities has not been affected or addressed by tourism industry and Cameroon's case is an example of such situation.

The impact of tourism development on the community has been modeled by many scholars who focused on measurable factors that manifest positive and negative impact on the community's welfare-quality of life as revealed by (Kim et al., 2012). Nevertheless, tourism has the potentials to make difference in remote and deprived communities including Cameroon. The degree of positive impact on the community's overall welfare depends on the realization of the opportunities and reduction of the barriers.

CBT as a model and concept paves the way for the communities to reap the benefits and overcome the challenges of tourism. Connell (1997) pointed out that, 'participation' is not only to achieve the most effective distribution of material resources, but involve the sharing of knowledge and transformation of learning itself in the service of people's self – development'. Meyer (2003) argued that, pro – poor tourism in the context of CBT, increases local employment and local participation in decision-making, and simultaneously reducing negative impacts. The assumption is

that CBT, if implemented according to the principles of community participation, can result in uplifting the quality of life of the community members in the case of Cameroon. However, the process can begin and succeed if opportunities are identified and barriers are understood. Then based on the capacity of the community, the model can overcome economic, social and environmental challenges to achieve a sustained community development. This study aim at filling the gap and will help to ease the initial stages for the planners and managers who are responsible for the organization and development of CBT in Cameroon. According to Michael J. Halton (1995), was argued that, the main aim of CBT is to prepare the local community in order to take advantages of the future opportunities. This is because, the main challenges of sustainable tourism development is the involvement of the individual and community. Ruiz-Ballesteros (2011) revealed that CBT should be viewed as a strategy applicable to augment the flexibility of socio-ecological systems, which will eventually lead to sustainable development.

## **1.2 Statement of Problem**

The involvement of the community as tourism planning is concerned has pulled great attention which is contrary to their legal partnership during decision- making process. According to Desbiolles (2006), there are huge numbers of policies that can lead to economic growth, that are not actually attached to the involvement of the community during decision making processes. Even though, there are changes with respect to the behavior of tourism, developers and planners are therefore moving towards the direction of community participation. It should be noted that the main focus of CBT is to obtain a sustainable development, in order for the communities to enhance their standard of living, so as not to disappear and equally avoiding the damage of the

environment indirectly. The case of Cameroon is fraught with opportunities and contradictions. Lack of a clear strategy on CBT, has resulted in haphazard development, neglecting the resources, lack of community participation in a real sense (Page, 2003). This study will emphasize on these issues and hoping to explore the exact nature of barriers and the capacity of opportunities for future success of CBT. According to Ballesteros (2011), the following are aims of CBT: Intervene for the conservation of cultural and natural resources, economic and social development, communities' ownership and empowerment and also quality experiences to guests. However, for the case of Cameroon, is somehow problematic due to lack of transparent CBT strategy, which could have led to numerous goals.

### **1.3 Research Significance**

This research was carried out with the reason of examining Cameroon's development of tourism planning as regarding the involvement of the community and CBT. Cameroon as regarding all its richness in natural resources, there is negligence as CBT is concerned. The government failed to take advantage of opportunities to develop CBT. The barriers to the development of CBT have not been tackled (Mobile et al., 2005). The CBT can become means of poverty reduction and community welfare. The CBT takes into account environmental, social, political, economic and cultural sustainability. CBT serves as a mechanism to empower the communities to become innovative and develop the culture of planning and management. Bearing in mind that, tourism has the potential to enhance diverse opportunities to local, regional and national levels, as such CBT has to be implemented. CBT is necessary because it takes into account environmental, social, economic and cultural sustainability. CBT serve as a mechanism to obtain

empowering communities which for one reason or the other will be able to partake in decision –making process. Specifically, this study will focus on the opportunities and barriers faced by the local residents and its remedies associated with tourism development in Cameroon based on the local community.

#### **1.4 Objectives and Purpose of the Research**

The main objective as regards this research is to identify and examine the characteristics and Cameroon's nature of how tourism is being planned. Cameroon has tends to be an attractive tourist destination with no cautious planning process. Due to sudden tourism development in the above mentioned destination, arises numerous questions with respect to the level of community's participation and involvement during the planning process.

This study will reveal the level of community participation and will equally explore the opportunities and barriers that influence tourism development in Cameroon. Nevertheless, for tourism to be beneficial and sustainable to the community, it would be necessary to introduce a mechanism and gear towards it, known as CBT. Therefore, this study seeks to achieve the objective that follows:

- Exploring the case contrary to principles of CBT.
- Investigating the role of private, public and NGOs alongside with planning professionals
- Examining the inadequate/lacking factors in the implementation and establishment of CBT.

## **1.5 Contribution of the Study**

Studies on tourism in Cameroon have been unbalance. This is because the researchers pay more attention on either the significance of economic benefits or components that are applicable for the development of tourism product. This research seeks to achieve a sustainable tourism development to the local communities. As such, will help the local communities to improve their living standard, thereby avoiding the damage of the environment, which will be irreplaceable.

## **1.6 The Study Questions**

The research questions for this thesis are:

1. What type of opportunities are available for communities to be encouraged to become partners in CBT?
2. What are the means and mechanisms for participation in the process of development of CBT?
3. What are the barriers to planning and operation of CBT in Cameroon?
4. Is there a specific planning for CBT in Cameroon?

## **1.7 Methodology**

The research methodology proposed for this research will be on qualitative (inductive) approach. Qualitative data deals with naturally occurring events which are ordinary and takes place in natural settings; hence it deals with real life situations (Riley & Love, 2000). And as such will be applicable as this research is concerned. Qualitative data deals with issues associated with people, situations and objects. Qualitative research is preferable because it focus generally on smaller sample, there is no isolation of variable and its results are in the form of definition, as such difficult

to reproduce. Also qualitative work deals with wide range of processes that are interconnected, hence no isolation of its variables (Huberman & Miles, 1994).

## **1.8 Organization of the Study**

As regarding this thesis, is made up of six chapters. Chapter 1 is an introduction, which consist of issues associated with general concepts of tourism. More emphasis is lay on community based tourism (CBT) concepts and definitions of CBT. Chapter 2 is literature review, which covers an over view of tourism development that includes; history and types of tourism, its evolution and changes, impacts as well as mass tourism. Chapter 3 talks about CBT planning. This chapter begins by defining the concepts of development and community by explaining the inter-relations among communities/tourism and further emphasizing on absence of community growth in spite of tourism activities. The chapter also introduces the concept of CBT, history and why CBT as well as its impacts both positively and negatively. The chapter ends by demonstrating the significance of a sustainable tourism within community based tourism. Chapter 4 focuses on analyzing the situation of tourism in Cameroon. It further explains the geography, history and politics of Cameroon as well as its environment, resources, economic and social context. It also talks about the government of Cameroon, and some of the problems the country and the communities are experiencing. Chapter 5 reveal the research methodology and gathering of data process, together with data analysis approach so as to achieve the purpose of the study. Chapter 6 terminates the process of the study with discussion and conclusion and also the outcome of the study.

## **Chapter 2**

### **LITERATURE REVIEW**

#### **2.1 An Overview: Tourism Development**

##### **2.1.1 What is Tourism?**

With respect to Declarations at Manila, the world tourism activities are considered as a crucial social and economic force for most of the countries benefit (1980). Due to the positive rewards of tourism on culture, education, social sphere, and economic belonging to both National and International relation societies. Tourism serves as an opportunity provider in the service sphere of the economy.  
<http://en.wikipedia.org/wiki/Tourism>

Tourism is defined as temporary shift of peoples to destinations out of their normal localities of work and residence. During their time of stay, some kind of services and actions are provided so as to meet up with their needs (Mathieson and Wall ,1982). According to WTO, tourism includes the activity of persons moving to a location which is out of their environment within a year for either commerce or leisure or some specific reasons. Tourism can also be defined as groups of event and relations that emerges from the interaction of commerce providers, host communities, host governments and tourists during hosting and attractions of foreigners and tourists (Macintosh and Goeldner, 1986).

## **2.2 History of Tourism**

Tourism is seen when a person travels, “grand tour” , for example the British Aristocracy during the 18<sup>th</sup> century to Europe. Thomas Cook led the first tour in 1841 as a means of tourists’ transportation to Leicester from Loughborough.  
[http://en.wikipedia.org/wiki/Thomas\\_Cook](http://en.wikipedia.org/wiki/Thomas_Cook)

Tourism in the European continent was viewed as domestic activities in the 1950s, which included certain travelling abroad particularly to continental Europe. Later after the First World War, the following characteristics were recognized; an increment of leisure time, fluctuations in social behaviors as regards leisure and work, disposable income and individual employment. The above characteristics influenced the needs for holiday and international travels, which later gave rise to tours operator. A tour operator is a specialist who establishes holidays eventually, where transport can be bought, relate service and housing, selling them at a cheaper price. Through this brought together international holidays for specific range of price that leads to a constant customers’ growth.

## **2.3 Evolution and Growth of Tourism**

Between 1950 to 2012 tourism has evolved as follows; fifty-three percent of tourists’ worldwide arrivals increased between 2011 and 2012. Russia leads the spending ladder with an increase of thirty-one percent followed by China with an increase of forty-two percent. However, fifty-one percent of the tourists are for vacations, twenty-seven percent for visiting families and friends and fifteen percent for business aims. With respect to UNWTO, the international receipts grew by 4% in 2012.  
<http://wysetcresearch.org/the-evolution-of-tourism-from-1950-to-2012/>



### **2.3.1 Butler's Tourist Area Life Cycle (TALC)**

Between 1970s - 1980s, an evolutionary modeling was created. The most local was known as "Tourists Area Life Cycle" (TALC) with respect to (Butler, 1980). Butler's (TALC) was developed by Richard Butler in 1980. The life cycle depends on the concept of product cycle. Butler (1980), acknowledge the ideas of others who have discovered a cycle that is similar in the actual world. According to Christaller in the beginning of 1960 quoted that process of development consist of the pattern that follows: Painters first of all look for unusual and untouched places so as to paint. Step wise, the place develops and take the form of an artist colony. Soon a group of poets then follows which are associated with the painters. As such gourmets and cinema people begins to develop/ come up. Later the entrepreneur begins to establish businesses. As time goes on cottage of fisherman and shelter- huts are then converted into hotels and boarding houses which then become a site/location. The painters later flew to another periphery leaving behind painters that are commercially inclined as business is concerned. However, tourism theories alongside with real recreation of communities stay apart. Finally tourism agencies begin to come up with their traveling parties known as package rates. In some of the places, the cycle starts again and as such, several places become fashionable. And because of this there is change in form of places which eventually become a place haunted by many tourists (Adapted from Christaller 1960, **See figure 1**).

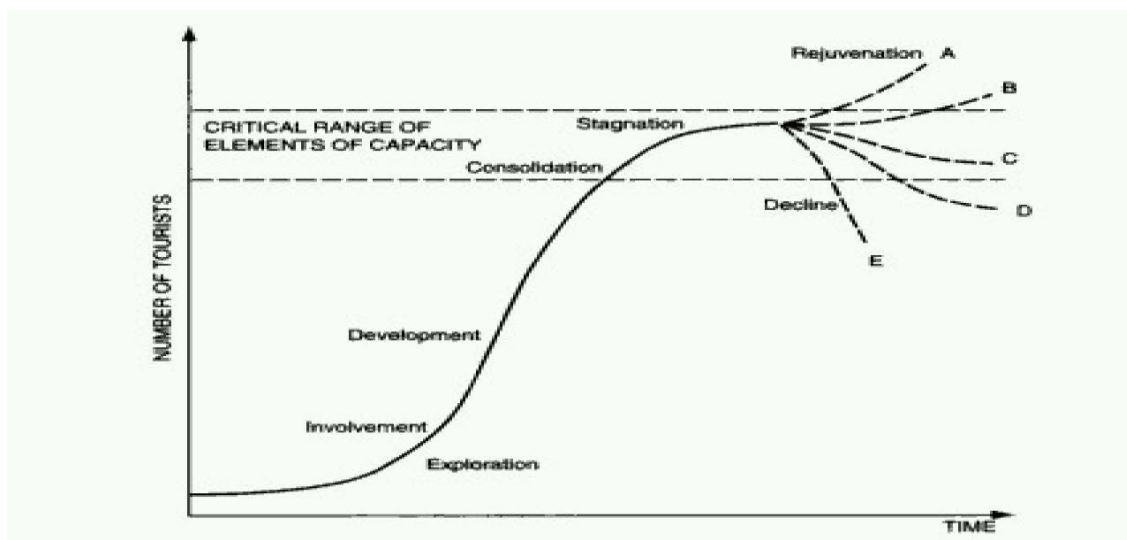


Figure 1. Butler's TALC  
 Source: Extracted from Butler 1980.

However, Butler went as far as describing four different stages a destination/place can undergo as regarding development in tourism through plotting of a curve. Initially guests arrive in a moderate numbers, whereby they are provided with inadequate facilities. The visitors often experiences poor access and limited local knowledge as their needs are concerned. The visitors at this stage are more of adventurous, searching for places that have not been destroyed by tourism. Visitors usually brought in changes which may be instrumental, thereby forming a destination that can despise.

In the second stage, there is an increase in awareness as the destination is concerned, alongside with that of the facilities and visitors. It is in this stage that a given destination starts increasing its information dissemination, marketing and provision of more facilities. Also in this stage there is fast growth of popularity and eventually the destination get to the 3<sup>rd</sup> stage as concerns the life cycle, that later turns to mass

tourism. Eventually when the level of capacity have been attained, the destination is unable to meet with environmental and social costs as regarding mass tourism, and as such the number of visitor's decreases right up to the point of failure of the destination. Nevertheless, it should be noted that in the world, millions of destinations serve as a support to tourism. Butler pointed out that there exist stages located before decline stage whereby destination may interact and follow different range of options so as to strengthen their tourism. However, the belief that tourist's area will always remain the same and also attractive to the tourists tend to be understood as tourism planning is concerned. Privates and public agencies refer to predicted life span as regarding area of tourists or tourist attractions. According to Butler (1980, p. 10) was revealed that tourism, has shown unlimited growth potentials despite recessions in economics, as such visitors numbers will increase continuously. It was also pointed out that the attitude of those responsible for developing, managing and planning of tourist areas have to be changed.

It should be noted that the attractions of tourists are not timeless and infinite, instead should be treated and viewed as finite and if possible resources that are not renewable. They should be carefully preserved and protected. Butler (1980, p. 10) suggested that development of area of tourists should be maintained within a capacity limits that is preset and at the same time, its competitiveness potential is constant for a broad period of time.

The model of Butler was criticized because it's too simple but nevertheless, it forms an important basis whereby further understanding may probably be developed. From

Butler's original paper can be viewed that, he is in line for the fact that his attempt can be tested so as to attain accuracy as his model is concerned. Butler (2005) revealed that his model to present remains a powerful theory as viewed in two of his recent volumes based on the same theory that has already been edited.

## **2.4 Change of Tourism**

It is argued that cultural, social, environmental and economic consequences are as a result of mass tourism. Due to this, there is need of changes and these changes are only achieved the introduction of alternatives to tourism. Presently, tourism industries are modified towards novel a global directive, which applies organizational standards and managerial e.g. flexibilities, innovations, qualities, environmental soundness, customization, etc.

As years unfold, a novel tourism arises, which is directed by novel technologies, novel techniques of management, novel customers, novel production practice beside the firm's settings model. In situations where there are the implications of novel tourism and creations of value, the tourism firm will likely leads to; hotels, travel agents, and tour operators. The following characteristics are taken into account, e.g. customers are the major priorities, and are leaders in qualities and also providing uniqueness in innovations. It is as a result of these characteristics serves as key principle of competitive successes, as such destinations of tourism and industries' players must concentrate more on these factors.

## **2.5 Types of Tourism**

With respect to WTO tourism can be classified into 6 classes: a) Domestic type of tourism: This is a situation whereby occupants of a given Nation visits destination

within the same Nation. b) The Internal type of Tourism; is one in which inhabitants of a given nation visits other country's destination. c) The Inbound type of Tourism; is when foreigners/an outsider visit a particular nation. d) The Outbound type of Tourism; is when dwellers of a given nation visit other country's destinations. e) The National type of Tourism: This type of tourism is made up of outbound and domestic tourism. f) The International type of Tourism: It is made up of outbound and inbound tourism.

The biggest types of tourisms in the world which serves as major attractions to tourists visit. These include; Leisure types of Tourism, Business types of tourism, Medical types of tourism, Cultural types of Tourism, Adventure types of Tourism, Wellness type of Tourism, Ecotourism types of tourism, Sport types of Tourism, and Wildlife types of Tourism. Minor forms of tourism are as follows; luxury tourism, slum tourism and Geo tourism. It should be noticed that, specific types of tourism can be sustained, if it is capable of fitting the criteria of sustained development in tourism.

## **2.6 Mass Tourism**

Mass tourism came into existence round the 19<sup>th</sup> century. With respect to Urry (2003) development in mass tourism first occurred within the working class of the industry. Mass tourism concept was created so as to show a tremendous inflow of tourists, show how tourists spent their holidays in a précised destination. Mass tourism is seen as huge number of foreigners, who are on group holidays which involves travelling and accommodations. Sharpley (1999) saw mass tourism at a political view, economical, geographical and social phenomenon which involves the shift of huge

number of persons for vacations through closed package buying which has been analyzed. With respect to Vanhove (1997), mass tourism is made up of two main factors; a) Involvement of an enormous number of persons in tourism and b) The holidays are analyzed, unchangeable and strictly packaged.

In 1960s, negative effects of mass tourism specifically in the community became the major criticism. Although the Spanish city, Lloret del Mar is a region for mass destination, still attracts on yearly basis millions of tourists, irrespective of their abnormal effects to the community. In the 21<sup>st</sup> century, global warming is a vital environmental constraint and mass tourism is seen as having degraded effects on the society. One of the main effects of mass tourism is that which rely most on destinations of visitors on tourism. It is destructive as regards the fact that tourism is very sensible to interior fluctuations such as change of fashion, prices, and exterior fluctuations such as global economic drift and political situations. Mass tourism is blind of societal impacts, as such, Mass tourism do not affirmed reasons of why they change their ways of working.

Today, mass tourism is a vital type of tourism. It enforces all the impacts on both natural and cultural conditions of all tourists' destinations. Mass tourism is monitored by small firms of a specific market. It involves important investments. Its products are unique in all regions, e.g. Mediterranean beach holidays provide, the same mixtures of foods, amenity, entertainments not considering where it is situated.

Table 1. International Arrivals of Tourists, based on Frequently visited Nations

Rank	Country	UNWTO Region <sup>[19]</sup>	International tourist arrivals (2012) <sup>[20]</sup>	International tourist arrivals (2011) <sup>[20]</sup>	Change (2011 to 2012) (%)	Change (2010 to 2011) (%)
1	France	Europe	83.0 million	81.6 million	▲ 1.8	▲ 5.0
2	United States	North America	67.0 million	62.7 million	▲ 6.8	▲ 4.9
3	China	Asia	57.7 million	57.6 million	▲ 0.3	▲ 3.4
4	Spain	Europe	57.7 million	56.2 million	▲ 2.7	▲ 6.6
5	Italy	Europe	46.4 million	46.1 million	▲ 0.5	▲ 5.7
6	Turkey	Europe	35.7 million	34.7 million	▲ 3.0	▲ 10.5
7	Germany	Europe	30.4 million	28.4 million	▲ 7.3	▲ 5.5
8	United Kingdom	Europe	29.3 million	29.3 million	▼ 0.1	▲ 3.6
9	Russia	Europe	25.7 million	22.7 million	▲ 13.4	▲ 11.9
10	Malaysia	Asia	25.0 million	24.7 million	▲ 1.3	▲ 0.6

WTO (2013)

Table 2. Receipts of Tourists based on Internationalization

Rank	Country	UNWTO Region <sup>[21]</sup>	International tourism receipts (2012) <sup>[22]</sup>	International tourism receipts (2011) <sup>[22]</sup>	Change (2011 to 2012) (%)	Change (2010 to 2011) (%)
1	United States	North America	\$126.2 billion	\$115.6 billion	▲ 9.2	▲ 11.7
2	Spain	Europe	\$55.9 billion	\$59.9 billion	▼ 6.6	▲ 14.0
3	France	Europe	\$53.7 billion	\$54.5 billion	▼ 1.5	▲ 16.2
4	China	Asia	\$50.0 billion	\$48.5 billion	▲ 3.2	▲ 5.8
—	Macau, China	Asia	\$43.7 billion	\$38.5 billion	▲ 13.7	▲ 38.3
5	Italy	Europe	\$41.2 billion	\$43.0 billion	▼ 4.2	▲ 10.9
6	Germany	Europe	\$38.1 billion	\$38.9 billion	▼ 1.9	▲ 12.1
7	United Kingdom	Europe	\$36.4 billion	\$35.1 billion	▲ 3.7	▲ 8.2
—	Hong Kong, China	Asia	\$32.1 billion	\$27.7 billion	▲ 16.0	▲ 24.6
8	Australia	Oceania	\$31.5 billion	\$31.5 billion	▲ 0.2	▲ 8.1
9	Thailand	Asia	\$30.0 billion	\$27.1 billion	▲ 9.6	▲ 25.9
10	Turkey	Europe	\$25.6 billion	\$25.0 billion	▲ 2.4	▲ 10.1

WTO (2013)

Table 3. Expenditures of Tourism based on Internationalization

Rank ↕	Country ↕	UNWTO Region <sup>[23]</sup> ↕	International tourism expenditure (2012) <sup>[20]</sup> ↕	International tourism expenditure (2011) <sup>[20]</sup> ↕	Market Share (%) ↕	Change (2011 to 2012) (%) ↕
1	 China	Asia	\$102.0 billion	\$72.6 billion	9.5	▲ 28.9
2	 Germany	Europe	\$83.8 billion	\$85.9 billion	7.8	▼ 2.5
3	 United States	North America	\$83.5 billion	\$78.2 billion	7.8	▲ 6.4
4	 United Kingdom	Europe	\$52.3 billion	\$51.0 billion	4.9	▲ 2.5
5	 Russia	Europe	\$42.8 billion	\$32.9 billion	4.0	▲ 23.2
6	 France	Europe	\$37.2 billion	\$44.1 billion	3.5	▼ 15.7
7	 Canada	North America	\$35.1 billion	\$33.3 billion	3.3	▲ 5.2
8	 Japan	Asia	\$27.9 billion	\$27.2 billion	2.6	▲ 2.6
9	 Australia	Oceania	\$27.6 billion	\$26.7 billion	2.6	▲ 3.3
10	 Italy	Europe	\$26.4 billion	\$28.7 billion	2.5	▼ 8.1

WTO (2013)

Table 4. World Regional Tourist Arrivals of 2013

	International Tourist Arrivals (million)							Market share (%)	Change (%)		Average annual growth (%)
	1990	1995	2000	2005	2010	2011	2012*		11/10	12*/11	
<b>World</b>	<b>436</b>	<b>529</b>	<b>677</b>	<b>807</b>	<b>949</b>	<b>995</b>	<b>1,035</b>	<b>100</b>	<b>4.8</b>	<b>4.0</b>	<b>3.6</b>
Advanced economies <sup>1</sup>	297	336	420	459	506	530	551	53.2	4.8	3.8	2.6
Emerging economies <sup>1</sup>	139	193	256	348	443	465	484	46.8	4.9	4.3	4.8
<b>By UNWTO regions:</b>											
<b>Europe</b>	<b>262.7</b>	<b>305.9</b>	<b>388.0</b>	<b>448.9</b>	<b>485.5</b>	<b>516.4</b>	<b>534.2</b>	<b>51.6</b>	<b>6.4</b>	<b>3.4</b>	<b>2.5</b>
Northern Europe	29.8	37.7	46.4	60.4	62.8	64.0	64.9	6.3	2.0	1.4	1.0
Western Europe	108.6	112.2	139.7	141.7	154.3	161.5	166.6	16.1	4.6	3.2	2.3
Central/Eastern Europe	33.9	58.1	69.3	90.4	95.0	103.9	111.6	10.8	9.4	7.4	3.1
Southern/Mediterr. Eu.	90.3	98.0	132.6	156.4	173.5	187.0	191.1	18.5	7.8	2.2	2.9
- of which EU-27	231.3	267.7	326.8	356.1	371.0	390.9	400.2	38.7	5.4	2.4	1.7
<b>Asia and the Pacific</b>	<b>55.8</b>	<b>82.0</b>	<b>110.1</b>	<b>153.6</b>	<b>205.1</b>	<b>218.2</b>	<b>233.6</b>	<b>22.6</b>	<b>6.4</b>	<b>7.0</b>	<b>6.2</b>
North-East Asia	26.4	41.3	58.3	85.9	111.5	115.8	122.8	11.9	3.8	6.0	5.2
South-East Asia	21.2	28.4	36.1	48.5	70.0	77.3	84.6	8.2	10.4	9.4	8.3
Oceania	5.2	8.1	9.6	11.0	11.6	11.7	12.1	1.2	0.9	4.1	1.4
South Asia	3.1	4.2	6.1	8.1	12.0	13.5	14.1	1.4	12.6	4.4	8.2
<b>Americas</b>	<b>92.8</b>	<b>109.0</b>	<b>128.2</b>	<b>133.3</b>	<b>150.4</b>	<b>156.0</b>	<b>163.1</b>	<b>15.8</b>	<b>3.7</b>	<b>4.6</b>	<b>2.9</b>
North America	71.7	80.7	91.5	89.9	99.3	102.1	106.7	10.3	2.8	4.5	2.5
Caribbean	11.4	14.0	17.1	18.8	19.5	20.1	20.9	2.0	3.0	3.8	1.5
Central America	1.9	2.6	4.3	6.3	7.9	8.3	8.9	0.9	4.4	7.5	5.0
South America	7.7	11.7	15.3	18.3	23.6	25.5	26.7	2.6	7.8	4.8	5.5
<b>Africa</b>	<b>14.8</b>	<b>18.8</b>	<b>26.2</b>	<b>34.8</b>	<b>49.9</b>	<b>49.4</b>	<b>52.4</b>	<b>5.1</b>	<b>-0.8</b>	<b>5.9</b>	<b>6.0</b>
North Africa	8.4	7.3	10.2	13.9	18.8	17.1	18.5	1.8	-9.1	8.7	4.2
Subsaharan Africa	6.4	11.5	16.0	20.9	31.1	32.4	33.8	3.3	4.1	4.4	7.1
<b>Middle East</b>	<b>9.6</b>	<b>13.7</b>	<b>24.1</b>	<b>36.3</b>	<b>58.2</b>	<b>54.9</b>	<b>52.0</b>	<b>5.0</b>	<b>-5.6</b>	<b>-5.4</b>	<b>5.2</b>

UNWTO (2013)

## 2.7 Tourism Alternative

Alternative tourism is an alternative to mass tourism. CBT is an example of alternative tourism. It emerges from the less developed countries in order to act as a



solution to the negative impacts caused by mass tourism on the nation. Alternative tourism is seen as a model which is much of human and natural alternatives to mass tourism (Weaver and Lawton, 2002). Alternative tourism disagrees with mass tourism in organizational terms, supply terms and the required human resources. Alternative tourism development functions as an organization between the locals and tourists. It is made up of amenity and attractions made for little groups. Alternative tourism is a blend of either individual tourists' service or tourists' product. The major interest of alternative tourism is for a sustainable economy, creation of better life quality and a decrease in brutality. It eventually promotes; limited scale, activities based in the community and low impacts. With respect to Higgins-Desbiolles (2008), alternative tourism attempts to help the society so as to go to a tremendous shift of worldwide alternative. Alternative tourism aids as a means of established alternatives internationally to travel industry and tourism. According to this class of tourism, realizations has been made that, tourists are more attached to the locals as to viewing of tall buildings or historical sites. Alternative tourism is more efficient in developing world (Britton ,1979).

Alternative tourism is composed of three main classes: tourism based on nature, adventure tourism and cultural tourism. Examples of alternative tourism are sport tourism, music tourism, ecotourism, rural tourism, etc. According to Smith and Eadington (1992) defines alternative tourism as a tourism type which focuses on relationship and understanding between the hosts, environment and tourists. It is argued that, a sustainable tourism is an alternative of tourism (Leong, 2008). With respect to Leong, a sustainable tourism serves as a tool that emerges to development

in tourism, whose objectives are for caring and focusing on the ecology. It is noted that a sustainable tourism is a novel class of tourism alternative. This is being back-up by empowerment and gender sensitivity community. The main goal for a sustainable tourism is improved and protected ecological resource. Wearing and Neil (1999) saw alternative tourism as one that is in line with natural, community heritage and social. This permits positive contacts within the visitors and the occupants. Alternative tourism can be seen as ways that involve movements between individuals of different nations (Holden, 1984). Holden further said that, its aim is to obtain a unique comprehension, balance and unity between the participants.

## **Chapter 3**

### **COMMUNITY BASED TOURISM PLANNING**

#### **3.1 An Overview**

This section begins with the definition of community concept and continues with development of a community and the relationship that exists between tourism and community. It went further with introduction of the concept of CBT. That is; history of CBT, why CBT, the negative and positive effects of CBT. It defines how there is lack of positive effects on the notwithstanding community despite tourism activities, the society's legitimacy of ownership of resources. The section terminates with analysis of how sustainable tourism shows a great significant within CBT and evidence in Africa.

#### **3.2 What is a community?**

Community is a borrowed Latin word used in English context since 14<sup>th</sup> century. It includes associations made up of members and social group development. The concept of Community is widely discussed with an interpretation that does not agree with one another which depends on perspectives of individual. Some individuals refer places as communities, other peoples and maybe both. That is, it has a broad meaning as to a space physically. Community connects to any of the features below; a) A small society; b) A sense of same identities and features, c) Qualities of possessing similarities. Community regarded as a concept came into existence around

the 19<sup>th</sup> century. It contradicts the associations and activeness of occupants within local settlers to larger and industrialized societies, whose complexities are of huge degrees. With respect to international Affairs Department (1997; 3 & 10), the word community can be defined as “a network with identical identities, purpose and/or interests. Wilmot (1986) proposed that communities imply possessing things of identical or common interest, bonded to three significant elements: attachment, interest and place. Wilmot (1989) defines communities as persons with identical bonds or issues. Another review known as Karen Jones placed more emphases that communities should be seen as not being static that is they are dynamic.

The greatest wish of communities is to encourage their benefit and a shift in lifestyle. That is maintaining their cultural features and is resistant to change. Presently, there exist three classes of communities; a) Communities of interest (communities within a communities). The persons of these types of communities select what to relate with on the account of identical interests. b) Geographical communities; these types of communities involve the sharing of natural space and as such pulling together occupants with identical values and symbols. c) Virtualized communities; this is an individual who basically relates more on media communication as to direct contact. It is noticed that peoples may be sections of huge diverse communities at a précised period e.g. business communities, faith communities and neighborhood.

### **3.3 Community Development**

With respect to United Nations the concept of developing communities was first talked of in 1948. Development of communities unites the idea of communities with developments. Community development includes associations of groups of persons who combined their actions not individually (Flora et Flora, 1993). Christenson et al. (1989) showed that developmental processes increase choices. He goes ahead in saying that, it cites to novel options and diversification possessing different ways of reasoning and forecasting fluctuations. Shaffer (1989) shows that developments involved the creations of wealth. This implies that those characteristics which are much valued by peoples as to US dollars. When these terms communities and developments are blended, it forms communities' development. These are the situations in which the communities participate in the processes of communities' development whose main role is to increase to economics sociality and environmental scene of the communities. In communities, development actively participates in observance and is seen within the communities' members. The community in turn becomes important as major/powerful communities that carry on self operations.

Communities enhance the capabilities of the community for making good decisions when using labour, infrastructure and knowledge as resources (**See Figure 2**).



Figure 2. Community decisions with regards to resources of employment as being enhance by community development.

Cavaye (2006)

For development of communities to occur, persons of precise communities most agreed, working as groups, will eventually leads to changes. Their daily needs are seen as one. According to Floral et al. (1992) it is noticed that development of communities are related terms such as vitality of communities, development of the rural, capacity building communities, and empowerment. Development of rural communities are processes carried out by individuals of the communities. These processes don't aim at giving local persons with many jobs, incomes, and infrastructures but eventually aids the communities on methods of withstanding changes.

### **3.4 Relationship between Tourism and Community**

Study has shown that tourism firms have great influences on qualities of life style of communities' members. A meaningful relationship exists between components that influence the qualities of life style of the community members and eventually their participatory levels. With respect to Gumus (2007), tourism firms have created changes in within the economies of developing and industrialized countries. As an outcome of tourism, many cities had experienced developments in economy and eventually the indigenes as well derived enormous benefits. Tourism development has enormously influenced the life style of the communities in many ways such as like augmenting rates of crime; increased the living cost, generation of water waste, and congestion of traffic (Nunkoo & Ramkissoon, 2009).

It is noticed that the behaviors of the rural communities toward tourism often depends on the hosting communities if they are joyous in accepting tourism within the society or not. According to Snaith and Haley (1999), joyous communities will eventually support the growth of tourism and eventually welcoming tourists to their area. For the purpose of diverse communities as compared to one another that is traditionally and culturally, do to this tourism development is experienced differently. It is normal to include the rural communities in running tourism planning, more precisely in the less developed countries (Carte, 1994). Communities' participations of tourism eventually leads to a sustained tourism and not focusing only on tourism benefits including decision making processes (D'Amore et al.,(1992). Studies have shown that there exists a significant relationship between the degree of community in the development of tourism and their perceptions, which

eventually leads to increase in tourism development as revealed by (Nzama, 2008). Residents with high economic profits are those that are in support of tourism industry for its advancement as emphasized by (Harrill, 2004).

However, the interaction between tourists and community may have a positive effect by bringing societal peace, creation of opportunities, and integration of different cultures. On the other hands, the above interaction may pose negative impacts through related problems. The quality of life of an area may be improved by tourism by providing more attractions, services and recreational opportunities. According to Kumar et al.(2009), tourism also provides forum/opportunities to make friendships, meeting people of great interest, exposing oneself to new perspectives and also to learn about the world. Jurowski et al. (1997), revealed that, immediately a community becomes a tourist destination, probably the resident's lives will be affected as a result of tourism activities. Several studies have proven that, tourism industry serves as a tool, which improves tax revenue, local employment opportunities and equally economic diversity.

### **3.5 History of Community Based Tourism (CBT)**

Community base tourism arises from the development of community strategy. It uses tourism as a weapon so as to reinforce the local resident's projects / enterprises, so as to be able to handle the resources of tourism with the involvement of the local residents. Community based tourism approach alongside with its profile started around the mid-1990s. This was accompanied by steady actions of donors, non-governmental organizations, tourism companies, governments and together with the communities. Certain governments have encouraged CBT as being a portion of their



development national plans as regarding poverty alleviation. According to Ashley and Jones (2001), CBT development in Southern Africa has been greatly fascinated as regarding the states by pledging rights over land , natural resources or wildlife to rural residents.

Saint Lucia Heritage Tourism Program (SLHTP) in Caribbean arises for the reasons of equity and sustainability of the development of tourism. SLHTP has become one of the main governments CBT focused as regarding the region up to present date. Important donors have been supporting CBT product, programme and organizational development. These donors includes: Canada International Development Agency (CIDA), European Union (EU), World Wildlife Fund International (WWF), United Nation Education, Scientific and Cultural Organization ( UNESCO), just to name a few. Regarding local level, technical advisors are furnished by volunteer agencies, Japanese International Cooperation Agency (JICA) and Voluntary Service Overseas (VSO). [http://www.iisd.org/tnk/pdf/tnk\\_tourism\\_stlucia.pdf](http://www.iisd.org/tnk/pdf/tnk_tourism_stlucia.pdf)

Numerous non- governmental organizations are encouraging product development, marketing, capacity building and advocacy with respect to CBT, had greatly developed for the past ten years. However, Namibian Community Based Tourism Association (NACOBTA) in Southern Africa and Responsible Ecological Social Tours (REST) in Thailand were created in 1995. In 1998, the Uganda Community Tourism Association (UCOTA) was created while in 2001 rural community tourism was created in Costa Rica. In the year 2000, Community Tourism Foundation (CTF), in Barbados was created. The aim of the project was to build, stronger and safer

communities which will be in partnership alongside with tourism sector. A programme called UNESCO Youth PATH was started in 2002. Its main focus was to eradicate poverty in the Caribbean. This was to enable young individuals between the age range of fifteen and twenty-five to derive skills as regarding employment opportunities in preservations of cultural and natural resources areas, and as well as CBT.

According to UNWTO (2007) was postulated that tourism serves as an essential means of employment. It stimulates investment as regarding infrastructures which improve the standard of living of local individuals. Also, there are creation of businesses and jobs especially in Less Developing Countries, therefore alleviating economic benefits as well as preventing the local community from moving to cities. UNWTO also, serves as promoters of economic development and poverty reduction in developing nations. Development agencies and governments of several countries should utilize tourism as major tool with respect to development (Hall and Jenkins, 1998). Today, tourism is seen as the main instrument for Less Developing Countries. To a certain extent the local community give a helping hand like time, hope, money and effort as regarding tourism and not only developing agencies, aid and government. This is due to the fact that, they equally believe will lead to social and economic benefits as communities are concerned. Benefits obtained from tourism by local community in most cases is small and having high environmental degradation, cultural erosion and community conflicts and as well ( Mbaiwa and Darkoh, 2006).

### **3.6 Concept of Community Based Tourism (CBT)**

The concept of CBT has been spearheading in support as regarding rural development and in both developing countries (Honey, 2008) and developed world (Storey, 2004). CBT is a type of tourism that take into considerations; social, environmental and cultural sustainability. It is operated and owned for and by the resident, in order to augment the consciousness of the visitors, teaching them the local and community way of life (Rest, 1997). CBT seeks to present the question on how tourism can enhance the process of community development and not how the communities can derive more benefits from the tourism. CBT is a type of tourism with its factors that differs from that of mass tourism. Individuals who wish to practice this form of tourism ought to know about the components, principles and ideas that lie beneath CBT. The aim of CBT is not only for profit making but more interested on the effects of tourism as regarding the environmental resources and the community.

The concept of CBT comes to play in 1990s. It was argued that, CBT serves as a path for an equal partition of benefits to all the individuals that are influenced by tourism through a general agreement of decision making and the host community taking charge in development (Pearce, 1992). It has been noticed that actual agreement and genuine local control of development is not practically possible or desired by certain communities. CBT in certain cases is viewed as an example of tourism development that is sustainable. According to Brohman (1996) and Hatton (1999), CBT principally consist of high involvement of the local community in the practice and development of projects/initiatives. They also emphasis on the fact that benefits

derived should be distributed among all the members of the community. Telfer et al. (2008) suggested that, CBT has connection with local culture, specifically as regarding attraction and tourism impact; hence local culture should be respected, and should look for means to survive and improve local culture as well as heritage. The concept of CBT in Less Developing Countries is becoming so much important specifically as long as it support strategies that are in favor of higher benefits and in control of the local communities. Page et al. (2001: 401), pointed out that CBT undergo several forms starting from a communally joined system to people who are owners of village stay and which may be connected to ideas/concepts out of the community, such as NGOs or tour operators. Spenceley (2008:286) revealed that, CBT and international cooperation for the development of the community in many developing countries are connected. This is because international agencies are continuously increasing the promotion of tourism, especially CBT, which eventually serve as a way of poverty reduction in developing countries. CBT development equally has the capability of changing socio-economic conditions such as elaboration of new concept of hospitality and as well be viewed as a type of self- rule cultural evolution.

The earliest CBT concept should be viewed as one connected with the concepts of empowerment, self-reliance and sustainability. According to Singh (2008:155) was argued that CBT is a strategy which is capable of community development, cultural and natural resource conservation. He went further stating that CBT create other sources of income as regarding rural areas enhancement of community standard of living, creates several job opportunities specifically for women.

It should be noted that, the definitions of CBT in most cases is very difficult to analyze, elaborate or may be partial. This is because, the definition of CBT varies from one individual to another, and hence it has been an issue/problem. Kiss (2004:232), said that the definition of CBT concept is problematic because the meaning of community based ecotourism (CBE) differs from one person to another. Giampiccoli and Nauruight (2010:52) suggested that CBT should be well understood as one which focus on poor community development, and as such should be planned, managed, controlled, owned, by local residents so as to achieve their wishes and needs.

As regarding community based development, CBT fight for the same power relations and putting an end for dominion actors either internal or external, such that it is obtain from alternative development concepts through issues like empowerment, self-reliance and sustainability. Timothy (2002:15) suggested that it is due to the fact that CBT is view as a type of development that is more sustainable as compared to mass tourism. This prevents the communities from the predominance hands of tour operators and wealthy elites at the national level. The development of the community is at the core Centre of the CBT. Several projects of the CBT are often of small sizes and it consists of community that operates and owned accommodations and other amenities. And as a result will enhance positive benefits like income in most areas of the community. According to Hall (1996), CBT focused on the participation of the local community in maintaining and planning of the development of tourism, so as to form an industry that will be more sustainable. Pearce (1992) proposed that, CBT brings about the same distribution of benefits, an accepted decision making and a

development that is controlled at the local level. Murphy pointed out that implementation and planning of tourism should include the vision and values.

Several criticisms have arisen as concerning CBT, which nowadays have shifted community tourism usage. In 1990s the difference between CBT with respect to the process and theory of community development as a whole is that, CBT lack the focus on empowerment of the community and the bringing of changes in the development of the community. As such the host community is the same, whereby agreement is not common and as a result, the promoters of CBT will then add the external constraints to the hosts to take charge. This will eventually, lead to empowerment and the issue of power relations, of which they must be well addressed and understood in all the processes engaging the community (Blackstock, 2005). Evidence from Shiraz Iran as regarding community capacity buildings (CCB), revealed that CCB can be anticipated by tourism income, community leaders' income, length of residence, number of family members and the educational level involved in tourism activities. Moscardo (2008) proposed that, absence of community capacity alongside with less knowledge of tourism and its effects, serves as an obstacle for a successful tourism development with respect to Less Developing Countries. Capacity development of the residents involved the capacity of the local residents involving in the activities of tourism. The main role of CCB is to see into it that communities, individuals and organizations have been forming their capacity with respect to tourism development as their communities is concerned. It should be noted that CCB plays an important role in tourism development. Having a good

knowledge on CCB will eventually lead to an effective development of tourism projects.

According to Marre and Weber (2007), CCB serves as an essential step as regarding community development strategies in order to obtain community development. Hackett (2004) and Victurine (2000) suggested that, community capacity concept is essential in sorting out of opportunities and priorities of development of a community. Balint (2006, P. 140) said that in order to obtain community goals, the levels of skill, competence ability and knowledge will be necessary. This implies that, the development of ability and skill will probably facilitate local individuals in order to take actions and make decisions as tourism development is concerned. As such community capacity with respect to development of tourism is closely connected to capacity development.

According to Fiona (2007), CCB is broadly accepted as an essential strategy for the development of the community. The author went further by saying that CCB plays an important strategy so as to improve the standard of living of the people and that of the local residents, which eventually serve as a base for the work of non-governmental and governmental agencies.

### **3.7 Community Participation in Tourism Development Process**

Community participation as regarding TDP started in developed countries and was developed within this context. According to Din (1997, P. 78) was stated that community participation within TDP is not easily applicable in destinations of the third world countries like the case of Cameroon. This is as a result of lack of

knowledge of planning process. The involvement of the Cameroon community as the TDP is concerned can be seen in two perspectives: Firstly in the development of CBT and secondly during decision making process (Timothy, 1999, P. 372).

Even though McIntyre et al. (1993) proposed the cases of Mexico and Zambia whereby there was the involvement of community as tourism development is concerned, cases like passive participation, pseudo participation and manipulation were experienced. It should be noted that issues that arises as a result of participatory approach of CBT development varies from developing nations to developed nations. These limitations will probably hinder community participation within TDP as developing countries is concerned with regards to the case of Cameroon due to lack of experience of pre-industrial phase.

According to Midgley (1986, p. 4) was stated that the idea of participation of the community was derived from political and social theories concerning how societies has to be organized as well as development of places. Sewell and Coppock (1977) argued that public involvement in development process consists of two major considerations; that is philosophical and pragmatic respectively. Philosophical is associated with political theories as democracy is concerned. This implies that individuals have the right to be consulted, informed and convey their ideas on issues that influence them to makers of decisions. On the other hand pragmatic considerations refer to failure of the process of decision makings and plans. Hence politicians and planners had difficulties in receiving supports from the public and after implementation. Til (1984), defined community participation, as a voluntary



action whereby individual confront responsibilities and opportunities of citizenship. The author went further by stating some of the opportunities of this type of participation: Involving in self-governance process, partnering with others as regarding mutual issues and also in decision makings which have an effect on the life of individuals. Lea (1988) and Murphy (1985) pointed out that those who suffer most the effect as CBT is concerned are individuals that reside in communities which are areas of tourist destinations. As such, communities within tourist destinations should participate in decision planning as regarding the development of CBT in Cameroon. The author went further saying that communities serve as destination for most travelers and that CBT takes place in the communities. For this reason according to Blank (1989, p. 4), the development of CBT industry and management should be brought effectively so as to sustain within communities. Murphy (1985, p. 165) pointed out that destination community serves as an essential component of product of tourism, and as such the community is used as a resource by the industry. The resources are later sold as products, and during the process affect lives of every individual.

As a result, community participation within TDP is necessary to an extent for the case of Cameroon and equally in future success as tourist destination is concerned (Ritchie, 1988, P. 199). Getz (1983, P. 87) pointed out that a powerful community support is essential for the development of CBT in Cameroon. And as such will eventually lead to an increase in benefits as regarding tourism quality as national development of a particular country is concerned with respect the case of Cameroon.

### **3.8 Lack of Community Development Despite Tourism Activities**

Some of the reasons why there is lack of community development despite the existence of tourism activities is that, very few local communities are involved as tourism activities are concerned. That is, most of the local communities are excluded during decision makings, planning, investment, promotion or development of tourism industry. In most cases, tourism industry neglect operators of tourism infrastructure which could have serve as an important opportunity. For example transport, museum, attractions, and entertainment. Also the tourism industry does not pay much attention to services like travel agencies, training services, tour guides and many others. Due to the fact that, there exist numerous opportunities as tourism industry is concerned, several factors serve as hindrance in the involvement of local communities as regarding tourism industry: a) There is lack of information and awareness b) Lack of finance c) Lack of training d) Lack of incentives in order to reward private enterprises and many others.

### **3.9 Community Based Tourism Model and Theories**

In order to define community based tourism model, taking into consideration the case of Cameroon; however the following theories will be applicable in discussing community participations. These theories include power redistribution, creation of social capital, and ladder of citizen participation and collaboration processes. These theories will serve as a base with respect to CBT model.

### **3.9.1 Participation and Power Redistribution**

According to Arnstein (1969), participation of citizen of Cameroon in CBT should be followed by power redistribution. She went as far as introducing a “ladder of citizen participation” so as to explain necessary steps that form the three levels as gradual evolution is concerned: “Non – participation”, “degrees of tokenism” and degrees of citizen power”. The ladder consists of eight rungs and “manipulation” is the first. Here power holders’ uses participation for public relations. “Therapy” is the second whereby attitudes and values of the local citizen of Cameroon are modified so as to be similar to powers of larger society. “Informing” is the third, of which the locals of Cameroon are made known of their responsibilities rights and options. However, “consultation” is the fourth rung whereby Cameroon communities are encouraged so as to come out with their ideas. The fifth rung is “placation”, and here there is a gradual growth of public influence but still dominated by tokenism. “Partnership” is the sixth, where there is negotiation between the citizen and power holders, and as such there will be redistribution as regarding power, practices, and responsibilities for decision as well as planning in the Cameroon. “Delegated power” is the seventh whereby there is public achievement that dominate in making of decisions. The eight rung is “citizen control” in which the citizen of Cameroon takes full power and control for management and policy. It should be noted that Arnstein’s participation as regarding ladder is not only useful for current level identification of participation of the community of Cameroon but equally when defining the steps needed so as to promote higher involvement ( **See Figure 3**).

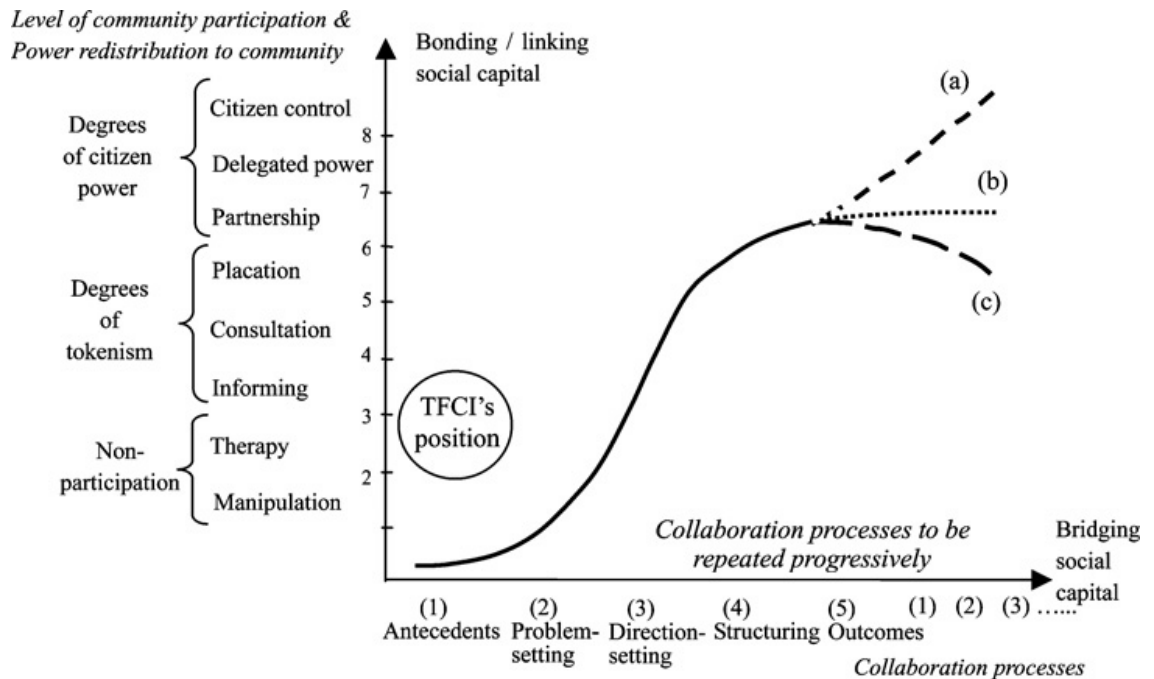


Figure 3. Model of Community Based Tourism

Source: Steps and facilitating conditions suggested by Arnstein et al. (1969)

According to Haywood (1988) and Reid (2003) was suggested that the concept of ladder can be applicable in the development of tourism in Cameroon. This is due to the fact that, the concept of ladder aid in understanding with respect to communities as regarding tourist destination and the level of involvement of the local in development of tourism of the country.

### 3.9.2 Collaboration Process

As regarding collaboration process, Gray (1985) revealed that collaboration is essential in terms of securing benefits as well as resolving issues within stakeholders as the case of Cameroon is concerned. As such collaboration serves as a way of resolving conflicts arising from the stakeholders; both private and public sectors of the country so as to involve all the stakeholders in the making of decisions (Jamal

and Getz, 1999). In the context of CBT planning, collaboration theory is defined by Gezt and Jamal (1994: 155) as a process of combined making of decision within autonomous major stakeholders as regarding inter- organizational tourism domain so as to manage issues in and within the domain. However collaboration may be blocked due to uneven power relations.

### **3.9.3 Social Capital**

Social capital concept plays a vital role in the growth of economic of a country. As such this concept has to be adopted as regarding studies in tourism development of Cameroon. Although it does not has a standard definition it is generally known as a network and norms which enable individuals to act as a group (Sato et al., 2001).

Nevertheless, the above graph of the life cycle of tourism equally revealed the relationships with respect to the different levels as regarding power redistribution, social capital, and collaboration process and community participation. This idea was introduced by Butler (1980), and it should be noted that the actual shape of the graph depends on external and internal factors as seen during the stage as tourism development is concerned.

### **3.10 Forms of Community Participation in the Tourism Development Process**

Typology or forms of participation as seen in the figure bellow, examine participation of community as one that permit the participation of citizens, people or local community according to different levels of affairs such as regional, local or national as well as several forms like coercive, spontaneous, manipulative and passive under a specific condition settings. As such, may be applicable when examining typologies or models of community participation (Arnstein et al., 1969).

Arnstein (1969:216) defined citizen participation as “the restructuring of power that permits the surprised citizen to be consciously involved in the future. As such, serve as a way of encouraging important social reforms, which lead to sharing of benefits as regarding wealthy society”. With respect to this definition, the essential point is degree of distribution of power. Arnstein viewed this term as a typology or ladder of citizen participation, made up of eight levels.

The levels are divided into three categories with respect to genuine citizen participation. The lowest category is known as manipulative participation while the highest is the degrees of power of citizen. The middle category refers to degree of tokenism citizen. According to Pretty’s model, community participation consist of seven levels that commence from manipulative participation to self-mobilization. Each level permits different degrees of local control and external involvement while focusing on power relationship that exist between them. Tosun (1999a) also proposed a typology of community participation as regarding tourism. He went further by classifying community participation into three major headings as well as the following subheadings: Coercive community participation, induced community participation and spontaneous community participation (see **Figure 4**).

7. Self-mobilization	←	8. Citizen control	Degrees of Citizen Power	→	<u>Spontaneous Participation</u> Bottom-up; active par.; direct participation; par. in decision making; authentic participation; self planning;
6. Interactive participation		7. Delegated power 6. Partnership			
5. Functional participation	←	5. Placation	Degrees of Citizen Tokenism	→	<u>Induced Participation</u> Top-down; passive; formal; mostly indirect; degree of tokenism, manipulation; pseudo-participation; participation in implementation and sharing benefits; choice between proposed alternatives and feedback.
4. Participation for material incentives		4. Consultation			
3. Participation by consultation		3. Informing			
2. Passive participation	←	2. Therapy	Non-participation	→	<u>Coercive Participation</u> Top-down, passive; mostly indirect, formal; participation in implementation, but not necessarily sharing benefits; choice between proposed limited alternatives or no choice; paternalism, non-participation, high degree of tokenism and manipulation.
1. Manipulative participation		1. Manipulation			
Pretty's (1995) typology of community participation	Arnstein's (1971) typology of community participation		Tosun's (1999a) typology of community participation		

Keys: Corresponding categories in each typology    →    ←

Figure 4. Typologies of participatory normative community  
Source: Cevat (2006)

Pretty's and Arnstein's typologies are developed within a general mental studies, and are not associated to a particular economic sector. It should be noted that Tosun's typology was developed particularly for tourism development. Here the different types of community participations are elaborated using specific references with respect to tourism industry. As such it will be imperative to use Tosun's model when explaining community participation in details, in order to establish a strong conceptual framework. With respect to Tosun's model, spontaneous participation refers to degrees of power of citizen according to Arnstein's typology then to self-mobilization and interactive participation as in Pretty's model. Tosun's model is an ideal type because it gives full managerial authority and responsibility to local community which will be necessary to be applicable in the case of Cameroon as CBT planning is a concern. Induced community participation with respect to tourism

development coincide with tokenism points of citizen as regarding Arnstein's typology then functional participation which include participation either consultation or participation for material motivations as that of Pretty's model. This is known as the best type whereby the voice of the local community can be heard during tourism development process, but powerless seeing into it that their ideas will be consider by powerful self-center groups such as multinational companies, government, international tour operators and many others. Tokenism type of model is common in developing countries, and as such can be introduce for the case of Cameroon as regarding CBT whereby the local community uphold decisions with respect to issues of tourism development which is made for them and not for them (Tosun, 1999a). Most often the communities are involve in the process of implementation and benefit sharing of tourism but they are excluded in the process of decision making.

Coercive participation serves as a substitute for authentic participation. It represents ladder of the lowest rungs. For Arnstein typology it represents non- participation while for pretty's typology is manipulative participation and passive. The major objective is to permit power holders so as to curve or educate local communities in order to form actual and potential threats in future as tourism development is concern, and not to enable individuals to participate during the process of tourism development. Even though the development of tourism all depend on the priorities of local community, it leads to development and fostering of tourism. As such, its primary focus will be to meet the desires of makers of decision and needs, tourists and tourism's operators, which can equally be applicable for the case of CBT planning in Cameroon. Nevertheless, these typologies will probably serves as an



important tool when identifying community participation spectrum starting from those that are more of passive, token or manipulative forms to those that are more genuine and interactive (France,1998:224).

### **3.11 Why Community Based Tourism (CBT)**

Community based tourism for several years have been encouraged in many parts of the developing countries. It serves as a way of development in which economics, social and environmental needs of the local residents are obtain by the means of providing tourism product. Community based tourism is preferable in most developing countries as compared to mainstream /mass tourism. For example Community Based Enterprises (CBEs) in Kenya is preferable than the other types of tourism and the Kenyan Government is focusing more on the above mentioned type. It is stipulated by UNWTO that, a sustained tourism serve as an essential mechanism for poverty eradication and economic development. UNWTO focused more on the development of small enterprises and that these enterprises need assistant from appropriate government policy. According to WTO (2002) revealed that tourism encourages gender equality and as such, high number of females are employed. It is based on wildlife, cultural and land scape. Manyara et al. (2006) proposed that, CBEs may benefits a broader community and also provide developmental way that will facilitate and create a framework which in future will probably serve as benefits for the locals Small and Medium Tourism Enterprises (SMTEs). According to Mitchel and Reid (2001), the more the local communities participate in numerous communities projects, the more benefits they will derive from the projects. Kiss (2004) said that, numerous international organization such as United States Agency for International Development ( USAID) and World Bank are gearing towards

tourism specifically community based tourism, as a means by which local residents participate in economic development. Kenya Government, (2004) argued that CBEs may enhance local ownership of resources of tourism and equally sustainability as regarding the industry. Nevertheless, it should be noted that most CBT initiatives in developing countries are sponsored by different organizations, and consequently, success of these CBT are not well supervised and benefits are unevenly distributed.

### **3.12 Impacts of Community Based Tourism (CBT)**

#### **3.12.1 Social Impacts**

With respect to social impacts, tourism possesses a high effect on the local communities. According to Mirbabayev and Shagzatova (2002), tourism may both serve as a source of peace, understanding and international harmony and at the same time as a corrupter and destroyer of native cultures, an attack of individual privacy, authenticity and dignity. Social association between the local individuals and tourists, most probably give rise to mutual understanding, learning, tolerance, appreciation, family link respect, awareness and liking. Education of the community as regarding the outside world, usually take place in their homes, and as such visitors on their part learn a diverse culture. Tourism provides benefits to local residents through improvement as regarding social infrastructures such as health care institutions, schools, internet café, libraries and many others. Mirbabayev and Shagzatova (2002), argued that is because of local culture that tourists are attracted to an area, as such will probably aid to preserve local handicrafts and culture of that area would have been eliminated/disappear in nature. Doxey(1975), suggest a set of simple stages. These stages describe the response of the host residents and association as visitor's number increases. He also point out that, the resistance of host to rising

tourism development and local tolerance edge depend on being afraid of losing identity of the community. He went further, saying that local residents have passed several stages. The model of Doxey, explain the response of the community as a cumulative influence of the development of tourism on social collaboration with respect to local residents (see table 5).

Table 5. Doxey's Stages of Tourism

Stages	Social Relationships	Power of Relations
Euphoria	investors and visitors welcome	Formalized or little planning control. Higher capacity for impact to be exercise by locals
Apathy	Relationship between host community and tourist is more formalized Visitors taken for granted	Between guest and host Tourism industry lobby grows in power Marketing is seen as the main focus of plans
Annoyance	Range of saturation point of view Resident mistrust about tourism	Planners tries to control by augmenting infrastructure instead of decreasing growth Community protest groups formed to challenge institutionalised tourism power
Antagonism	Irritations openly expressed Communities view the tourists as those responsible for the cause of problems  Antagonism	Rectifying planning fighting against pressures of increased promotion to disrupt decreasing character of destination Struggling for power between groups of interest

Source: Ramchander(2004) extracted from (Keyser, 2002).

### 3.12.2 Environmental Impacts

Quality with respect to the environment, as of man- made and natural resources is very necessary in tourism. The relationship of tourism with the environment is

usually said to be complex, since several activities most often have harmful environmental effects. Most of these effects are attached with construction as regarding general infrastructure like airports, and roads, and that of tourism amenities, together with hotels, shops, resorts, golf courses and restaurants. The negative effects of the development of tourism can however gently destroy the resources of the environment meanwhile it depends on it.

On the other side of the coin, tourism equally has the capability of creating useful impacts as the environment is concerned. This is due to the fact that tourism contributes to conservation and protection of the environment. It serves as a means of sensitizing people about environmental values, and also as a mechanism to finance the protection of natural sites, thereby augmenting their importance as economic is concerned. Negative effects from tourism result in situation whereby, the level of guest used is higher than the ability of the environment to withstand this use with respect to an acceptable change limit. However, conventional tourism, with no strict control, serves as threats to several natural areas in the world. That is it can contribute to an enormous pressure on a given area which eventually give rise to the following effects: loss of natural habitats, soil erosion, discharge of waste into the sea, increase pollution and increasing pressure as regarding endangered species. Moreover, water, solid waste, land degradation, littering, sewage, air and noise pollution are other forms of negative effects of tourism.

### **3.12.3 Economic Impacts**

The tables below summarize the types of negative and positive socio- economic effects, which tourism possesses on local residents. However, “Responsible Tourism” initiatives/enterprises have to be proactive so as to handle these effects through maximization of positive effects and at the same time reducing the negative effects. It should be noted that, the purpose of any “Responsible Tourism” initiative/enterprise is to derive maximum positive impacts among local socio-economic milieu. According to Archer et al. (1977) argued that, the real change as regarding local employment and income takes place when tourist inject money through expenditure, which later get into the economy and is commonly measured by multiplier analysis. Multipliers reflect and measure the interrelationship of secondary and direct tourist expenditure. Direct economic effect arises when a particular tourist spends money in either a store or a hotel.

As such a proportion of the tourist expenditure will give rise to employment, government revenue among businesses and income. The extent of direct local employment generation (EG) and income generation (IG) may be obtained with respect to the pattern and magnitude of the expenditure of the tourist and alongside with the following proportions that are attached to profits, wages and salaries. Also, structure of tourist industry is one of the determining factors. It should be noted that tourist amenities in most developing areas is made up of high involvement levels of foreigners (management, contracts, ownership etc.). In most cases, this type of firm derives a huge amount of profits, thereby reducing tourism’s direct IG. In a similar

way, foreign ownership gives rise to employment of foreign individuals, of which in most cases they hold important positions.

Secondary tourism effects involve individual businesses that obtain direct tourism income which is locally spent. Archer et al. (1982) revealed that in situation whereby the suppliers come from the local community, the expenditure of the tourist will eventually give rise to creation of employment and indirect local income. (See table 6)

Table 6. Negative and Positive Economic Effects of Tourism

Positive Effects	Negative Effect
<p>Tourism:</p> <ul style="list-style-type: none"> <li>• Bring about strengthen of the economy</li> <li>• Create direct and indirect employment opportunities</li> <li>• Create entrepreneurial activity opportunities</li> <li>• Stimulate growth of local business, indirectly and directly</li> <li>• Generate investment both in economic and infrastructure (e.g. clinics, schools, roads)</li> <li>• Increases tax revenues</li> <li>• Enhance public facilities and services (e.g. shopping, transporting, entertainment)</li> <li>• Enhance quality of protection of police</li> <li>• Improve standards of living</li> <li>• Stimulate development skills</li> <li>• Diversify livelihoods</li> </ul>	<p>Tourism:</p> <ul style="list-style-type: none"> <li>• Create social tensions related to income and wage disparities, between visitors and hosts equally within 'the' resident itself</li> <li>• Augment economic dependency one enterprise or sector</li> <li>• Augment pressure on services and Aggravate infrastructure, specifically in situation of mass tourism</li> <li>• Increase of housing and land prices, costs of living, that eventually lead to movement of local communities.</li> <li>• Create limited, unskilled, seasonal employment opportunities without training.</li> <li>• gender inequalities since women perform most unskilled tasks and as such receive lowest payment.</li> <li>• Stimulate incoming of job-seekers (regional immigration) that augment unemployment there bringing social tensions</li> <li>• Create great regional leakage</li> <li>• Promote dominance by local 'power brokers' or multinational Companies who claim most or all the benefits deriving from operations of tourism.</li> <li>• Do not emphasis on traditional practices and values (e.g. through inflows of tourists, commodities, cash )</li> </ul>

Source: ([www.tourism.gov.za](http://www.tourism.gov.za))

### **3.13 Sustainable Tourism a Significant Agenda within CBT**

Sustainable tourism refers to tourism which is based on principles of sustainable development. It also refers to as making all tourism more sustainable. This term however, meant a condition of tourism and not type of tourism. Sustainable tourism focused more on environmental issues, for example ecotourism. For the past years a lot of work has been done so as to make tourism industry more sustainable, by focusing more on community development approach. Even though much effort has been put forth, tourism industry is still driven by different levels of the government, instead of the community interest. According to Hall (1996) CBT is based on the participation of local community in maintaining and planning of tourism development, so as to form an industry which is more sustainable. Laws et al. (1995) argued that tourism industry rely more on the participation of local community as regarding the role they play either as entrepreneur or employees and equally on feelings of the community towards tourists.

In order for tourism to be more sustainable, policy makers guide (2005) consisting of UNEP and WTO came out with an agenda that are more sustainable. There are twelve aims for the agenda which are responsible to social, environmental and economic impacts. According to the agenda, number 1-8 deals with socio-cultural issues and local involvement, implying that is connected to local agenda 21. It should be noted that, social sustainability and CBT are the main of the agenda. The following are the twelve aims as regarding agenda for sustainable tourism; 1) economic viability, 2) local prosperity, 3) employment quality, 4) social equity, 5) visitors fulfillment, 6) local control 7) community wellbeing, 8) cultural richness, 9)

physical integrity, 10) biological diversity, 11) resource efficiency, 12) environmental purity.

### **3.14 Evidence from Africa**

Today, tourism in Africa has become economic salvation, due to its abilities of providing work in Africa. Most tourists visiting Africa continent are interested more in hunting and wildlife. Wildlife resource serves as a vital economic benefit with respect to several African countries, as well as its preservation which is their major focus as regarding NGOs. Tourism industries have developed which eventually give rise has well known economic sector regarding most African nations (Keiti et al., 2005). This is due to the fact that, tourism sectors have the capabilities of creating new employment opportunities. Tourism industry has brought about the elimination of poverty (Mitchell and Ashley, 2006) while another author pointed out that it enhance income and as such increase the living standard of the local community (Ankomah et al., 1990).

Tourism possess an enormous important in Africa as regarding other continents (Ashley and Mitchel (2005,P.1 ). Statistic with respect to Africa revealed that challenges are accelerated due to inadequate infrastructure and high level of illiterates (Ashleyand Mitchel, 2005,P.1 ). For the South Africa, Spenceley ( 2008 ) pointed out that, most managers of CBT have very small knowledge of operating tourism business due to little financial management, monetary marketing assets, advertising and communications.



Kenya in African continent is a world touristic destination. The nation receives above 6% tourists that visited Africa. Kenya equally received above eight hundred thousand foreign tourists in 1989. CBT is preferable in Kenya rather than other types of tourism.

According to Ashley ( 2000), CBT initiatives in Africa needs active participation as regarding local communities for CBT to be successful, hence managers have to be trained so as to create this form of tourism. This will probably improve the relationship between local communities and the tourists. Pro- poor tourism refers to tourism whereby benefits are derived for the poor. The following are some of the benefits: economics social, environment and cultural benefit. Pro-poor tourism is seen as a concept as regarding tourism industry (Ashley, 2001).

## **Chapter 4**

### **CASE STUDY OF CAMEROON**

A preview of Yaounde, capital city of Cameroon adapted by Anouk Zijma  
**(Appendix A).**

#### **4.1 An Overview: Tourism Development in Cameroon**

Cameroon is undergoing slow but continuous growth as regarding tourism industry, even though Sumelong (2012) pointed out that tourism industry in Cameroon can do better in the future. Woodgate et al. (2011) argued that many years back the Cameroon government has tried so much so as to enhance the influx of tourists to the country, but unfortunately the effort of the government could not realized its goals. Fonka and Mesape (2010) revealed that the country has few exceptions as regarding the Mount Cameroon Ecotourism project, where by the whole tourism industry of the country have to be re-established of which the government is still to come up with a plan in the future with respect to tourism industry.

Ecotourism of Cameroon is a type of industry which is still undergoing growth. The industry is encouraged by the Cameroon government for preservation of natural surroundings. Ecotourism of Cameroon observed growth due to the fact that safety conditions are taken into consideration for the security of the tourists. Nowadays, Mount Cameroon is known as a site for world heritage. Cameroon is commonly

called “heaven of ecotourism”. This is as a result of several natural and parks reserves, which serve as a touristic site. **(Appendix B).**

Cameroon is a main tourist destination as compared to other countries in Central Africa Sub-region. This is due to the fact that there has been continuous reign of peace and stability in the country since it got its independence in 1960 (Woodgate et al. 2011). Cameroon is blessed with numerous touristic attractions, for example sandy beaches in Limbe and Kribi, palaces which are culturally rich found North of the country and Mount Cameroon situated in the South West Region. Mount Cameroon is the highest mountain in Western and Central Africa, and it serves as a touristic site **(Appendix C).**

Even though Cameroon is embedded with enormous tourism potential, tourism in Cameroon is still at a very young stage. WTO and Onambele (2010) argued that, although Cameroon is able to attract 5,000 tourists a year, is not among the main tourist destination listed. Cameroon government has encouraged tourism industry with respect to international and national levels. Many years ago cultural tourism in Cameroon is viewed as a source of attraction, since the country has been observing an increase as regarding community and national activities. These are events that are organized by the local communities, government, event organizers, whose main purpose is for attracting tourists and promotion of tourism. Nowadays the government of Cameroon highly promotes and supports the holding of cultural events which serve as a portion of cultural diversification program and nation building agenda, destination marketing and economic development **(Appendix D).**

Cameroon in terms of tourism and travel is growing but is still in the stage of development. One major factor of Cameroon as regarding tourism and travel industry is that, the country provides tourism and travel services and products. The government of Cameroon has reinforced its ability so as to create an enormous potential of tourism in order to boost the position of the country as a tourism destination and international travel. As a result of focusing more on the enormous potential as regarding tourism and travel industry of the country, has eventually brought in numerous initiatives, whose aim is to encourage tourism and travel services and products of the country in both international and national levels. Teams responsible for promotions of travel and tourism have been created in several European capitals, such as Paris, Berlin and London. The reason behind this is to offer the country as a market, thereby serving as tourism attractive destination.

The government of Cameroon has sign up partnership treaties with numerous media outlets and foreign tour operators, for the purpose of improving its image within tourists' potential round the world. Mount Cameroon Inter-Communal Ecotourism Board or Mount Cameroon Ecotourism Organization (Mount-CEO) is an NGO, promoted by German Development Corporation. Its main aim is to work hand in gloves with local councils within the area so as to promote and develop ecotourism as a tool that will lead to biodiversity conservation within Mount Cameroon area. The major aim of Mount- CEO is for the development of sustainable CBT within the area and also promotion of guided tours in mount Cameroon area. Mount-CEO provides many developmental opportunities; for example socio-economic development such as porters and guides to tourists using young girls and boys. It also

promotes important community projects in several communities, organization of cultural evening tours where by women entertain tourists with songs, dances and meals which serve as an opportunity to make money.

Cameroon consists of several natural parks, such as Waza Park, Bouda Ndjah Park, Benoue Park, Korup Park and many others. The most renounce of these parks is the Waza Park and is of great attraction to tourists.

## **4.2 Geography of Cameroon**

Cameroon is a developing country, situated between west and central Africa in the Gulf of Guinea. Cameroon is known as Republic of Cameroon, and is bordered by six major countries. The country is bordered to the South by Equatorial Guinea, Republic of Congo and Gabon, East by Central Africa Republic, North East by Chad and West by Nigeria. The coastline of Cameroon is situated on bight Bonny, which is part of Atlantic Ocean and Gulf of Guinea (**see Figure 5**).



Figure 5. Map of Cameroon(extracted from shaded Relief of Cameroon 1998)

Cameroon is described most often as “Africa in miniature”. This is as a result of its numerous bio diversities for example natural features like flora and fauna, mountains, beaches, savannas and rainforests alongside with its diverse cultures. Cameroon is a country made up of more than two hundred ethnic groups. The country is partitioned

into ten regions and with two official languages; French and English. According to Cameroon demographics profiles of 2012, the total population of the country was 21,699,631 with total area of 475,440 Km<sup>2</sup>. As regarding the climate of Cameroon, the following areas; Sahel region, northern plains and semiarid are hot and they experiences seven months dry season. Yaoundé which is the capital of Cameroon is located in the central and western highland, experiences short dry season. The south tropical forest of Cameroon is warm and experiences four months dry seasons and while the coastal tropical forest located in Littoral region is humid, and warm throughout the year.

### **4.3 History of Cameroon**

The earliest inhabitants of Cameroon were Sao Civilization situated within Lake Chad and Baka hunters found around the South East rainforest. The word Cameroon originated from Portuguese explorers. These Portuguese explorers arrived Cameroon coast and named the region Rio dos Cameroes, which means “River of prawns”. This was in the 15<sup>th</sup> century. When the Portuguese explorers left the country in the 19<sup>th</sup> century, then came the Germans. Their main aim was colonize Cameroon. As such, the Germans created powerful fandom and chiefdoms in several areas, for example West, North and North West regions. It should be noted that in 1884, Cameroon finally became German colony (**Africa history 2012**).

When the First World War ended, the territory of Cameroon was partitioned among two countries Britain and France, and as such Cameroon was known as mandates of League of Nations. As a result of many years of Cameroon being colonized by the Europeans give rise to riot between the local communities and Europeans and as

such, the notion seeking for independence started coming up as observed in a movement called UPC (Union des Population du Cameroon). The French part of Cameroon obtained her independence in 1960, and was known as Republic of Cameroon under the leadership of President Ahmado Ahidjo. In 1961, the other part of the country called Southern Cameroon that is British Cameroon joined with French so as to form Federal Republic of Cameroon.

In 1972, Cameroon was given a new name called United Republic of Cameroon, which was later called Republic of Cameroon in 1984 ( **Africa history 2012**). Cameroon as compared to the rest of African countries has been revealed that the country take savor/ take joy in high social and political stabilities. And as the result of the positive conditions/ states of Cameroon has eventually give rise to development of infrastructures, timber industry, large petroleum, agriculture and as a whole tourism.

#### **4.4 Politics of Cameroon**

Political stability in Cameroon has shown to be an important asset of economy. Within the borders of Cameroon, there have been numerous eruptions as well as civil wars, of which the country is trying as much as possible to avoid conflicts with its neighboring countries. Although Cameroon is a peaceful country that consists of democratic constitutions, however political power is under the control of his Excellency president Paul Biya alongside with its party. Comparing with presidents within the sub- Saharan Africa, the president of Cameroon has formed a democratic forehead and at the same time carrying out a constant control of government institutions. Moreover, several elections has been conducted in the country, but



consequently is always accompanied by terrible fraud. As such important opposition parties boycotted most of the elections in the country, thereby giving rooms to Biya winning the elections. The Cameroonian politics has been dominated by the ruling party in Cameroon, known as Cameroon People Democratic Movement (CPDM) and at the same time take charge of its government. Several opposition parties came up as from 1990, so as to compete as regarding elections in the country, but unfortunately they are not united.

Nevertheless, the following are the major opposition parties in Cameroon: Social Democratic Front (SDF), led by John Fru Ndi, Cameroonian Democratic Union (UDC), led by Adamou Ndam Njoya and National Union for Democracy and Progress (UNDP), led by Maigari Bello Bouba. However, Cameroon lacks an independent and effective judiciary. The president is the one to elect judges, and courts are responsible for the effect of politics and money.

[http://en.wikipedia.org/wiki/Politics\\_of\\_Cameroon](http://en.wikipedia.org/wiki/Politics_of_Cameroon)

#### **4.5 Government of Cameroon**

The head of government of Cameroon is Paul Biya, and Philemon Yang is the prime minister. Cameroon politics involve a frame of central presidential republic, in which the president is at the same time the head of government and head of state, and a system made of multi-party. Executive power is however exhibited by the Cameroon government. Power of legislation is enthroned by national assembly and government of Cameroon. Cameroon got independence in 1960 that is areas of the country that were under France control. While areas that were under Britain control got its independent in 1961. In 1972, a constitution was created and was revised in 1996.

The constitution consists of a powerful central government ruled by executives. The president is given the power to dismiss and name members of cabinet, regional governors, judges, generals, prefects and declaring states of emergency. The president does not seek for opinion from the national assembly before taking a decision.

The judiciary is subsidiary to branch executive in the ministry of justice. It is the president that orders Supreme Court so as to review the constitution as law is concerned. The national assembly is made up of 180 members, of which the members meet three times a year. Adoption through majority vote and only members present are allowed to vote. The 1972 constitution was reviewed in 1996 by the national assembly as regarding pledge by the government. This brought about the creation of one hundred member senate, seven year presidential term and which is renewable once and a regional council. Official of the local government are workers of the central governments in the ministry of territorial administration.

The president and its judiciary advisers alongside with ministry of justice are above the judiciary hierarchy. However courts, traditional rulers and councils equally exhibit government function. The government allows the adoption of multi-party in 1990. In 1992 the country held its first presidential and multi- party legislative elections. In 2006, the president of Cameroon creates a body which is responsible for voting in the country known as Elections Cameroon (ELECAM). This independent body is responsible for management, organization and also supervising referendums and operation of all elections. As regarding governance, the Cameroon government

has focused on important reforms so as to enhance governance although there are severe hindrances that prevent the fight against corruptions, transparency, accountability and enhancing of business environment.

#### **4.6 Environment of Cameroon**

Cameroon is blessed with numerous ecosystems and as such provides particular animals and plants resources. Onana (2000) pointed out that about nine thousand higher plants species have been discovered in Cameroon, consisting of 8000-8300 made of flower plants, and 600 plants that are flowerless. As such, Cameroon ranks 3<sup>rd</sup> position among the countries very rich in flora within the African continent. Cameroon provides an important biodiversity, which is further explained that the country possesses many plants formations starting from tropical forests which eventually give rise to Sahelian steppes. According to MINEF (1999), Cameroon is described most often as “Africa in miniature”. This is because the country possesses high biodiversity as ecosystem is concerned. The environment of Cameroon is made up of eighteen national parks and two million hectares of protected areas. However, illegal hunting is the main issue due to inadequate guards. There is also the damage of the forest by the community, right up to the point of penetrating reserved lands. Commercial and fire exploitation of forests eventually give rise to eliminating 200,000 hectares in a single year. Another problem faced in Cameroon as environment is concerned is overgrazing which eventually lead to destruction of northern semiarid lands. Air Pollution is another important environmental problem faced in the country, of which its major sources resulted from vehicles and chemical emissions. The country is made up of 268 Cu km of water resources that is renewable.

It also consists of 39% rural communities and 78% urban individuals that are free of fetching drinking water. Overfishing and illegal hunting jeopardized nation's wildlife. In many parts of the country, deforestation is gradually becoming an important environmental effect. In the North region of Cameroon, deforestation is as a result of desertification, soil erosion, and equally a decrease in quality as pastured land is concerned. The forest inhabitants of Cameroon known as the pigmies have been experiencing a lot of difficulties as life is concerned. This is because the Cameroon government does not recognize the right of their land, and equally preventing them from staying within national parks areas.

#### **4.7 Economic of Cameroon**

As a result of positive agricultural conditions and reserved oil resources, Cameroon possesses the best major economic commodity as regarding Sub- Saharan Africa. Worth stills the country experiences series of issues/problems like other Less Developing Countries, for example; unequal partition of income, stable per capital income, endemic corruption and equally climate that is unfavorable as regarding business enterprises. From 1990 the Cameroon government focused more on numerous World Bank and IMF programs, whose main aim is to outgrowth business investment, enhance trade, recapitalize banks of nations, and augment effectiveness in agriculture.

However, IMF emphasizes more on reforms, such as privatization; enhance budget transparency and poverty eradication programs. It should be noted that food, fuel and electricity has however constrained budget in Cameroon. Some few years ago, Cameroon has started numerous projects in infrastructures such as; hydroelectric

dams, deep sea port located in Kribi and natural gas control electricity producing plant. As a result, Cameroon has to attract several investments so as to enhance infrastructures that are inadequate, but Cameroon's business environment serves as a hindrance as foreign investment is concerned. In order for Cameroon to adjust its structural reforms, the country is undergoing process of privatization of some of its enterprises, although the process is a bit slow. The following are some of the state enterprises that has been privatized; national railroad, sugar companies, agro-industrial firms, state banks, palm oil and rubber companies, state electricity, telephone companies and so on. It should be noted that the process of privatization, have greatly contributed to economic growth of the country, thereby enhancing investment development of which the state was not capable of financing. The government of Cameroon generates income mainly from sales of oils, business taxes and customs duties. Travel and tourism industry of 2012 in Cameroon was estimated as follows; travel and tourism industry Gross Domestic Products (GDP) was \$633.2 million with a percentage total of 2.5%. Travel and tourism industry employment provided 1,000 jobs with an absolute value of \$97.6 million with a total percentage of 2.1%. [http://en.wikipedia.org/wiki/Economy\\_of\\_Cameroon](http://en.wikipedia.org/wiki/Economy_of_Cameroon)

Travel and tourism industry economy of 2012 of the country was estimated as follows; travel and economy GDP was \$1,411 million with total percentage of 5.5%. While travel and tourism employment provided one thousand jobs with an absolute value of \$224 million and a total percentage of 4.8%.

Table 7. Macroeconomic indicators of Cameroon

	2011	2012	2013	2014
<b>Real GDP growth</b>	4.1	4.9	5	5.2
<b>Real GDP per capita growth</b>	1.9	2.8	2.9	3
<b>CPI inflation</b>	2.9	3	3	3
<b>Budget balance % GDP</b>	-2.7	-3.5	-3.9	-4.2
<b>Current account % GDP</b>	-4.5	-5.3	-5.3	-6.2

Source: African Economic Outlook

Date: 06/09/2013

The table below shows the total number of international tourists' arrivals in Cameroon.

Table 8. Global Ranking and International Tourist's Arrivals in Cameroon.

Country Name ▲ ▼	Global Rank ▲ ▼	International tourism, number of arrivals ( thousands of ) ▲ ▼
Nepal	115	736
Nigeria	116	715
Fiji	117	675
Rwanda	118	619
Venezuela	119	595
Cameroon	120	573
Barbados	121	568
Iceland	122	566
Virgin Islands	123	536
Sudan	124	536
Paraguay	125	524

Source: Macroeconomic Meter.

## 4.8 Resources of Cameroon

Cameroon has enormous natural resources which is capable of aiding the population of the country. The following are natural resources of Cameroon; petroleum, iron ore, timber, hydropower, bauxite and many others. Petroleum and crude oil are the major export of the country for many years ago. Cameroon is in partnership with oil industry in Chad, through the management of pipeline that crosses most of the country's territories. Cameroon also has important reserves of nickel, iron ore, cobalt,

bauxite and uranium, but their production is a bit difficult as a result of inadequate infrastructure. Hence the Cameroon government gives the go ahead to foreign investment so as to explore important reserves of iron oil and bauxite. Treatment of taxes and mineral laws are revised so as to make it favorable to foreign investors. It should be noted that natural resources of Cameroon is so much fit with agriculture.

#### **4.9 Social and Cultural Characteristics of Cameroon**

Social context of Cameroon can be viewed in terms of equity, poverty and social inclusion. Although Cameroon has attained the point of completion in the year 2006; however, the country has made several attempts so as to have access with respect to primary social services. As a result, these attempts were not enough, and as such, the ranking of the country's Human Development Index (HDI) in 2012 was 150<sup>th</sup> on 187. The poverty index of the country in 2008 was 31.5%. Cameroon consists of 18.4% physicians in every 100,000 in habitants as compared to 39.6 physicians in every 100,000 with respect to Africa.

As regarding the control of HIV/AIDS in Cameroon, however the rate of HIV/AIDS is in a steady increase. It should be noted that about 5.1% of the population has been infected as compared to percentage average of 4.5% within the countries in the African continents. Cameroon has created a control system of HIV/AIDS and equally programs for psychological and medical care, and as such, they provide patients with open door to drugs at a decreased price.

According to gender equality in the year 2006, specific Human Development Index was greater than that of the continent, which is 0.502 as compared to 0.482. In

Cameroon, 51% of the population is made up of female. Statistic in 2009 revealed that 6.6% of the women are involved in decision making processes of the country. However, 10% of women are in the government, 8% of mayors, 13.8% involved in parliament, and 4.4% involved in companies owned by states. In most cases case domestic responsibilities serves as hindrance for the women participation in certain activities as compared to men, since they are often victims as domestic violence is concerned. In Cameroon, 52% of the women have pointed out that from the age of fifteen, they were exposed to violence as regarding sex. Also, less than 4% of the women represent landowners. There is an increase in the ratio of boys/girls primary schools, that is, from 85% in the year 2000 to 86% in the year 2008. The country has established international arrangement with respect to gender equality. Nevertheless improvement of gender must be strengthened.

With respect to the 8 millennium development goal indicators, it is only 3 that can reach by the year 2015 if reforms are well followed as according to Annex; in which is a) Responsible for the overall primary education. b) Promoting women's empowerment and gender equality. c) Providing the population with more access as drinking water is concerned.

#### **4.10 Tourism Problem in Cameroon**

Even though a lot have been done by the government so as to improve the sector of tourism in Cameroon, worth still much is still to be done. Although Cameroon is blessed with rich tourism potentials described as "Africa in miniature" with respect to tourism, the country has never recorded more than 500,000 tourists a year as such cannot be consider as a tourist destination as stated by world tourism



organization(Sumelong, 2012). Fonka and Mesape (2010) pointed out that, the major problems of tourism industry in Cameroon is as a result of inadequate promotion of tourism potentials within the international scene and lack of promotion with respect to ecotourism. Although there is ministry of tourism in Cameroon, the ministry suffers from inadequate means to run the industry, as its budget is not sufficient to meet up with future challenges. Additionally, there is no effective organization within the tourism sector.

The tourism industry equally suffers from police harassment and administrative problems, inadequate sites access, lack of communication and marketing (Fonka and Mesape, 2010). Also, inadequate financial capital has equally hindered the development of certain tourism destinations (Sackmen, 2003).

## **Chapter 5**

### **RESEARCH METHODOLOGIES AND ANALYSIS**

#### **5.1 An Overview**

Qualitative research strategy will emphasis on in-depth interview based on semi-structured interview questions with the public officials and community members. According to King (1994), interview is a qualitative method that is more flexible, useful everywhere and can produce data which is of great depth. This process will be strengthened by group discussions and interactions with citizens committees or juries. Interactions with professionals in the field of tourism and community development projects will equally be emphasized. The research process will target the people on the receiving end of policy initiatives who are aware of the nature of opportunities and barriers of CBT.

The research methodology proposed for this research will be on qualitative (Inductive) approach. Inductive approach is often used in analyzing qualitative data. The aim for the use of inductive approach is to create connection between objectives as well as summary findings formed from raw material and also bringing together extensive and diverse raw text data so as to obtain summary and brief format. According to Strauss and Corbin (1990) argued that inductive approach is evident as regarding different forms of analyzing qualitative data. Inductive approach as

explained by Milles et al. (1994 P. 9) that its general pattern is similar to that of qualitative analysis.

However, qualitative data deals with naturally occurring events which are ordinary and takes place in natural settings, that is, it deals with real life situations. Qualitative research is carried out through prolonged and/or intense meeting with life or field situations. According to Miles and Huberman (1994), revealed that in most cases, these situations may be normal, groups, day to day life of peoples and organizations. Qualitative data involves perceptions of individuals and which focus more on interpretation of subjective of a particular phenomenon. It equally focused on observations and words to express real happening and also describing people using natural situations.

Qualitative study according to this research will emphasize on in-depth interview based on semi structure interview questions with the community members and public officials. Face- to- face interviews will be carried out in order to re-enforce confidence as regarding findings. The study will target individuals on the receiving end of policy initiatives who are aware of the nature of opportunities and barriers of CBT, especially public officials ranging from district to regional levels. According to Kvale (1996), qualitative research interview may be defined as an interview which is responsible of gathering descriptions of life of interviewee as regarding interpretation of described phenomena. In order to achieve rich understanding as regarding context of this study, the thesis engages an examination at the level of the community so as to bring perspectives with respect to grass-root level, which reveal that little study has

been carried out as community based tourism (CBT) planning is concerned; involvement of several stakeholders that examines perspective within a collection of stakeholders. For example decision-makers among the community members which are ordinary individuals, NGOs, tourism professionals and tourism businesses. Nevertheless, this type of approach improves validity of findings, as well as successfully addressing important research questions.

## **5.2 Justification of Methodology**

Qualitative research will be preferable for this study because it deals with natural occurring and equally nature settings where by ordinary events take place, and as a result actual life may be seen. It is also necessary for this research because it focuses generally on smaller sample, there is no isolation of variables and its results are in the form of definition, as such difficult to reproduce. Qualitative data is seen as holism and rich together with its strong potential that eventually lead to its complexity. This type of data gives rise to descriptions that are rich which is vivid enclosed in the context of real life, and is truthful. Qualitative data is collected after a long period of time and as such makes process of studying very powerful. Qualitative study is flexible, that is method and times in data collection varied as study proceed. Due to the fact that qualitative data places more emphasis on live of people's experience, can be well fitted when siting about individuals, the manner in which they focus on events, structure and processes as concerning their lives. That is their assumption, perception, presuppositions, prejudgment and equally associating importance as social world within them is concerned (Van Maner, 1977). Qualitative data is known to be the best method to be used for exploring new areas, discovering and developing hypothesis. Generally, qualitative research aim is for accuracy, which involve social

phenomenon due to daily realities and equally studying of essential questions with respect to their practice.

The figure below revealed the process of qualitative research method and data analysis approach which was applicable in this study. The process starts from data reduction where by a platform for sustainable model towards community based tourism is derived at the end ( see Figure 6)

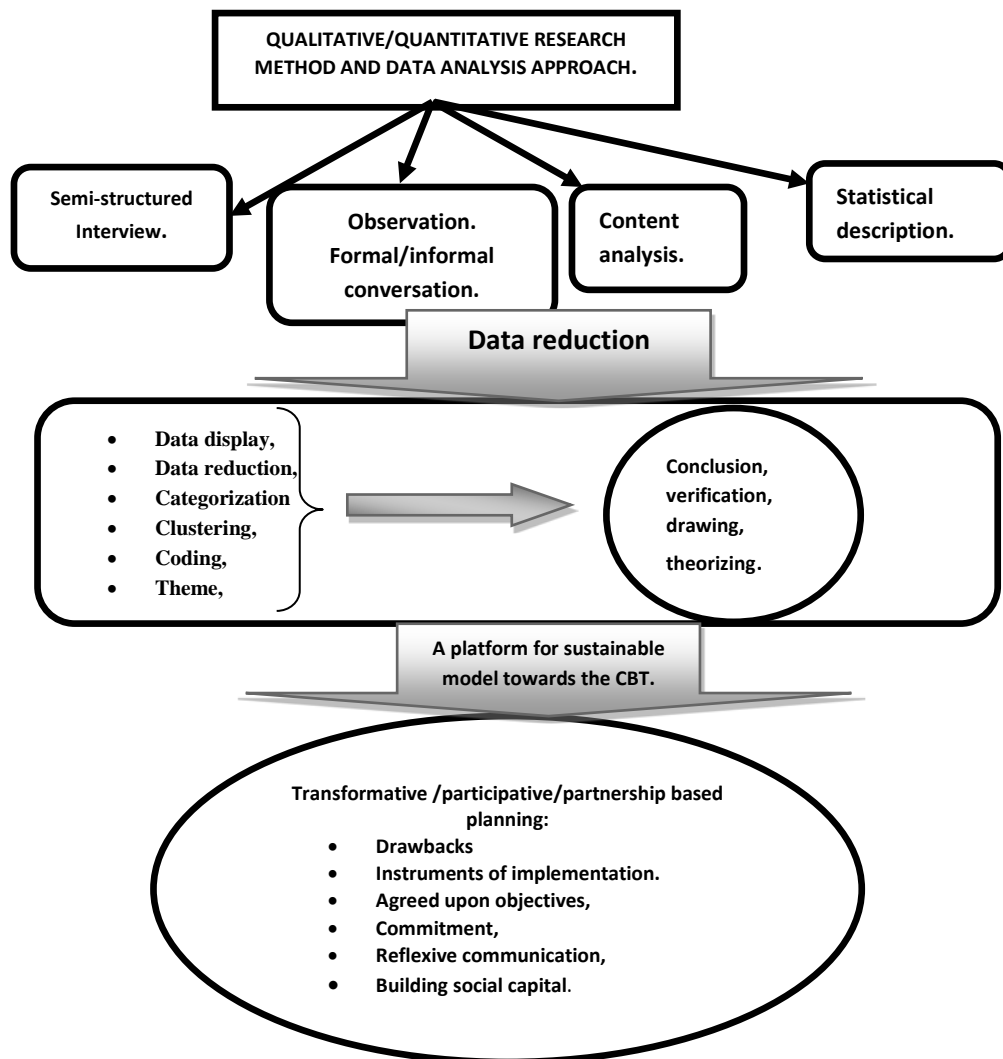


Figure 6. Qualitative Data Analysis Framework

### **5.3 Sampling Procedure**

In this research, the respondents were from Cameroon nationality. Purposive or judgemental sampling technique is appropriate for this research. In this type of technique, the sample is selected based on those who are appropriate or have knowledge or idea for the study. This technique is applicable primarily when there is limited number of people that have expertise in the area being studied. Purposive sampling is preferable for this study because it has a wide range of sampling techniques that ranges from homogenous sampling, through critical case sampling, expert sampling and many other. In this type of sampling, the subjects are chosen as a result of their proximity and convenient accessibility to the study. 39 interview questions were adopted for the research. The interview was conducted in three regions of Cameroon. Note that Individuals who were aware of the nature of community based tourism (CBT) planning were selected for the interview.

### **5.4 Data Collection**

The data was conducted by in-depth semi- structured interview using public officials, community members NGOs in three regions of Cameroon, specifically Yaounde the capital city, Douala and Buea. Overall 13 interviewees were involved during the process, whereby 39 questions were applicable in order to extract information/responses. The purpose was to perceive the ideas of the officials who were directly responsible during the process of making decisions with respect to tourism sector in Cameroon.

The interview questions were mostly centered within the importance as tourism planning is concerned either reactively or proactively, the level of community

participation as within community based tourism (CBT) in making of decisions gearing towards the system of tourism, which has been planned, controlled, implemented and monitored by the participation of the community and consensus (Dredge and Jenkins, 2007). The interviewees sampling was restricted to 13 respondents and should be those who were informative and approachable with respect to the topic, while applying convenience/non-probability sampling as stated by (Tansey, 2007). The informants that were interviewed were officials and community members holding important positions and who were aware about CBT planning, as regarding its opportunities and barriers. The specific places where the interview was conducted were: Ministry of tourism located in the capital city of the country, mount Cameroon inter-communal ecotourism board (NGO) located in Buea and tourism office in Douala. The responses of the respondents were recorded using tape recorder, which was later transcribed and equally reviewed as regarding the themes of the incidents with much focus with respect to the interview. This was then followed by coding process; where by important responses of the major identified themes were taken into considerations. After thorough assessments of the responses, the main categories were sorted out based on issues where by all the other categories have to be integrated. Note that 7 of the interviewees were male while 6 were females, that make a total number of 13 interviewees. The data was collected for a period of one month ; from 20th of July to 21st of August 2013.

## **5.5 Data Analysis**

There are various definitions obtained from the respondents on the perceived understanding of tourism. "Tourism is the short-term movement of people to

destinations away from the communities in which they live and work and their activities during their trip including day visits, travel and excursions”(respondent 3), “activities of persons or individual traveling for leisure, business; recreational purposes or to study places” (respondent 4) including “places of interest (wildlife parks, wildlife reserves, banks, Mountains etc) are visited for leisure” (respondent 5). Some respondents were quick to point out the economic attachment of tourism, “economic activity that is concerned with the provision of accommodation and related services, entertainment and leisure to visitors at a given site or attraction for a short period of time” (respondent 8), “any leisure activity which brings in income or increases the GDP of the country” (respondent 10). Out door and in door activities for fun ( respondent 13) “which are relaxing and is income generating” (respondent 11) .

In the bid to explore the best possible option for the country, most of the respondents are of the view that cultural, safari, ecotourism and nature based tourism are appropriate for the country. “Cultural Tourism, Wildlife (Safari) Tourism, Religious Tourism” (respondents 2, 3, 6, 7, 11, 12 13), “Mass Tourism, Trekking tourism, Sea side-Tourism & mountain Tourism” (respondent 1), but some respondents went further to explain the motives behind their choices. Ecotourism since Cameroon has a lot of tourism potential and diversified culture which needs to be experience and lived. It is usually referred to seeing Africa all in one country (respondent 10), another also concurred that “Ecotourism, since it is nature based, minimizes negative impact, encourages conservation and ensures benefits sharing to local Community” (respondent 9).



### **5.5.1 Local Perceptions of CBT in Cameroon**

However, most of the respondents were in line with the necessity of tourism development in Cameroon. They also agree that community based tourism in the country still has a long way to go. “CBT in Cameroon needs a lot of development for they are still in dark ages” (respondent 1). “Community based Tourism will be very good for Cameroon to sell its rich and diverse Culture out” (respondent 2), “it is still to be developed in the country (respondents 6, 10, 12, 13). Another respondent suggested that CBT is “still at its infancy, the local Community is yet to be convinced about its benefits. However based on current trend, it is developing and the benefits are channel to communities” (respondent 9). “I believe this is a very good form of tourism for Cameroon. Considering the fact that it involves both cultural and environmental tourism which is exactly what Cameroon has as resources and potentials though not well harnessed” (respondent 11). The respondents were in uniformity regarding the imperatives of CBT in Cameroon. “We need CBT in Cameroon in order to boast our national Tourist potentials” (respondent 1). “Tourism activities especially ecotourism adhere to sustainability. This Community based tourism in Cameroon will ensure the sustainability of our touristic potentials sites” (respondent 9).

According to the respondents, there should be different agencies and government wholly control in collaboration with the locals charged as regarding the responsibility of handling tourism planning and activities. “The State, local community and foreign partners should involve in CBT Planning in Cameroon” (respondent 1). “The Government and the private sector bodies should be involved in the planning of CBT in Cameroon. Locals as well, NGO’s” (respondents 2, 3) “I think it should be an

expert who knows much about wildlife conservation as well as their environment and a good upstanding of the Cultures of the local people in Cameroon” (respondent 4) “Both the government and the indigenes to participate actively in committee for the activity” (respondents 10, 11 12, 13), “educational institutions, private business organizations and general public” (respondent 9). “The government should create Tourism offices in all the councils in Cameroon since the council deals directly with local community, such offices will respond fast and positively to the developments and planning of CBT” (respondent 1). “Carrying out capacity building workshops for development and planning” (respondent 2), “displacement and resettlement of the locals” (respondent 3).

“Organizing a training program for the community to understand the reason for the project, their benefits and how they should behave when tourists are around and involving them in the planning process as a whole” (respondent 10) “Creating an enabling environment for private actors in the industry to thrive, training tourism personnel in community and setting up specialized tourism depts. in councils to promote CBT” (respondent 9)

### **5.5.2 Impacts of CBT in Cameroon**

Most of the respondents said that, CBT is of more advantage to the communities than any other forms of tourism development. “It differs from other types of tourism because it enables the tourist to discover mostly the local habitats and wildlife, celebrates and respects traditional cultures, rituals and wisdom” (respondent 3). “CBT differs in the sense that most members of the Community take part in this as porters, guides, trackers etc... while with other tourism these people are not involved,

even if they are their grades are carried out by persons from other parts of the country or place” (respondent 5). It is more protective of both the environment and culture making it more sustainable than any other form of tourism (respondent 11). It also ensures the development of local infrastructure through benefit sharing, it ensures conservation of resources, it minimizes negative impact as opposed to other forms (respondent 9). Another respondent summed it up as more cultural, conservative, interactive and pure more than any form of tourism (respondent 13).

### **5.5.3 Economic Impacts of CBT in Cameroon**

Regarding economic impact of CBT in Cameroon, respondent 3 said that “CBT has a positive economic impact on the communities because the residents earn income as land managers’ entrepreneurs’ service and produce providers and employees. Part of the tourist income is set aside for projects which provide benefits to the community as a whole.” “I believe in the sense that the more they manufacture their craft objects, positively they can respond to their basic needs which go alongside to boom the economy” (respondent 1), “providing employment to the locals” (respondent 6,7), “change of lifestyle, high living standard” (respondent 10). If the community is actively involve by providing the infrastructure, providing food then there will be a positive economic impact on the community” (respondent 12). “It creates jobs to local inhabitants as employees in Waza. Local businesses are created to take care of the needs of visitors which generate income to local inhabitants. Tour gate fee goes to the council of the community used to employ and pay council workers” (respondent 9). “Waza National park gives tourists wish to consume home products such as souvenirs from art objects traditional diet and also traditional dresses” (respondent 1). “Locally employed population (as porters / guides) have salaries,

food vendors in the buffer zone make money, transporters, lodging establishments make income, park authorities and the local council equally receive a share of the income accruing from park fee” (respondent 8).

#### **5.5.4 Environmental Impact of CBT in Cameroon**

The respondents were in one accord as regarding the impact of CBT on the environmental well-being of the communities. “CBT is also environmentally friendly” (respondent 1) “Being another form of ecotourism, it also involves the conservation or protection of both the environment and culture for economic benefits” (respondent 10). “If a sound environmental information and sensitization system is put in place” (respondent 8), “it ensures conservation of natural resources and minimizes negative impact on the environment” (respondent 9), “the members of the Community can sensitize the tourist(s) on disposal, waste management” (respondent 5) “it is often set up base in areas of outstanding and often vulnerable natural and cultural heritage areas (respondent 3).

CBT is gaining popularity for the past years “because it wants to make low impact on the environment and the local culture as possible while helping to generate future employment for the local population” (respondent 3). Unsustainable forms of tourism have produce damaging impact. The UNWTO is promoting sustainable tourism in partnership with national government. Tourists now also have a strong flair for a clean environment” (respondent 9).

#### **5.5.5 The Level of CBT Planning in Cameroon**

More than half of the respondents perceived that adequate planning has not been provided to community based tourism. “There is no policy but recently government

has created tourism offices in all local council to easily institute or interact with the community concerning tourism” (respondent 12). On the other hand, “A series of partnership between the government international N.G.O and local community exist for example partnership between K.F.W, MINFOF and local community on PSMNR southwest” (respondent 9). He further submitted that “empowerment of local Community and a mechanism of fair benefit sharing of tourism proceeds, training, and tourism personnel income” (respondent 9).

In order to have a good planning frame work, some of the respondents argue that, there should be “sensitization of local Community and the creation of C.I.G on tourism development and partnership with N.G.O in tourism sector” (respondent 9) “By drawing up the country’s Tourism Development Master plan (respondent 8), in which case various participant in tourism activities “need to be identified and grouped for easy sensitization” (respondent 1) “The government identified tourism as one of its many industry which has the potential to increase GDP for 2014” (respondent 10), and “they have started introducing tourism offices in all councils to help improve tourism activities” (respondent 11).

#### **5.5.6 Impediments to Tourism Development and Planning**

Most of the respondents accepted the fact that “there are barriers in both planning and implementation of tourism development and planning” (respondent 7). “Enormous barriers exist and include lack of adequate consultation of stakeholder, poor and unfair partnership agreement. Lack of skills in tourism planning and implementation (respondent 9), and tourism participants from the locals “are very few and mostly illiterates” (respondent 1)

One of the respondents disagrees “there are no barriers to planning but there are barriers to the implementation of tourism in Cameroon (respondent 3).

According to respondent 3 “the public sector is an obstacle due to lack of political zeal”, “due to high tax implementation” (respondent 1). “Reasons being that the Public sector does not upgrade its tourist facilities, lack of Communication on the side of the private sector, some are not passing the information, some are out of business and these are all obstacles to planning tourism in the Country” (respondents 2,5,7,8).

Most of the respondents believe that the lack of implementation of planning equally rest on the shoulders of government (respondent 11, 12, 13) “The Government does not promote private endeavors in tourism sector in a substantial manner. They encourage and sign unproductive partnership agreement with international N.G.O which benefit only government officials” (respondent 9). The planning and implementation of various levels of CBT is quite tasking. “It involves and requires the acceptance of the local community which is more time consuming and requires fact. It lacks ownership of the product” (respondent 9).

#### **5.5.7 CBT Potential and Development in Cameroon**

Most of the respondents agreed on the fact that, the country has enormous tourism potential for CBT development. “ Cameroon has good touristic potentials which could be developed” (respondent 6) “It is endowed with rich flora which are the bedrock of CBT. The people live communal lives which is easier for them to be group for a collective endeavor” (respondent 9).

According to respondent 1, "CBT is gearing towards developmental partners and products, and as such quality and quantity will probably increase leading to employment opportunity". "It can actually be profitable enough to create sustainable lifestyles and so support conservation and local economic development" (respondent 3). "Considering the fact that, Cameroon has 260 ethnic groups calls for cultural and about 5 different geographical zones shows Cameroon has rich potentials and opportunities to carryout CBT." (respondent 12) "Cameroon has so many attractions ranging from mountains, lakes, waterfalls. Savanna, forests zoos seas and based on the fact that Cameroon has a rich cultural background" (respondent 13) "They are enormous rich fauna and Flora, communal lifestyle of Cameroonians, beaches along Atlantic Ocean, existing partnership between development agencies and local community" (respondent 9).

#### **5.5.8 Sustainability of CBT Development in Cameroon**

The following responses were obtained as regarding sustainability of CBT development in Cameroon, of which most of them perceive it to be very essential to be establish in the country. "On the point that the Community members play a vital role in this form of Tourism" (respondent 5), "local Community is involved at all levels because if not they could revolt against it" (respondent 6). "CBT can be sustainable because it is a prerequisite for continuity and durability" (respondent 10) "When the Communities are involved and educated to consider the attractions / sites as their source of livelihood" (respondent 8) and "environmental protection is concerned" (respondent 5), it is better to advocate community based tourism.

“I think it is great idea and it will be sustainable only if the community themselves invest a lot in this form of tourism” (respondent 12), “a positive experience for the local people, tourism companies and the tourists themselves. It is so because, sustainable tourism is an adopted practice in successful ecotourism” (respondent 3). “I think if it is well managed and monitored, it will be sustainable when utilized by experts in the field who are transparent”(respondent 9).

“This concept is more popular because it comes with conservation and a better way of practicing tourism without destruction. Therefore a more pure form of tourism which most tourists prefer nowadays” (respondent 10). Tourist prefers a more sustainable form of tourism which can be demonstration in most tourism from all over the world today” (respondent 13).

#### **5.5.9 Need for Local Community Participation in CBT Planning**

Most of the respondents agreed for the need of local participation as CBT planning is concerned. The various responses obtained were as follows;“Majority of the people of the Community will appreciate participating in CBT planning” (respondent 1) “Community participation is important because during tourism planning certain important points of consideration might be left out which community participation can provide well defined solutions during such planning” (respondent 5), “community brings about sustainability of tourism planing” (respondent 6).

“They should be educated to know that by participating, they would be defining their involvement in the use of resources around them” (respondent 8), “the community to be part of the planning because they are going to be fully involve in the projects and therefore own the projects and work dedicatedly for success and durability” (respondent 10), they are the immediate custodians of those touristic potentials and



resources” (respondent 9). “Once people are involved in building what they hold, they will consider themselves part of the idea and would hardly constitute a hindrance” (respondent 8).

## **5.6 Findings**

Findings of this research as seen from the table below revealed that, community based tourism planning has some opportunities and barriers that can influence the development of CBT in Cameroon. As such, community should be encouraged by the Cameroon government and not to be left behind during community tourism development projects in order to benefit from these opportunities. This is because CBT will enhance the standard of living of the local community, eradicate poverty, increase their incomes, job opportunities, promote cultural exchange, and equally bring educative programs to the local community and many others. Findings of the study also revealed several barriers that serve as hindrance for the implementation of CBT development projects in the country. The following are some of the barriers; top-down development, illiteracy, lack of communication by private sector, lack of business and tourism skills and poor location of CBT projects which may be too far from tourism pathways and many others. However, these barriers should be tackled by the Cameroon government for easy implementation of CBT projects in the country, which will eventually lead to its sustainability (**see table 9**).

Table 9. Opportunities and Barriers of CBT planning

<b>Opportunities</b>	<b>Barriers</b>
Increase income	Lack of adequate consultation of stake holders
Improved standard of living	Poor and unfaire partnership agreement
Promote cultural exchange	Lack of skills in tourism planning and implementation
Brings about development of tourism	Illitracy
Community empowerment	Located at interior areas with very poor tourism infrastructures
Eradicate poverty	Lack of communication by private sector
It offers educative programs in most protected areas	Lack of business and tourism skills
Serves as aid to conservation of natural resources	Lack of connection with Mass tourism enterprises
Employment/job opportunities	Top – bottom development
It serves as a chain between biodiversity and environmental conservation	Poor location of CBT which may be too far from the path way of tourism
Social and ecological benefits	Absence of political will by public sector which is as a result of high tax implementation
Resource management for future economics	

The table below revealed data analysis matrix for the study. It consist of themes/patterns based on the interview questions and scales for respondents' views or perceive which was based on high, medium or low. According to the data analysis matrix , the scale for respondents' perceive with respect to the interview questions was high, followed by low and then medium. Meaning that a high scale of respondent's view based on interview questions was recorded as seen on the first column of the table with many X ( see table 10).

Table 10. Data Analysis Matrix

Themes/Patterns	Scales for Respondents' Views		
	High	Medium	Low
Based on the interview questions.			
Concept of tourism/ A business/product oriented/view	X		
Unified view on type of tourism			X
Essentiality of tourism for Cameroon	X		
CBT in Cameroon. Lack of clear perception	X		
CBT as an attractive venture	X		
Top-down perception for CBT	X		
CBT and community/bonding between them.	X		
Organizational/institutional Confusion in directing/planning CBT	X		
CBT as means of cultural exchange	X		
CBT as economic means	X		
Absence of CBT in Cameroon. Deviation of respondents.	X		
CBT's positive environmental impact.	X		
CBT strategy and planning			X
Overall tourism planning			X
Barriers to CBT	X		
Public sector as a barrier	X		
CBT and sustainability	X		
Participation accepted theoretically	X		
Negatives about community knowledge	X		
Cooperation as a problem	X		
Confusion over the value of CBT		X	
Lack of infrastructure for CBT	X		

## 5.7 Demographic Data of Respondents

The table below shows the number of respondents as regarding their age range, education, tribal affiliation and gender in terms of percentages. According to this study; the number of respondents was 13. There were 53.85% males and 46.15% females. 7.70% of the respondents fall between the age ranges of 20-30, 46.15% were between the age range of 30-40 and 46.15% were of the age range 40-50. The respondents were from 4 tribal affiliations. With respect to educational level; post graduate was 15.38%, 30.77% for University, college 23.08% and high school 7.70% (see table 11).

Table 11. Demographic Description

Age	20 – 30 7.70%                      30 - 40 46.15%			
	40 – 50 46.15%			
Gender	Males 53.85%		Females 46.15%	
Education	High school 13.47%    College 28.85%    University 36.54%			
	Post graduate 21.14%			
Income	1,000 – 10,000 \$ 46.15%		10,000 – 20,000\$ 30.77%	
	20,000 – 30,000\$ 23.08%			
Tribal Affiliation	Bali	Batibo	Bagam	Bamali
	30.77%	23.08%	30.77%	15.38%

## **Chapter 6**

### **DISCUSSION AND CONCLUSION**

#### **6.1 Discussion and Conclusion**

Community development is a process that does not only leads to more income, jobs and infrastructures, but equally communities which are capable of managing change. The aim of creating tourism industry which is sustainable is that the sector has to generate income that will not compromise the needs of tourism sector in future and equally other government sectors. Moreover, the government should ensure that, the ministry of tourism has to carry out tourism exhibitions within the world using printed brochures that emphasize on the potentials of tourism sector in Cameroon. As such will augment the importance of tour guide operators, thereby including Cameroon as tourist destination. Unfortunately the participation of Cameroon as this event is concerned is often slow. Other medium where by Cameroon can market as regarding tourism industry is by using international electronic media like CNN and BBC, which are capable of reaching millions of potential travellers and westerners at the same time. And as such will sell the country as a destination for tourists.

Cameroon is a country rich in different type of diversity with respect to cultures, rituals, religions and festivals. Cultural tourism is a new sector that is emerging in the country. This is because Cameroon is blessed with different diversities of culture,

there by making the region more important and significant for both international and local tourists.

Nevertheless, comparing the case of Cameroon with that of developed countries shows that Cameroon is lagging very far behind and as such, much has to be done, in order to facilitate the development of CBT. As a result, general awareness has to be developed on average Cameroon as regarding the importance of sustainability in their individual life. Once the community of the country is sensitized, the notions of tourism will be easily implemented.

Findings has proven that, CBT has been a failure in many parts of the world. This is due to top- down development model. Mitchel and Muckosy (2008) argued that, this failure is as a result of low impact on poverty alleviation as compared to mass tourism. Another reason for this failure is due to low life experience, when NGOs and donors stop funding the projects as stated by (Sebele, 2010). According to Mowforth and Munt (2003), failure of CBT is due to unequal distribution of benefits by the elites and lack of involvement of the poor in the structuring of the community.

The following are some of the barriers which have contributed for these failures:

- Poor location of CBT projects which may be too far from the pathway of tourism.
- Located in interior areas with very poor tourism infrastructure.
- Lack of connections with mass tourism enterprises.
- Lack of business and tourism skills.

Despite these failures in community based tourism planning, was also found that CBT serves as a chain between biodiversity and environmental conservation (Hall, 2010a). It offers educative programs in most protected areas and job opportunities. It increases income of local community, promote cultural exchange and many others.

It was pointed out by some literature that, the main questions lies on what kind of tourism planning should be done and not either to plan or not (Choy, 1991). It should be noted that tourism as a phenomenon does not only serves as an economic means of life but equally as a social participation as regarding the whole local community and at the same time not being ignorance with respect to nature of planning of a community. Cooke (1982) argued that, a successful tourism plan is associated with representative and broad community participation in development and planning of tourism projects. As such, community and tourism development should cautiously investigate best practices as regarding decision making and participatory community planning, which can equally be applicable for the case of Cameroon with respect to CBT planning. This study has proven that tourism development consists of a sluggish process with respect to community – building, especially in situation whereby tourism is not recognize by stakeholders as a productive activity ( Munro et al., 2010 P. 514).

The level of local participation is necessary in order to achieve a global aim of development which is sustainable. This type of involvement , involves a movement of power from local authorities to that of the local actors. According to Reid et al. (2004), local communities have to develop strategies where they can receive and

interact with tourists and at the same time, making themselves known likewise their culture.

A number of challenges and questions have been examined through the study. These are summarize as follows:

- There is lack of compatibility and harmony between the community and officials concerning CBT and its nature. The officials revealed that the government is lagging behind in order to actively involved local community as active partnership with respect to strategic CBT.
- Although there is the participation of the community in the process, CBT is still to be define. It is not due to the fact that community is view as part of tourism system, imply CBT is found in space. As regarding the CBT definition in the text, the government should serves as an equal partner in the formation of the process of CBT instead of dictating as the process is concerned.
- The study also revealed that, there is a spontaneous process, which is as a result of location and attraction. There is no community leadership.
- It was also pointed out that CBT in Cameroon must have economic, social, political, cultural and environmental goals for the community. However, without CBT it will be impossible that these goals will be process and reformulated so as to achieve them in a more clarify manner.



Findings has revealed the lacking/inadequate factors for the implementation and establishment of CBT in Cameroon. These factors are as follows; There is lack of finance which probably lead to non implementation of CBT as regarding management plan. There is the shortage of trained human capital, inadequate service infrastructure, conflicts between stakeholders as a result of interest benefits and also lack of professionals within the tourism sector.

Tourism industry of Cameroon lack a precise development and management plan and policy. There is no particular national tourism office responsible for the development and management of community based tourism in the country.

It should be noted that communities differs from one another, that is not all communities are the same. The reasons behind this is that; not all communities have the same potentials for tourism development, others have the capability and internal organization to take charge of running community based tourism projects, while others do not. Another reason is that some of the communities are situated in locations for community based tourism development, and as such the community members can easily integrate themselves in the development of the project.

Nevertheless, for CBT projects to be sustainable or successful in Cameroon as the study is concerned , bottom-up approach should be adopted which focus more on the knowledge of the local community in development, and as such will be a success, there by aiming to eradicate poverty, rather than top-down approach CBT projects that ignore the ideas of local community which eventually leads to failure of the project (Schilcher,2007, P. 184).

## **6.2 Limitations of the Study**

Nevertheless, this study has got some limitations. The most noticeable is that, officials and community members were difficult to convince and making themselves available so as to provide time as interview is concerned. For achieving an examination/evaluation of planning and policy processes; it is necessary for organizations/institutions, particularly the public sector so as to cooperate and equally express their ideas as regarding critical issues. The process of data collection was stressful, since appointment dates for the interview were not respected by most of the respondents, thereby extending the research time of completion. The respondents were intimidated to a certain extent due to the fact that they were reluctant in sharing information; hence a special skill is needed to overcome these limitations.

## **6.3 Policy Implication of the Study**

The Cameroon government should organize a training and awareness program for the community. This would enable them to understand the reason for the project, the benefits and how to make it more sustainable. It is highly suggested that CBT would help to create more green jobs and mitigate poverty rate in the rural community. This would thereby increase standard of living as recommended by the UN for less developed nations. They should make sure that the whole communities are involved during planning process. The government should provide incentives to businesses involved in the development of new tourism projects in Cameroon. This would encourage local private investors to champion more businesses. Financial mechanism should be provided so as to improve tourism in Cameroon; this would enable

entrepreneurs carry out businesses effectively. And also renovation of public infrastructures, this could also contribute public service rendered by the government to the local people.

The government is expected to generate tax revenues from the incoming tourists to Cameroon which could help to fund part of his annual budget. The government should find a way to create tourism offices in all the councils in the country since the council deals directly with local community. Such offices will respond fast and positively to developments and planning of CBT.

#### **6.4 Recommendations and further Study**

For a successful tourism industry which is sustainable to be created in Cameroon, it will be imperative for the tourism industry and the government, to take into consideration the recommendations that follows and which were developed with respect to the result of the data analysis obtained from the study. It is imperative for the ministry of tourism of Cameroon to put certain measures that will permit the country so as to transform the sector of tourism into master piece as regarding Central African Sub-region in terms of sustainable tourism. It is through these measures that sustainable tourism development can be obtained in Cameroon.

The stakeholders, private investors and the government should promote tourism development in Cameroon, by seeing into it that, there is good tourists' attraction marketing and tourism management in the country. Professional marketing strategy is needed so that CBT is recognized as a necessity for visitors coming to Cameroon. Future research as regarding the impacts of CBT should implement holistic ideas by

paying more attention in examining the benefits as a result of community – based tourism perception and equally CBT working as a team with sectors such as gardening/agriculture, which is productive and always strengthen and complemented by tourism.

Although the effects of CBT as regarding income and employment is very low, is however significant through strengthening of cultural capital with respect to young people, women and community. This is achieving through investments by NGOs and donors and the communities on their part integrate thereby making it sustainable. ( Zapata et al., 2011). They should also introduce effective and new methods in order to assess the function of CBT so as to convince socio-economic as CBT business is concerned in Cameroon. As a result of these recommendations however, will permit Cameroon to realize the aim of developing tourism in the country.

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## **APPENDICES**

Appendix A: Yaounde, Capital City of Cameroon, adapted by Anouk Zijma



Appendix B: Menchum waterfall (Northwest region), Cameroon  
(adapted from image of Menchum fall 2012)



Appendix C: Mount Cameroon (extracted by Tami Tamsia Leo 2011)



**Appendix D: Traditional Attire and Palace (from Festival of Culture and Art 2012)**



## **Appendix E. Interview Questions**

1. How is Tourism defined in Cameroon?
2. What types of Tourism is appropriate for the case of Cameroon?
3. Is it necessary to develop tourism in Cameroon?
4. How do you perceive Community Based Tourism (CBT) in Cameroon?
5. Do we need CBT in Cameroon?
6. Who should involve in CBT planning in Cameroon?
7. In what ways CBT differs from other types of tourism?
8. Are there any organizations or institutions that might be sponsoring CBT in Cameroon?
9. Do you believe that CBT will result in cultural exchange between guest and host better than other forms of tourism?
10. Do you believe that CBT has positive economic impact on the communities?
11. If the answer to above question is yes; why not to encourage this form of tourism?
12. Do you believe that CBT is also environmentally friendly?
13. CBT requires a careful planning; have you had any measures/decisions/policies in this regard?
14. Do you have any specific planning system for TOURISM?
15. If there is a planning system in place, how did you design such a plan?
16. Are there any barriers to planning and its implementation in Cameroon?

17. Who are the main obstacles to tourism planning in Cameroon; public sector or private sector?
18. Are you aware that CBT requires its own special planning process?
19. Do you have such a plan for CBT?
20. Some believe there is a strong potential for CBT in Cameroon; do you believe this?
21. Would you please tell me what are the opportunities for CBT in Cameroon?
22. ) CBT supposed to be a sustainable form of tourism; what do you think about this issue?
23. ) How does Waza National Park produce income for the community?
24. ) Is the park planned and managed for the purpose of CBT?
25. ) What do you think about community participation in tourism planning?
26. ) Is it possible to involve communities in the planning process?
27. ) What are the barriers to community participation in Cameroon?
28. ) CBT planning as part of the community participation schemes in planning and development has gained strength; why do you think this is the case?
29. ) Do you have any idea why the concept of sustainable tourism is becoming more popular?
30. ) is there any regional cooperation for the purpose of CBT planning?
31. ) In what ways Government should play a vital role in development and planning of CBT?
32. ) What are the obstacles to a sustainable and successful CBT planning in Cameroon?

33. ) In today's world, CBT plays an important role in poverty reduction; what is your opinion about this notion?
34. ) Nowadays, Tourism is divided into mass and alternative (CBT). Do you have an idea about this division?
35. ) How can you assess the level of community participation in the case of Cameroon?
36. ) What measures are needed for CBT to become a reality?
37. ) What are the barriers for the implementation of community participation?
38. ) What is the purpose of community participation?
39. ) Most CBT projects often resulted to a number of problems and conflicts with non-natives. To what degree can this be resolve?