

CRITICAL SUCCESS FACTORS OF COMMUNITY-BASED TOURISM IN
BATU PUTEH, KINABATANGAN, SABAH

NOR HANIZA BINTI MOHAMAD

A thesis submitted in fulfilment of the
requirements for the award of the degree of
Doctor of Philosophy (Management)

Faculty of Management
Universiti Teknologi Malaysia

OCTOBER 2016

To my dearest husband, Khairuddin Bin Jahuri for supporting me endlessly and my beloved children Muhammad Nadzmi, Nadia and Muhammad Nadzrin for being such wonderful children.

ACKNOWLEDGEMENT

In preparing this thesis, I was in contact with many people, researchers, academicians, and practitioners. They have significantly contributed towards my understanding of the subject matter.

In particular, I wish to express my sincere appreciation to my main supervisor, Professor Dr. Zainab Binti Khalifah, for her encouragement, patience, guidance, critics and friendship. I am also very thankful to my co-supervisor Professor Dr. Amran Bin Hamzah for his guidance, advices and motivation. They have made this journey one of those wonderful episodes of my life.

I am grateful to all my family members for their support and indebted to Universiti Teknologi Malaysia (UTM) for providing partial funding for my Ph.D. study through its grant.

The community leaders and villagers of Batu Puteh, Kinabatangan, Sabah deserve special thanks for their cooperation. Their cooperation and patience exude humility that surpasses geographical and cultural boundaries.

My gratitude is extended to peer researchers, academic staff at Faculty of Built Environment and Faculty of Management, brothers and sisters at TPRG and FAB, and those who have contributed directly and indirectly throughout the process of this study.

ABSTRACT

Community-based tourism (CBT) is a form of tourism-driven community project to alleviate the economic, environmental and socio-cultural hardships faced by rural communities. Despite strong government support, many researchers have identified that CBT projects in developing countries have not achieved the desired outcomes and very few researchers have looked at the success of CBT project from the local community perspective. The study investigated the critical success factors (CSFs) of a CBT project from the perspective of the local community based on five research objectives: 1) identify factors that triggered the establishment of CBT, 2) identify perceptions of local community, 3) identify important factors that contributed to CBT success, 4) identify agencies involved in effectively assisting CBT to be more successful, and 5) propose management model to manage CBT. This study used a qualitative approach through a single case study. The site was a successful CBT project called Model of Ecologically Sustainable Community Tourism (MESCOT) located in Batu Puteh, Kinabatangan, Sabah, Malaysia. In-depth interviews triangulated with direct observation, and document analysis were used to collect data. 54 respondents, employed by MESCOT on a full-time and part-time basis were chosen through purposive sampling technique. Recorded interviews were transcribed and analysed using thematic analysis. The main findings are: 1) CBT Batu Puteh was triggered by economic difficulties in the area, 2) respondents perceived CBT project to be successful based on its ability to create economic benefits for the local community, 3) several CSFs attributed to the success of CBT, 4) partnerships between CBT and government or non-government agencies are crucial, and 5) a CBT management model is proposed. In conclusion, although the case study referred to a single CBT project in Malaysia, the findings of this study particularly on CSFs can be used as a guide by other CBT planners and managers.

ABSTRAK

Pelancongan berasaskan komuniti (CBT) adalah satu bentuk projek pelancongan yang diterajui oleh komuniti setempat bertujuan untuk mengurangkan kesusahan ekonomi, alam sekitar dan sosio-budaya yang dihadapi oleh komuniti luar bandar. Walaupun mendapat sokongan kuat daripada kerajaan, ramai penyelidik telah mengenal pasti bahawa projek CBT di negara membangun tidak mencapai matlamat yang diinginkan dan hanya segelintir penyelidik yang mengkaji kejayaan projek CBT dari perspektif komuniti setempat. Kajian ini menyelidik faktor kejayaan kritikal (CSFs) sebuah projek CBT dari perspektif komuniti setempat menerusi lima objektif kajian: (1) mengenal pasti faktor yang mencetuskan penubuhan CBT, (2) mengenal pasti persepsi komuniti setempat, (3) mengenal pasti faktor utama yang menyumbang kepada kejayaan CBT, (4) mengenal pasti agensi-agensi yang terlibat dalam membantu secara efektif agar CBT lebih berjaya, dan (5) mencadangkan model pengurusan untuk menguruskan CBT. Kajian ini menggunakan pendekatan kualitatif menerusi kajian kes tunggal. Tapak yang merupakan projek CBT yang berjaya dikenali sebagai Model Pelancongan Komuniti Berekologi Mampan (MESOCOT) terletak di Batu Puteh, Kinabatangan, Sabah, Malaysia. Temu bual mendalam ditriangulasikan dengan pemerhatian terus dan analisis dokumen digunakan untuk mengumpul data. 54 orang responden yang digaji secara sepenuh masa dan separuh masa oleh MESOCOT telah dipilih melalui teknik pensampelan bertujuan. Temu bual yang dirakam telah ditranskripsi dan dianalisis menggunakan kaedah analisis bertema. Dapatan utama kajian ini adalah: (1) penubuhan CBT Batu Puteh dicetus daripada kesulitan ekonomi di kawasan tersebut, (2) responden menganggap projek CBT berjaya berdasarkan keupayaan projek tersebut dalam memberikan faedah ekonomi kepada komuniti setempat, (3) beberapa CSFs telah menyumbang kepada kejayaan CBT, (4) kerjasama antara CBT dengan agensi kerajaan atau bukan kerajaan amat penting, dan (5) cadangan model pengurusan CBT. Dapat ditarik kesimpulan bahawa walaupun kajian kes ini menjurus kepada sebuah projek CBT di Malaysia sahaja namun dapatan kajian ini terutamanya yang berkaitan dengan CSFs boleh digunakan sebagai panduan oleh perancang dan pengurus CBT yang lain.

TABLE OF CONTENTS

CHAPTER	TITLE	PAGE
	DECLARATION	ii
	DEDICATION	iii
	ACKNOWLEDGEMENTS	iv
	ABSTRACT	v
	ABSTRAK	vi
	TABLE OF CONTENT	vii
	LIST OF TABLES	xii
	LIST OF FIGURES	xiv
	LIST OF ACRONYMS	xvi
	LIST OF APPENDICES	xvii
1	INTRODUCTION	1
	1.1 Overview	1
	1.2 Background of the Research	1
	1.2.1 Rural Tourism and CBT as a Development Tool	2
	1.2.2 Factors Associated with CBT Failure	3
	1.3 Research Problem	5
	1.4 Research Questions	9
	1.5 Research Objectives	10
	1.6 Operational Definitions	11
	1.7 Significance of the Research	11
	1.8 Scope of Research	12
	1.9 The Site of the Case Study	13

1.10	Structure of the Thesis	16
2	LITERATURE REVIEW	18
2.1	Overview	18
2.2	Underpinning Theories	18
2.2.1	Social Exchange Theory	19
2.2.2	Community Development Theory	20
2.2.3	Change Theory	21
2.3	Critical Success Factors	22
2.3.1	Definitions	23
2.3.2	Sources of CSFs	25
2.3.3	Justification of using Bullen and Rockart's CSF	27
2.4	CSFs of CBT	28
2.4.1	Iconic Tourism Resources	28
2.4.2	Role of Outsider as External Project Initiator	30
2.4.3	Role of Local Champion	32
2.4.4	Planning Process	33
2.4.5	Community Participation	34
2.4.6	Partnership	40
2.4.7	Commercial Viability	47
2.4.8	Incubation Period	49
2.4.9	Local CBT Organization	50
2.5	Impetus for CBT Development	52
2.5.1	Socio-culturally-driven Motivation	52
2.5.2	Environmentally-driven Motivation	54
2.5.3	Economically-driven Motivation	57
2.6	Tourism Development	60
2.6.1	Alternative Tourism	60
2.6.2	Variants of Alternative Tourism	60
2.6.3	Alternative Tourism and Sustainability Issues	62
2.7	Community-based Tourism	65
2.7.1	Definitions of CBT	65
2.7.2	Principles of CBT	68
2.7.3	Why CBT is Chosen as Rural Development Tool?	70

2.7.4	The Case against CBT	73
2.7.5	Factors Attributable to CBT Failures	75
2.7.6	Criteria of Successful CBT	81
2.8	Conceptual Framework of CSF	84
2.9	Conclusion	86
3	RESEARCH METHODOLOGY	87
3.1	Overview	87
3.2	Research Approaches: Quantitative and Qualitative	91
3.3	Terminologies: Ontology, Epistemology, and Methodology	91
3.3.1	Ontology	92
3.3.2	Epistemology	93
3.3.3	Methodology	94
3.4	The Paradigm and Research Strategy Chosen for this Study	94
3.5	Research Paradigms	97
3.5.1	Positivist Paradigm	98
3.5.2	Critical Paradigm	98
3.5.3	Interpretive Paradigm	99
3.6	Justification for Using Single Case Study	99
3.7	Research Activities for This Study	101
3.7.1	Stage 1: Desk Study	101
3.7.2	Stage 2: Literature Review	102
3.7.3	Stage 3: Data Collection	106
3.7.4	Stage 4: Findings and Analysis	117
3.7.5	Stage 5: Discussion and Conclusion	118
3.8	Data Validation through Triangulation Methods	119
3.8.1	Respondent Triangulation	120
3.8.2	Methodologies Triangulation	122
3.8.3	Researcher Triangulation	122
3.9	Conclusion	124

4	FINDINGS AND ANALYSIS	126
4.1	Overview	126
4.2	Profile of Respondents	127
4.3	Findings for Research Objective 1: Factors that Triggered the Establishment of CBT Batu Puteh	130
4.3.1	Changing Environmental Landscape	130
4.3.2	Community Aspirations to Create an Alternative Source of Income	134
4.4	Findings for Research Objective 2: The perception of the Local Community towards CBT Batu Puteh	137
4.4.1	Local Community's Perception of CBT Success	137
4.4.2	Local Community's Criteria of CBT success	137
4.5	Findings for Research Objective 3: The Important Factors that Contribute to the Success of CBT Batu Puteh	145
4.5.1	Iconic Tourism Resource	146
4.5	Findings for Research Objective 3: The important factors that contribute to the success of CBT Batu Puteh	145
4.5.1	Iconic Tourism Resource	146
4.5.2	External Initiator	148
4.5.3	Systematic Planning and Capacity Building	159
4.5.4	Local Champion	169
4.5.5	Community Participation	173
4.5.6	Local CBT Organization	184
4.5.7	Incubation Period	189
4.5.8	CBT Business Model	190
4.5.9	Partnership with External Agencies	195
4.6	Findings for Research Objective 4: The agencies involved in CBT that most effectively assist in making CBT Batu Puteh more successful	196
4.6.1	Partnership with NGOs	196
4.6.2	Partnership with Charity Organization	198
4.6.3	Partnership with Sate Agency	204
4.6.4	Partnership with Tour Operators	213
4.7	Findings or Research Objective 5: A management	

	model that can be used by local community who manages CBT	217
4.8	Conclusion	218
5	DISCUSSION AND CONCLUSION	220
5.1	Overview	220
5.2	Discussion	220
5.2.1	Discussion for Research Objective 1: Factors that triggered the establishment of BT Batu Puteh	221
5.2.2	Discussion for Research Objective 2: The perception of the local community towards CBT Batu Puteh	223
5.2.3	Discussion for Research Objective 3: The important factors that contribute to the success of CBT Batu Puteh	230
5.2.4	Discussion for Research Objective 4: The agencies involved in CBT Batu Puteh most effectively assist in making it more successful	246
5.2.5	Discussion for Research Objective 5: A management model that can be used by local community who manages CBT	248
5.3	Theoretical Contributions	249
5.3.1	Social Exchange Theory	250
5.3.2	Community Development Theory	250
5.3.3	Change Theory	250
5.4	Limitations of the Study	251
5.5	Recommendations	252
5.6	Conclusion	253
	REFERENCES	254
	Appendices A-G	277-328

LIST OF TABLES

TABLE NO.	TITLE	PAGE
1.1	Statistics of Homestay Projects in Malaysia as of 31 December 2014	6
2.1	Sources of CSFs	25
2.2	Types of community empowerment in eco-tourism Development	39
2.3	Principles of CBT	69
2.4	Ranked importance of criteria for managers and experts	82
3.1	Distinctive features of quantitative and qualitative approaches in social research	89
3.2	Relevant situations for relevant research methods	95
3.3	Research questions, research objectives, analysis and protocol used for data collection procedures	115
3.4	Site visit schedule for this study	117
3.5	Triangulation methods for case study	120
3.6	Respondents triangulation	121
3.7	Researcher triangulation	123
4.1	Number of respondents by location	127
4.2	Number of respondents by category	127
4.3	Number of respondents by age	128
4.4	Number of respondents by income	128
4.5	Number of respondents based on the number of children	128
4.6	Number of respondents based on level of education	129
4.7	Events that changed the economic landscape in Batu Puteh	136
4.8	Criteria for the success of CBT Batu Puteh	138

4.9	Ranking for criteria for the success of CBT Batu Puteh	140
4.10	Job opportunities created by MESCOT	176
4.11	KOPEL Annual Profits from CBT Batu Puteh	
	CBT Activities (2000 – 2010)	194
4.12	Number of trees planted in Supu Forest Reserves	210
4.13	External agencies contributions in silviculture programme	210

LIST OF FIGURES

FIGURE NO.	TITLE	PAGE
1.1	The link between the research questions	10
1.2	Map of Kinabatangan river basin	14
1.3	Cross-section of the Kinabatangan Floodplain	15
1.4	The location of villages involved in CBT Batu Puteh within the Pin Supu Forest Reserve coverage	15
2.1	Aspects of sustainability	64
2.2	Conceptual framework of the research	85
3.1	Research plan	103
3.2	Research activities before and after preliminary site visit	107
4.1	The deforested landscape in Batu Puteh in 1997	132
4.2	CBT Batu Puteh external initiator	150
4.3	Tungog Rainforest Eco Camp	154
4.4	Planning process for CBT Batu Puteh	160
4.5	Phase 1: research	162
4.6	Phase 2: exposure	164
4.7	Capacity building programmes	165
4.8	Skill badges designed by MESCOT members	166
4.9	Map of key resources and tourism development area	167
4.10	Facilities on TREC	181
4.11	Facilities on SREC	181
4.12	CBT Batu Puteh Association Business Model (1996 – 2000)	191
4.13	CBT Batu Puteh Cooperative Business Model (2001 onwards)	193

4.14	Financial Contributions from Pro-conservation Agencies for CBT Batu Puteh Restoration Projects	201
4.15	An oxbow lake infested by <i>salvinia molesta</i> in 2003	202
4.16	The same Oxbow Lake in 2006 After Cleared from <i>Salvinia Molesta</i>	202
4.17	Community lake-conservation project	207
4.18	An over-logged area in 2007 in the forest reserve	211
4.19	The same area in 2010 after reforestation activities	211
4.20	A site before, during and after silviculture treatment	212
4.21	MESCOT partners	217
5.1	Traits and values of CBT project leaders	233
5.2	Aspects of capacity building programme	236
5.3	Types of local community's participation in CBT project	237
5.4	Steps to expedite community buy-in process	239
5.5	CBT partners	246
5.6	The framework for CSFs of CBT project	249

LIST OF ACRONYMS

CSF	-	Critical Success Factors
CBT	-	Community-based Tourism
SFD	-	Sabah Forestry Department
MESCOT	-	Model of Sustainable Community Tourism
KOPEL	-	<i>Koperasi Pelancongan</i>
GVI	-	Global Vision International
LEAP	-	Land Empowerment Animal People

LIST OF APPENDICES

APPENDIX	TITLE	PAGE
A	List of Respondents	277
B	Interview Protocol	280
C	Respondent Summary Form	284
D	Observation Summary Form	285
E	Document Summary Form	286
F	Thematic Analysis Plan	287
G	Interview Transcriptions	290

CHAPTER 1

INTRODUCTION

1.1 Overview

This study investigates the critical success factors (CSF) of a community-based tourism (CBT) project in Batu Puteh, Kinabatangan, Sabah, from the perspectives of the local community. It is an attempt to gain a better understanding of the critical factors for a successful CBT project and the agencies that can most effectively assist in making CBT more successful. Chapter 1 gives an overview of the study. It includes sections such as the background of the problem, the research questions, the research objectives, the novelty of the study, the scope of research, the site of the case study, structure of the thesis, and lastly, the conclusion for this chapter.

1.2 Background of the Research

Tourism has been recognized as the fastest growing industry and one of the largest economic contributors in the world (UNWTO, 2014). For many developing countries, tourism is one of the main economic contributors particularly in terms of export exchange earnings, generating job opportunities, and other related economic opportunities (UNWTO, 2014). In fact, the economic benefits of tourism have led the governments of developing countries to extend its application to rural areas that are

generally suffer from the stigma attached to poverty. Indeed, many governments in both developed and developing countries have used tourism as an important socio-economic catalyst for development in peripheral and rural areas, and it has significantly contributed to the local economy (Goodwin, 2005).

1.2.1 Rural Tourism and CBT as a Development Tool

Tourism is deemed a viable economic sector for countries with natural resources due to its lower investment and start-up costs compared to agriculture or manufacturing industries. Tooman (1997) noted that tourism has made it possible for developing countries to be less dependent on agriculture and manufacturing. Indeed, rural tourism has been shown to contribute to income per capita and employment growth (Deller et al., 2001; English et al., 2000). It has the ability to revitalize socio-economic aspects and diversification activities that are crucial for rural development (Sharpley, 2002) as well as as well as offers a better socioeconomic livelihood (Reeder and Brown, 2005). These benefits explain governments' propensity to implement tourism in rural areas.

Rural tourism can take various forms: agrotourism, culture and heritage tourism, adventure tourism, ecotourism, voluntourism, CBT, and other variants. Of these, CBT is the most rapidly expanding and is becoming increasingly important, as it is used to meet the demands of tourists as well as being a strategy to develop the rural areas (Gunduz and Hatemi, 2005; Briedenhann and Wickens, 2004). CBT can fit the following general definition: "tourism activities or enterprise that involve local communities, occur on their lands, and are based on their socio-cultural and natural assets and attraction (Goodwin and Santilli, 2009).

Thus, CBT is acknowledged as a catalyst for rural development and empowerment. Many countries, especially in the Third World, have resorted to CBT as a tool to revitalise rural areas that are suffering from a decline in the agricultural sector (Hjalager, 1996; Tooman, 1997; Sharpley, 2002; MacDonald and Joliffe, 2003). Frequently, the government and the local communities regard CBT as a

panacea to all the rural economic difficulties given that it is a community project that is easy to start, due to its low start-up cost and readily available resources, has a low impact on the environment, and has a potentially high impact on the local community and because it generates direct economic benefits for the community. In addition, its compatibility with conservation and the rural development agenda makes it a preferred rural development strategy.

1.2.2 Factors Associated with CBT Failure

Numerous studies suggest that the success of CBT projects is not guaranteed despite financial and technical assistance from government or donor agencies (Goodwin and Santilli, 2009; Spenceley, 2008; Mitchell and Muckosy, 2008). As highlighted by various past studies, many factors contribute to the failure of CBT; some of these are external to the organization, and some are internal.

Internal factors that contribute to the failure of a CBT project are factors that originate within the CBT project, which are mainly attributable to weak CBT organization, incompetent CBT managers, poor local community capacity due to rurality, and an over reliance on CBT.

Weak CBT organisation is commonly mentioned as a factor of CBT failure as it has multi-faceted negative impacts. Many CBT projects that employ a traditional management structure, where local elites manage the projects, eventually collapse. These local elites are usually selected because of their position in the social hierarchy, but they may not necessarily possess the appropriate management skills or business mind-set. Therefore, they fail to run the project as a business-oriented entity, which results in poor monetary returns (Power, 1997; Renard, 2001). In the worst cases, these elites later find ways to divert whatever profits have been gained through CBT to themselves (Jenkins and Parrott, 1997; Scheyvens 2007; Vignati, 2009). When this happens, the local community frequently withdraws from the CBT initiatives because they do not trust the local elites. This distrust of the CBT managers' capacity manage the project transparently slows down or halts the 'buy in'

process from the community (Denman, 2001). Without community participation, CBT gradually dies.

Sometimes, a CBT project may have a strong CBT organization, but the use of incompetent managers eventually leads to CBT failure. Their lack of management knowledge and skills causes them to address CBT problems in an ad-hoc manner, undermining the importance of strategic planning and the problem-solving process (Jenkins and Parrott, 1997; Mitchell and Hall, 2005). These incompetent managers create poor product presentation and are unable to identify the target market and tourism demand (Jenkins and Parrott, 1997), which includes both the supply side (resources and community) and the demand side (market and tourism industry players). In addition, they are unable to address class, gender, and patronage inequalities (Belsky 1999; Scheyvens, 2007). In addition, some CBT projects lack a proper demand-driven approach to development and are not integrated into the existing local tourism supply chain (Jones, 2008). Rurality is another internal factor. Sometimes, the potential of CBT is restricted by problems associated with rurality (Liu, 2006), which means the knowledge and skills of the community are confined to their rural surrounding. In such cases, the local community lacks sufficient knowledge about the tourist demand (Denman, 2001) and subsequently lacks the capacity to deliver service quality (Jenkins and Parrott, 1997).

Over-reliance on the CBT project is another common internal factor. Sometimes, in cases where CBT has managed to provide a relatively good income, especially in communities that had earlier experienced failed agriculture or that have few employment opportunities, there is a tendency for these communities to become over reliant on CBT activities (Telfer and Sharpley, 2008). Such dependency can be economically detrimental to the rural communities due to the dynamic nature of the tourism industry or its susceptibility to global events. In cases where an unforeseen misfortune occurs, which negatively affects the CBT business, the community loses what might be its only source of income. Furthermore, sometimes, CBT projects are over-reliant on funding from donor agencies (Goodwin and Santilli, 2009; Manyara and Jones, 2007); once the funding dries up, projects find it difficult to sustain themselves financially and gradually cease operations.

External factors refer to factors that are outside the CBT project. One such factor is weak links with external organizations (Jenkins and Parrott, 1997; Scheyvens 2007; Vignati, 2009). CBT is known for its dependency on an external project initiator, such as NGOs or local agencies, for financial and technical support. Having a weak link or partnership with these strategies partners jeopardizes the project particularly at its launch. Frequently, many CBT projects that do not receive technical and financial expertise from these external agencies and organizations suffer from a gradual demise. Natural disasters, geographical accessibility, and changes in tourists' trends and demands are other external factors that contribute to the success of a CBT project. However, it is beyond the scope of this study to dwell on the external factors because they are beyond our control. It is more practical to focus on factors that are within our control and that can be changed.

1.3 Research Problem

Similar to many other countries, Malaysia is using CBT as a tool to revitalise the rural economy. However, CBT in Malaysia takes the form of homestay projects. Rural tourism via homestay is an integral part of rural development initiatives; it is embedded in the Malaysia Rural Tourism Master Plan 2001 and emphasizes tapping the potential of Malaysia's scenic rural landscape and hospitable people (RTMP, 2001).

Like other CBT programmes, the Malaysia homestay programmes also make it possible for rural people to participate in another income-generating activity. MOTAC, the Ministry of Culture, Tourism, and Arts, (2012) identifies homestay as a viable CBT project for rural people to take on since it utilises existing resources, such as the local culture, lifestyle, and heritage; economic activities; recreation; natural attractions; and environmental conservation. Therefore, as only a minimal start-up cost and maintenance cost are required, this is deemed a recommended business in which the rural poor can be involved.

Fortunately, the Malaysia homestay programmes receive strong support from the government. The homestay programmes are under the purview of MOCAT and are supported by agencies such as INFRA and KKLW, among many others, which work in tandem to develop homestays in Malaysia. Their efforts are successful because the number of homestay programmes and operators has been increasing steadily from 5 homestays in 1995 to 172 in 2014. Table 1.1 shows the number of homestay programmes registered with MOCAT in 2014.

Table 1.1: Statistics of Homestay Projects in Malaysia as of 31 December 2014

No.	State	No. of Homestays	No. of Villages	No. of Operators	No. of Rooms
1	Perlis	3	3	56	64
2	Kedah	15	20	334	431
3	Pulau Pinang	9	26	209	232
4	Perak	10	39	292	396
5	Selangor	15	34	443	709
6	Melaka	7	7	115	173
7	Negeri	12	32	275	409
8	Johor	18	38	384	504
9	Kelantan	8	9	152	182
10	Terengganu	8	8	153	155
11	Pahang	16	21	323	450
12	Sarawak	31	35	462	611
13	Sabah	17	33	242	454
14	Labuan	3	3	79	97
	Total	172	308	3,519	4,867

Given the economic status of the rural poor, it can be safely said that majority of villagers are motivated to establish homestay programmes in their village and become homestay providers after hearing and seeing their counterparts in other villages obtaining monetary benefits. This motivation is strengthened by the knowledge that participating villages will receive strong technical support and some funding from the government.

Hamzah (2010) pointed out that of the 139 homestay programmes running in Malaysia at the time of his study in 2010, only 10 percent were doing well while

another 30 percent had stagnated, that is, a few months or a few years into the programme, there had been a drop in or lack of tourist arrivals.

This is definitely an alarming statistic considering the amount of funding allocated by the government for CBT-related projects. More precisely, in 2007 RM14.7 million was spent in developing 39 homestay sites in the whole of Malaysia. In the 9th Malaysia Plan (RMK-9), RM40 million was allocated to upgrade the infrastructure facilities of homestay programmes, and of this, RM1.5 million was allocated for upgrading houses (toilets and rooms) of homestay operators (Hamzah, 2010). The alleviation of rural poverty through economic activities such as rural tourism was again emphasized in the 10th Malaysia Plan (RMK-10), where attention was given to improve the rural infrastructure with the intention of benefitting rural tourism activities.

Ironically, despite the poor performance of many community-based tourism programmes, the number of homestay providers keeps increasing and as of Disember 2014, there are 172 registered homestays from 308 villages totaling 3519 homestay providers. This phenomenon suggests that perhaps the rural folks are disillusioned by the success of the a few homestays. In addition, it may also suggest that the agencies responsible for the development of rural tourism and homestays have seriously overlooked or overestimated the success of homestay programmes in the light of gaining political mileage especially pertaining to rural development.

The Malaysia government's RMK10 is high on the agenda to reduce poverty in the rural area and, increase income for Bumiputera and rural poor who happen to reside mainly in the rural areas. One of the most viable ways to achieve this falls back on rural tourism that has been proven as an important tool to develop rural areas and alleviate the poor economic situation. Rural tourism in Malaysia is commonly associated with homestay, has been put on the national agenda and a large amount of funding has been pumped into this programme. Despite the impressive profits made by a few homestays, many other homestays are not able to sustain their economic gains thus facing the imminent likelihood to become irrelevant in the tourism industry.

This grave scenario of poor performance of CBT programmes requires academicians and practitioners to scrutinise how far homestay can economically contribute to the local people in order to uphold the aspiration of the government to revitalise rural economy. Ironically, time and again problems hindering homestays from developing to its fullest potential at its best capacity have been highlighted yet most of the issues are far from resolved. Cynicism aside, either this knowledge was not targeting the decision makers or the latter have their own constraints to make these changes. Hence, this study attempts to get an in-depth understanding of CBT issues and the critical factors that contribute to the success of the CBT.

In a nutshell, previous studies have discussed critical factors that contributed to the failure or success of CBT programmes particularly from the perspectives of CBT managers and experts. However, the views of the local community on what makes a CBT successful were understudied despite them being a central component of CBT. The lack of insights from the locals' point of view as the main driver of any CBT could lead to premature interpretation of CSF and thus a mismatch with strategic planning efforts. This study will explore why and how Community Based Tourism Programme in the Malaysian context succeeds by investigating its critical success factors using Miso Walai Homestay as the context of this study.

Given the amount of funding injected by the government into homestay programmes since their inception in 1995, and given the findings by Hamzah (2010), which shows the poor monetary return received by the homestay programmes included in his study, there is an urgent need to address some important issues regarding these programmes. Ironically, factors hindering homestay programmes from developing to their fullest potential and operating at their best capacity have been highlighted through local and international research platforms, yet the issue of the poor performance of CBT is far from resolved. Instead of focusing on the factors that contribute to the failure of CBT, this study will focus on factors that contribute to the success of CBT.

In addition, there is a need for a study that focuses on the perspective of local community (Goodwin, 1998) as the main beneficiary of CBT project. However, the success of CBT has largely remained unquantified (REST, 2003; Goodwin and

Santilli, 2009; Tosun, 2001). Goodwin (2008) criticised managers of CBT projects that seemed to be concerned with conservation and wildlife rather than community benefits. These findings show that community perspective on what successful CBT means to them has to a certain extent being ignored.

Therefore, the problem statement of this study is as follows: “What are the important factors that are critical for a community-based tourism program to be successful and how can these factors improve the performance of CBT project?” Miso Walai Homestay, a successful homestay located in Sabah, Malaysia, called, is chosen to provide a contextual setting to this study.

1.4 Research Questions

Based on the research problem, some questions have been developed for this study, which are:

1. What are the factors that triggered the establishment of CBT Batu Puteh?
2. How do the local residents perceive the success of CBT Batu Puteh?
3. What are the main factors that might contribute to the success of CBT Batu Puteh?
4. Which of the agencies involved in CBT Batu Puteh most effectively assist in making it more successful?
5. What is a practical management model that can be used by local community who manages CBT?

1.5 Research Objectives

Based on the research questions, the following research objectives were established:

1. to identify the factors that triggered the establishment of CBT Batu Puteh
2. to identify the perception of local community towards CBT Batu Puteh
3. to identify the important factors that contribute to the success of CBT Batu Puteh
4. to identify which of the agencies involved in CBT Batu Puteh most effectively assist in making it more successful
5. to propose management model that that can be used by local community who manages CBT

The link between each research objective is depicted in a diagram, as shown in Figure 1.1.

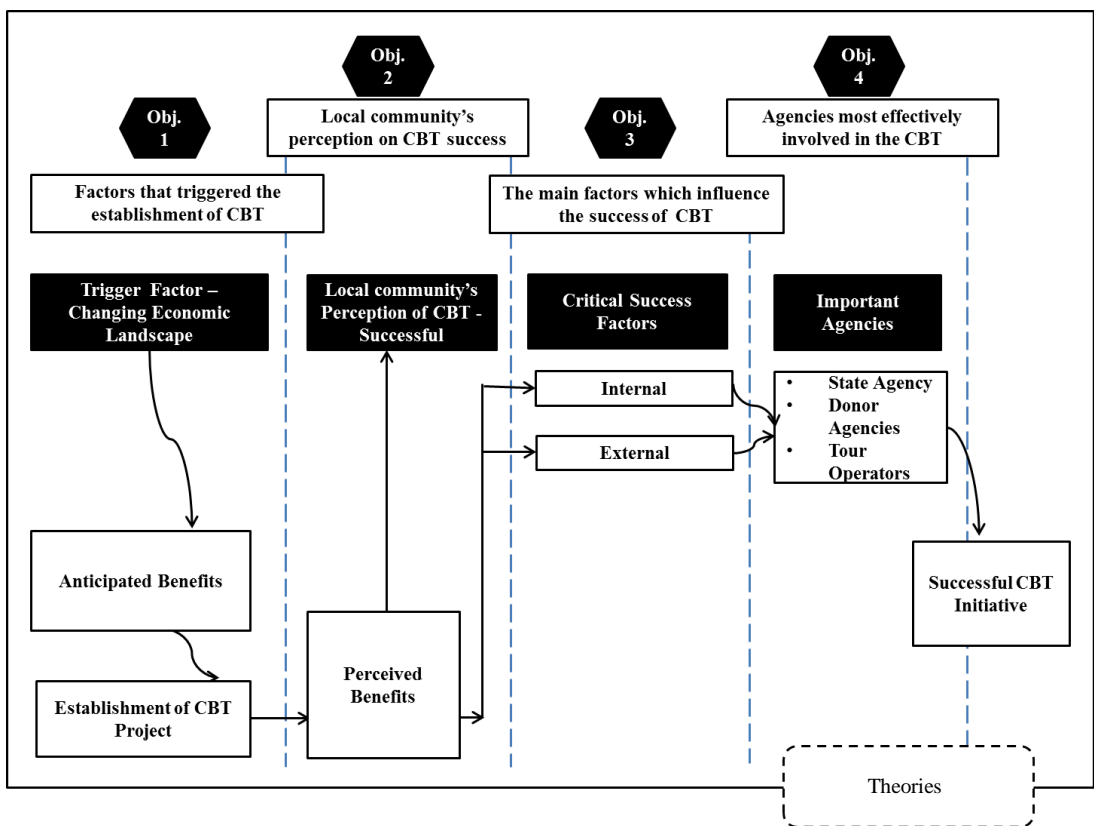


Figure 1.1: The link between the research questions

Source: Researcher

1.6 Operational Definitions

The operational definitions of the key terms in this study are:

1. Critical Success Factors (CSF)

Critical success factors are those few things that must go well to ensure success for a manager or an organization, and, therefore, they represent those managerial or enterprise area, that must be given special and continual attention to bring about high performance. CSFs include issues vital to an organization's current operating activities and to its future success.

(Boynton and Zmud, 1984: 17)

2. Community-based Tourism (CBT)

CBT is a form of tourism in which a significant number of local people has substantial control over, and involvement in its development and management. The major proportion of the benefits remains within the local economy. Members of the community, even those who are not directly involved in tourism enterprises, gain some form of benefits as well (e.g. community fund, multiplier effect).

(Häusler and Strasdas 2003: 3)

1.7 Significance of the Research

The contributions of this study would be of interest to academics in varsity, decision makers, tourism planners in various ministries and industry players who are involved in CBT. Community-based tourism has been the focus of many academics but studies on CSF in Malaysia context is still limited, to which my study would be significant.

Theoretically, CBT literature has largely used Social Exchange Theory (SET) as the underpinning theory. My study contributes to this literature by considering CBT success from SET as well as Community Development Theory (CDT), and Change Theory (CT). SET is premised on partnership can be sustained when parties involved received what they expect to get from the partnership. CDT and CT strengthened SET because the former suggests that community will naturally change in terms of mind set and behaviour due to the need to survive while the later suggests that community mind set and behaviour can become permanent through 3-stage change process.

Practically, this study proposed a few measures that can be used by CBT managers including a framework containing CSF of CBT. Further discussion on these theories are presented in Chapter 2 and the contributions in Chapter 5.

1.8 Scope of the Research

Establishing the scope of the research is considered important since it provides a narrower and more manageable focus for the study. The scope of this study is confined to a few parameters that are essential and relevant to the research objectives, as is explained in the following sections.

Firstly, this research uses only one case study; a model CBT programme was selected, namely, the Miso Walai Homestay located in the Batu Puteh sub-district in the Kinabatangan district in the state of Sabah, Malaysia, which provides an appropriate contextual setting for the study.

Secondly, only one group of stakeholders, that is, the local community, was chosen as respondents. These respondents are those who were involved in the CBT programme in Batu Puteh because they were considered to have experienced the greatest number of impacts of CBT and so could adequately provide answers to the research questions. Other stakeholders, such as government agencies, NGOs, and a few travel agents, were also interviewed, but these interviews were used only to

corroborate the findings from the local community, and so they are not included in the findings of this study.

Thirdly, this study attempts to expand knowledge on the critical factors that contribute to the success of CBT. It begins by identifying the critical factors based on the literature. Then, the focus is narrowed down to the critical factors that are 'controllable' by the local CBT management and its community or that directly influence the development and success of CBT. Fourthly, the magnitude of the relationship of each CSF is not being quantified in depth in this study. This study is interested only in understanding and identifying the critical factors that contribute to the success of CBT and not the depth of the relationship between such factors. In addition, the CFS identified in this study are unique to the chosen case.

However, the magnitude of the relationship of each CSF is not being quantified in depth in this study. This study is interested only in understanding and identifying the critical factors that contribute to the success of CBT. The CSF identified in this study are unique to the chosen case. Nonetheless, these limitations should be used as a platform to assess other CBT in Malaysia because many of the issues and themes of CBT are very similar.

1.9 The Site of the Case Study

As mentioned previously, the chosen case study is a CBT programme located in Batu Puteh sub-district. This project is called Miso Walai Homestay but in principle this is a CBT project. Therefore, this thesis will refer to this project as CBT Batu Puteh so that the term 'homestay' would not distract the focus from CBT concept.

Batu Puteh is situated in the Lower Kinabatangan region in the eastern part of the state of Sabah, Malaysia. The whole Kinabatangan region, which is the largest district in Sabah, is renowned for its 560 km long Kinabatangan River, the longest river in Malaysia. Batu Puteh is in the heart of the Kinabatangan Floodplain in

Sabah. Batu Puteh covers 26,103 hectares of land that is managed by District Wildlife Office based in Kinabatangan. Batu Puteh is situated along the main motorway between Sandakan and Lahad Datu; it is 110 km from Sandakan and 75 km from Lahad Datu. Figure 1.2 shows the Kinabatangan River Basin.

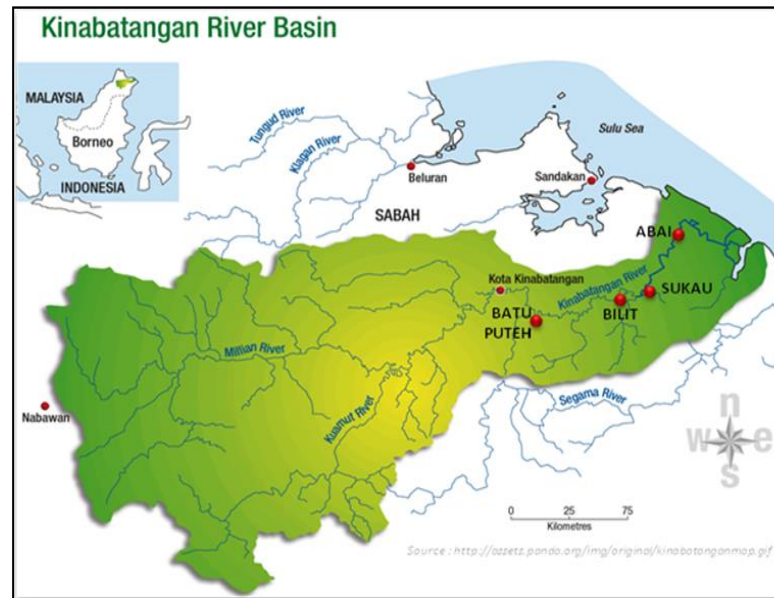


Figure 1.2: Map of Kinabatangan River Basin

Source: <http://assets.panda.org/img/original/kinabatanganmap.gif>

The Lower Kinabatangan region is also known as the Kinabatangan Floodplain, and it is prone to seasonal flooding. The Lower Kinabatangan is a basin that traps water when the Kinabatangan River swells during the monsoon season. Inevitably, Batu Puteh also experiences seasonal floods. Figure 1.3 shows the cross-section of the Kinabatangan Floodplain. Kinabatangan used to be a producer of high quality timber, which created the ‘timber rush’ during its heyday.

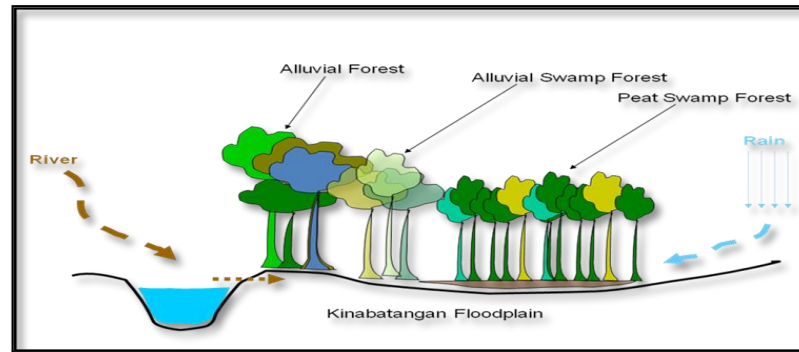


Figure 1.3: Cross-section of the Kinabatangan Floodplain

Source: KOPEL, 2010

Batu Puteh is part of the Lower Kinabatangan Wildlife Sanctuary and consists of four villages, namely, Kampung Mengaris, Kampung Batu Puteh, Kampung Singgah Mata (which became part of Kampung Batu Puteh in 2010), and Kampung Perpaduan. These villages are surrounded by Supu Pin Forest Reserves. Figure 1.4 shows the location of the villages involved in the CBT programme and the Pin Supu Forest Reserve coverage.

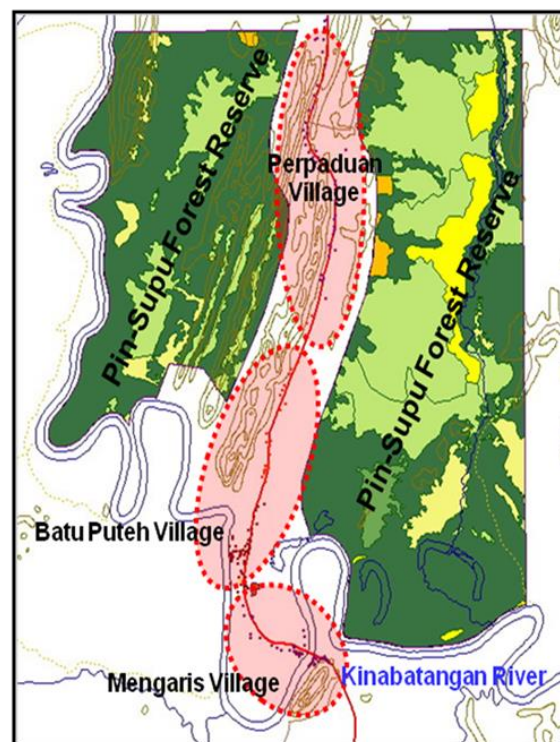


Figure 1.4: The location of villages involved in CBT Batu Puteh within the Pin Supu Forest Reserve coverage.

Source: KOPEL, 2010

This area is populated by local indigenous people (called “*Orang Sungai*” or River People), the majority of whom are of the Islamic faith. The Orang Sungai have more than 3 language groups and over 20 spoken dialects. They have inhabited the shores of the Kinabatangan River for hundreds of years, and their lifestyle is dictated by the offerings of the rivers and the forests. The majority of the locals used to be subsistence farmers and loggers, but since the 1960s, many have turned to palm oil planting and ecotourism as their main economic activities. Being a close-knit community, the majority of the Orang Sungai in Batu Puteh are related to each other by blood and interfamily marriages. At the time of the data collection, Batu Puteh sub-district had an estimated populace of 1500, half of whom were youths aged between sixteen to forty.

CBT Batu Puteh is a full fledged ecotourism site that offers wildlife-watching experiences, and it is nationally and internationally acknowledged as a model of sustainable CBT. Although wildlife viewing along the Lower Kinabatangan River can also be obtained at the neighbouring Kampung Sukau and Kampung Bilit, Batu Puteh area stands out not only because of its superb wildlife encounters, but also for its well-managed forest and lake restoration programme. These features qualify Batu Puteh as one of the best community based ecotourism sites in Borneo and Malaysia. Therefore, it was highly appropriate as the context of this study.

1.10 Structure of the Thesis

This study undertook various tasks divided into different phases. All the tasks carried out are presented in six chapters: (i) Introduction, (ii) Literature Review, (iii) Research Methodology, (iv) Findings and Analysis, and (v) Discussion and Conclusion.

i) **Chapter 1** sets the framework for this study by providing an introduction and background on the study. It states the purpose of the study, the problem statement, the research gap, the research statement, the research questions,

the research objectives, the scope of the research, the research plan, the research significance, the study site, the methodology, and the chapter conclusion.

ii) **Chapter 2** discusses the literature related to CBT and CSF, which are the focus of this study. The discussion begins with the concept of CBT, along with related issues and debates. Then, the CSF concept is introduced to explain the factors that contribute to the success and failure of CBT. Past research on CSF is reviewed to determine the research gap, the respondents, the method, the underpinning theory, and the results of the past research. Then, the chapter continues with a discussion on the underpinning theories for this study. This chapter also clarifies and justifies the suitability of the concept, theory, and model chosen in this study and, finally, introduces the conceptual framework for this study.

iii) **Chapter 3** offers the underlying research philosophy and gives the justification for using a qualitative approach in this study. It explains the methodology of the study including selection of respondents, data collection methods and analysis techniques.

iv) **Chapter 4** is presented in a narrative form. It highlights and discusses the main results of the data gathered from fieldwork at the study site. It relates the research findings to and provides analysis based on the relevant theories provided in Chapter 2. This chapter then presents the results and analysis of the findings in accordance with the research objectives.

v) **Chapter 5** provides the conclusions and significance of the findings. This chapter highlights the salient points of the findings and discusses them in relation to the relevant literature and theories provided in Chapter Two to make sense of the phenomenon being studied and offers recommendations and suggestions to boost the economic performance of CBT at the study site and perhaps elsewhere. Equally importantly, this chapter underlines the theoretical, practical, and methodological contributions of the study to the existing body of knowledge in CBT. It includes a conceptual model and makes several recommendations to boost the success of CBT, as well as offering suggestions for further research that can be taken up from this study.

8. Focus on gradually **building** the **capacity** of the local people particularly village youths who can effectively contribute to the progress of the CBT initiative.
9. Groom local youths as CBT project successors and **local champions**.
10. Establish **effective** partnership and strong linkages with local and international agencies, and industry players in order to secure adequate market to ensure stable inflow of tourists.
11. Diligently maintain detailed **reports** of the CBT initiative from the very beginning such as a master plan, minutes of meetings, the community's engagement in the management, number of jobs created, and amount of economic benefits generated for research and reference purposes.

5.6 Conclusion

Despite of reports that pointed out the failure of CBT projects, this study based on CBT Batu Puteh experience emphasizes that CBT project can be a useful tool to significantly address economic difficulty in rural areas. However, more importantly, CBT managers must understand that the success of a CBT projects depends on the managers' ability to identify and use critical factors at the appropriate phase in the project's life cycle.

This concluding chapter has focused on making theoretical and practical contributions to the body of knowledge, and summarize the recommendations to improve the success of CBT project in Malaysia. The theoretical and practical contributions were identified through an analysis of the responses gathered during interviews, observation and document analysis. Then, these contributions were summarized in simpler recommendations for CBT managers. These recommendations stretch over nine CSFs ranging from iconic tourism resources to partnership with external agencies.

REFERENCES

- Akama, J. (1996). Western environmental values and nature-based tourism in Kenya. *Tourism Management*, 17(8), 567-574.
- Alexander, N. & McKenna, A. (1998). Rural tourism in the heart of England. *International Journal of Contemporary Hospitality Management*, 10(5), 203-207.
- Al-Oun, S. & Al-Homoud, M. (2008). The potential for developing community-based tourism among the Bedouins in the Badia of Jordan. *Journal of Heritage Tourism*, 3(1), 6-54.
- Amberg, M., Fischl, F., & Wiener, M. (2005). Background of critical success factor research. Working Paper No. 2/2005. Retrieved from https://static.aminer.org/pdf/PDF/000/245/894/critical_success_factors_csfs_and_the_growth_of_it_in.pdf.
- Amran, H. (1997). The sustainability of small-scale tourism in Malaysia. Unpublished PhD Thesis. School of Environmental Sciences. University of Anglia, UK.
- Andereck, K. L., & Vogt, C. A. (2000). The relationship between residents' attitudes toward tourism and tourism development options. *Journal of Travel Research*, 39(1), 27-36.
- Andriotis, K. (2005). Community groups' perceptions of and preferences for tourism development: Evidence from Crete. *Journal of Hospitality and Tourism Research*, 29(1), 67-90.
- Ariffin, R., Richard, A., Noor Alam, S. M., & Faridah-Hanum, I. (2007). Biodiversity conservation model: the case of Perlis State Park. *Malaysian Forester*, 70(2), 167-176.
- Arinaitwe, J. K. (2006). Factors constraining the growth and survival of small scale businesses: A developing countries analysis. *Journal of American Academy of Business*, 8(2), 167-178.
- Ashley, C. (2006). How can governments boost the local economic impacts of tourism? Options and tools. *Toolkit for Overseas Development Institute*.

- Retrieved from <http://mekongtourism.orang/website/wp-content/uploads/downloads/2011/02/How-Can-Governments-Boost-the-Local-Economic-Impacts-of-Tourism-by-C.Ashley.pdf>.
- Ashley, C., & Garland, E. (1994). Promoting community-based tourism development why, what and how? *Research Discussion Paper Number 4*. Directorate of Environmental Affairs, Ministry of Environment and Tourism. Windhoek, Namibia.
- Ashley, C., Roe, D., & Goodwin, H. (2001). Pro poor tourism strategies: making tourism work for the poor: A review of experience. Pro Poor Tourism Report No.1. *Overseas Development Institute*. The Russel Press and Nottingham.
- Asker, S., Boronyak, L., Carrard, N., & Paddon, M. (2010). Effective community based tourism: A best practice manual. *APEC Tourism Working Group*. Sustainable Tourism Cooperative Research Centre, Australia.
- Bamford, D. (2010, July). Rural and Urban Ecotourism: A Changing World. *Royal Belum 2nd World Ecotourism Conference*. Kuala Lumpur Convention Centre, Kuala Lumpur.
- Baromey, N., Rith, S., & Yokohari, M. (2011, October). Enhancing sustainability through the building of capabilities: Analysis of community-based ecotourism development in Cambodian protected areas. 3rd World Ecotourism Conference. Sihanoukville, Cambodia.
- Baxter, P., & Jack, S. (2008). Qualitative case study methodology: Study design and implementation for novice researchers. *The Qualitative Report*, 13(4), 544-559.
- Bear, M., Gibson, A., & Hitchins, R. (2003). From principles to practice: ten critical challenges for BDS market development. *Small Enterprise Development*, 14(4), 10-24.
- Belsky, J. (1999). Misrepresenting communities: The politics of community based rural ecotourism in Gales Point Manatee, Belize. *Rural Sociology*, 64(4), 641-666.
- Bennett, O., Roe, D., & Ashley, C. (1999). Sustainable tourism and poverty elimination study: A report to the department for international development. Retrieved from http://www.propoortourism.Oranguk/dfid_report.pdf.
- Blackman, A., Foster, F., Jewell, B., Kuilboer, A., Hyvonen, T. & Moscardo, G. (2004). Factors contributing to successful tourism development in peripheral regions. *Journal of Tourism Studies*, 15(1): 59-70.

- Blackstock, K. (2005). A critical look at community-based tourism. *Community Development Journal*, 40(1), 39-49.
- Blaikie, N. (2000). *Designing Social Research*. Cambridge: Polity.
- Blangy, S. & Mehta, H. (2006). Ecotourism and ecological restoration. *Journal for Nature Conservation*. Elsevier, 14, 233-236.
- Bond, I. (2001). CAMPFIRE and the incentives for institutional change. In Hulme, D. & Murphree M. W. (Eds.), *African Wildlife and Livelihoods: The Promise and Performance of Community Conservation*. James Currey, Oxford, UK.
- Boynton A., & Zmud R. (1984). An assessment of critical success factors. *Sloan Management Review*, 25(4): 17-27.
- Briedenhann, J. & Wickens, E. (2003). Tourism routes as a tool for the economic development of rural areas – vibrant hopes or impossible dream. *Tourism Management*, 25(1): 71-79.
- Briedenhann, J. & Wickens, E. (2004). Community involvement in tourism development: White elephant or empowerment? In Weber, S. & Tomljenovic, R. (Eds.), *Reinventing a tourism destination: Facing the challenge* (pp. 167-177). Institute for Tourism Zagreb: Croatia.
- Bryman, A. (2001). *Social research methods*. Oxford: Oxford University Press.
- Buhalis, D. (1997). Information technology as a strategic tool for economic, social, cultural and environmental benefits enhancement of tourism at destination regions. *Progress in Tourism and Hospitality Research*, 3: 71-93.
- Bullen, C. V., & Rockart, J. F. (1981). A primer on critical success factors. *CISR No. 69 Sloan WP No. 1220-81*.
- Burnes, B. (2004). Kurt Lewin and the planned approach to change: A re-appraisal. *Journal of Management Studies*. 41(6), 977-1002.
- Burns, P. & Holden, A. (1995). *Tourism: A new perspective*. Hemel Hempstead: Prentice Hall International.
- Butcher, J. (2007). *Ecotourism, NGOs and development: A critical analysis*. London: Routledge.
- Butler, R. W. (1999). Sustainable tourism: A state-of-the-art review. *Tourism Geographies*, 1(1): 7-25.
- Caribbean Tourism Organization, (n.d.). *Competing with the Best: Good Practices in Community-based Tourism in the Caribbean*. Caribbean Regional Sustainable Tourism Development Programme. European Commission.

- Cavus, S., & Tanrisevdi, A. (2002). Resident's attitudes toward tourism: A case study of Kusadasi, Turkey. *Tourism Analysis*, 7: 259-268.
- Cazes, G. H. (1989) Alternative tourism: Reflections on an ambiguous concept. In T. V. Singh et al. (Eds.) *Towards appropriate tourism: The case of developing countries*. Frankfurt: Peter Lan.
- Chakravarty, I. (2003). Marine ecotourism and regional development: A case study of the proposed Marine Park at Malvan, Maharashtra, India. In Garrod, B. & Wilson, J. (Eds.), *Marine ecotourism: Issues and experiences* (pp. 177-197). Clevedon, UK: Channel View.
- Ceballos-Lascurain, H. (1996). *Tourism, ecotourism, and protected areas: The state of nature-based tourism around the world and guidelines for its development*. IUCN (International Union for Conservation of Nature). Gland and Cambridge.
- Choi, T. Y., & Chu, R. (2001). Determinants of hotel guests' satisfaction and repeat patronage in the Hong Kong hotel industry. *International Journal of Hospitality Management*, 20(3): 277-297.
- Clauzel, S. (2001, November). Community-based tourism policy in the Windward Islands. Seminar on Policy Requirements from Community-Based Tourism in the Windward Islands, St. Lucia, West Indies, CANARI.
- Cohen, E. (1979). Rethinking the sociology of tourism. *Annals of Tourism Research*, 6(1), 18-35.
- Cohen, E. (1984). The sociology of tourism: approaches, issues, and findings. *Annual Review of Sociology*, 10, 373-392.
- Cohen, R. & Kennedy, P. (2000). *Global sociology*. New York: Palgrave.
- Cox, M., Murray, I. & Kereluik, M. (2004). *Rural tourism development in Southern Ontario*. Administrative Sciences Association of Canada, Quebec.
- Creswell, J. W. (1998). *Qualitative inquiry and research design: choosing among five traditions*. Thousand Oaks, California: Sage.
- Creswell, J.W. (2007). *Qualitative inquiry and research design: Choosing among five approaches* (2nd Ed.), Thousand Oaks, California: Sage.
- Cruz, R. G. (2003). Towards sustainable tourism development in the Philippines and other Asean countries: An examination of programs and practices of national tourism organizations. *PASCN Discussion Paper No. 2003-06*.
- D'Amore, L. J. (1988). Tourism – A vital force for peace. *Tourism Management*, 9(2), 151-154.

- Daniel, R. H. (1961). Management Data Crisis. *Harvard Business Review*. Sept-Oct, 111-112.
- Davis, J. S., & Morais, D. B. (2004). Factiond and enclaves: Small towns and socially unsustainable touris development. *Journal of Travel Research*, 43, 3-10.
- De Kadt, E. (1979). *Tourism: Passport to development? Perspectives on the social and cultural effects of tourism in developing countries*. New York: Oxford University Press.
- Denman, R. (2001). *Guidelines for community-based ecotourism development*. WWF International, Gland, Switzerland. Retrieved from <http://www.icrtourism.orang/Publications/WWF1eng.pdf>.
- Dernoi, L. (1981). Alternative tourism; towards a new style in North-South relations. *International Journal of Tourism Management*, 2, 253-264.
- DiCicco-Bloom, B., & Crabtree, B. F. (2006). The Qualitative Research Interview. *Medical Education*, 40, 314-321.
- Digman, J. M. (1990). Personality structure: Emergence of the five-factor Model. *Annual Review of Psychology*, 40(1), 417-440.
- Dixey, L. (2005). *Inventory and Analysis of Community Based Tourism in Zambia*. Production, Finance and Technology (PROFIT), A USAID Private Sector Development Programme. Lusaka, Zabia.
- Dudensing, R. M., Hughes, D. W., & Shields, M. (2010). Perceptions of tourism promotion and business challenges: A survey-based comparison of tourism businesses and promotion organizations. *Tourism Management*, 32(6), 1453-1462.
- ECERDC (2009). *Business Strategy and Implementation Plan for the Proposed Homestay and Kampungstay Tourism Development*. Final Report, ECERDC. Kuala Lumpur.
- Ekinci, Y., Prokopaki, P., & Cobanoglu, C. (2003). Service quality in Cretan accommodations: Marketing strategies for UK holiday market. *International Journal of Hospitality Management*, 22(1), 647-676.
- Egbali, N., Nosrat, A. B., & Ali pour, S. K. S. (2011). Effects of positive and negative rural tourism (case study: Rural Semnan Province). *Journal of Geography and Regional Planning*, 4(2), 63-76. Retrieved from <http://www.academicjournals.orang/JGRP>.

- Fagence, M. (2003). Tourism and local society and culture. In Singh, S., Timothy, D. J. & Dowling, R. K. (Eds.), *Tourism in destination communities* (pp. 55-78). Wallington, UK: CABI.
- Fleischer, A., & Felsentein, D. (2000). Support for rural tourism: Does it makes a difference?. *Annals of Tourism Research*, 27(4), 1007-1024.
- Forsyth, T. J. (1995). Tourism and agricultural development in Thailand. *Annals of Tourism Research*, 22(4), 877-900.
- Frost, W. (2004). A hidden giant: Second homes and coastal tourism in south-eastern Australia. In Hall, M. C. & Muller, D. K. (Eds.), *Tourism, Mobility and Second Homes: Between Elite Landscape and Common Ground* (pp. 162 – 173). Clevedon UK: Channel View Publications.
- Gartner, W. C. (2001) Issues of sustainable development in a developing country context. In Wahab, S. & Cooper, C. (Eds.), *Tourism in the Age of Globalisation* (pp. 306-318). London: Routledge.
- Georange, B. P. (2007). Alleppey tourism development cooperative: The case of network advantage. *The Innovation Journal: The Public Sector Innovation Journal*. 12(2) Article 9.
- Getz, D. & Carlsen, J. (2000) Characteristics and goals of family and owner-operated businesses in the rural tourism and hospitality sectors. *Tourism Management*, 21(6), 547-560.
- Ghaderi, Z. & Henders, J. C. (2012). Sustainable rural tourism in Iran: A perspective from Hawraman Village. *Tourism Management Perspectives*, 2-3, 47–54.
- Ghasemi, M. & Hamzah, A. (2010). An evaluation of the role and performance of NGOs in community-based ecotourism at Ulu Geroh, Gopeng, Malaysia. In Lim Lay Kian & Mohd Hafiz Mohd Hanafiah (Eds.), 4th Tourism Outlook and 3rd ITSA Conference. Kuala Lumpur.
- Godfrey, K., & Clarke, J. (2000). *The tourism development handbook: a practical approach to planning and marketing*. London: Continuum.
- Goh, H. C., Khalifah, Z. & Hamzah, A. (2010, July). Participation as a dynamic process in community-based tourism project: A case of Saung Angklung Udjo, Bandung, Indonesia. *Royal Belum 2nd. World Ecotourism Conference WEC2010*, Kuala Lumpur Convention Centre, Kuala Lumpur, Malaysia.
- Gonsalves, P. S. (1987). Alternative tourism - The evolution of a concept and establishment of a network. *Tourism, Recreation Review*, 12(2), 9-12.

- Goodson, L. & Phillimore, J. (2004). The inquiry paradigm in qualitative tourism research. In Phillimore, J. & Goodson, L. (Eds.), *Qualitative research in tourism: ontologies, epistemologies and methodologies* (pp. 30-45). London and New York: Routledge.
- Goodwin, H. (2009). Reflections on 10 years of pro-poor tourism. *Journal of Policy Research in Tourism, Leisure and Events*, 1, 90-94.
- Goodwin, H. (2008). Tourism, local economic development, and poverty reduction. *Applied Research in Economic Development*, 5(3).
- Goodwin, H. (2006). *Measuring and reporting the impact of tourism on poverty. Cutting edge research in tourism – new directions, challenges and applications.* School of Management, University of Surrey, UK.
- Goodwin, H. & Santilli, R. (2009). Community-based tourism: A success?, International Centre for Responsible Tourism (ICRT). *Occasional Paper 11.* University of Greenwich.
- Goodwin, H., Kent, I., Parker, K., & Walpole, M. (1998). Tourism, conservation and sustainable development: Case studies from Asia and Africa. Retrieved from <http://pubs.iied.orang/pdfs/7786IIED.pdf>.
- Graneheim, U. H., & Lundman, B. (2004). Qualitative content analysis in nursing research: Concepts, procedures and measures to achieve trustworthiness. *Nurse Education Today*, 24, 105-112.
- Greene, J. C., Caracelli, V. J., & Graham, W. F. (1989). Toward a conceptual framework for mixed-method evaluation designs. *Educational Evaluation and Policy Analysis*. 11, 3, 255-274.
- Grix, J. (2002). Introducing students to the generic terminology of social research. *Politics*, 22, 3, 175–186.
- Grrenbank, P. (2001). Objective setting in the micro-business. *International Journal of Entrepreneurial Behaviour and Research*. 7, 3, 108-127.
- Guba, E. C. (Ed.). (1990). *The paradigm dialog.* California: Sage Publications Inc.
- Guba, E. G., & Lincoln, Y. S. (1998). Competing paradigm in qualitative research. In Denzin, M. K., & Lincoln, Y. S. (Eds.), *Handbook of Qualitative Research.* Thousand Oaks, California: Sage.
- Gunduz, L., & Hatemi-J, A. (2005). Is the tourism-led growth hypothesis valid for Turkey? *Applied Economics Letters*, 12, 8, 499–504.
- Gunn, C. A. (1988). *Tourism Planning.* 2nd Edition. New York: Taylor & Francis.

- Hall, C. M., & Page, S. J. (1999). *The Geography of tourism and recreation: Environment, place and space*. London: Routledge.
- Halstead, L. (2003). Making community-based tourism work: An assessment of factors contributing to successful community-owned tourism development in Caprivi, Namibia. *DEA Research Discussion Paper Number 60*.
- Hancock, D. R., & Algozzine, B. (2006). *Doing case study research: A practical guide for beginning researchers*. New York: Teachers College Press.
- Hamel, J., Dufour, S., & Fortin, D. (1993). *Case study methods*. Newbury Park, California: Sage Publications.
- Hamzah, A. (1995, April). The sustainability of small-scale tourism development along the coastal zone of Malaysia. World Conference on Sustainable Tourism, Lanzarote.
- Hamzah, A. (1997). The sustainability of small-scale tourism development in Malaysia, unpublished P.hD. Thesis. University of East Anglia, and Norwich.
- Hamzah, A. (2010, July). When is a homestay not a homestay? JPBW Weekly Seminar, Faculty of Built Environment, Universiti Tekanologi Malaysia, Johor.
- Hamzah, A. (2011, January). Managing impact of visitors to protected areas in Malaysia: Success stories and new challenges. International Workshop on Governance in Asian Protected Areas - Exploring Governance in Protected Areas in Asia and Developing Collaborative Partnerships among Asian Countries, Akita International University, Japan.
- Hamzah, A. & Khalifah, Z. (2009). Handbook on community based tourism: How to develop and sustain CBT. *A Project Study submitted by Malaysia Government*. APEC, Singapore.
- Haralambopoulos, N., & Pizam, A. (1996). Perceived impacts of tourism: The case of Samos. *Annals of Tourism Research*, 23, 3, 503-526.
- Harris, R., & Vogel, D. (2002, February - March). E-Commerce for community-based tourism in developing countries: Community based ecotourism in Southeast Asia, Thailand. Conference Report.
- Harrison, D. & Schipani, S. (2007). Lao tourism and poverty alleviation: Community-based tourism and the private sector. *Current Issues in Tourism*. 10, 2, 194-230.
- Hausler, N. (2005). Planning for community tourism: A complex and challenging task. Tourism Forum International at the Reisepavillon. The International Ecotourism Society.

- Hausler, N. (2008, March). Community-based tourism (CBT) - What works and what does not work? Drawing on experiences in South America and Asia. International Conference on Responsible Tourism. Retrieved from <http://mekongtourism.orang/website/wpcontent/uploads/downloads/2011/02/CBT-What-Works-and-What-does-not-by-Nicole-Haeusler.pdf>
- Hawkins, D. E. & Lamoureux, K. (2001). Global growth and magnitude of ecotourism. In Weaver, D. B. (Ed.), *The Encyclopedia of Ecotourism* (pp 63-72). Oxon, Oxford: CABI.
- Hernandez, S. A., Cohen, J., & Garcia, H. L. (1996). Residents' attitude towards an instant resort enclave. *Annals of Tourism Research*, 23, 4, 755-779.
- Hitchens, R. & Highstead, J. (2005). Community-based tourism in Namibia – A *Discussion Paper*. Brighton: University of Sussex.
- Hjalager, A-M. (1996). Tourism and the environment: The innovation connection. *Journal of Sustainable Tourism*, 4, 4, 201-218.
- Hoof, V. A. (2006). Analysis of the critical success factors of community based tourism – A tourism and conservation project in the Central Danube Floodplains. Unpublished Thesis. University of Applied Science.
- Hoffman, G., Hickson, D., & Protacio, I. (2001). *Corporate performance measurement and reporting: A Crown Corporations Council Project*. Retrieved from www.crowncc.mb.ca/images/content/Criteria.pdf.
- Holden, P. (Ed.). (1984, April). Alternative tourism. Report of the workshop on alternative tourism with a focus on Asia, Chiang Mai, Thailand. Ecumenical Council on Third World Tourism.
- Hollinshead, K., & Butler, R. (1996). Marketing and metaphysical realism: The disidentification of aboriginal life and traditions through tourism. In Butler, R., & Hinch, T. (Eds.), *Tourism and Indigenous People* (pp. 308-348). CABI International.
- Honig, B. (1998). What determines success? Examining the human, financial, and social capital of Jamaican microentrepreneurs. *Journal of Business Venturing*, 13, 5, 371-394.
- Hussin, R. (2006). Ecotourism development and local community participation: Case studies of Batu Puteh and Sukau Village in Lower Kinabatangan Area of Sabah, Malaysia. Unpublished Thesis. Faculty of Law, Business, and Social Sciences. University of Glasgow, UK.

- Ingram, H. (1997). Performance management: Processes, quality and teamworking. *Contemporary Hospitality Management*, 9, 7, 295–303.
- Inskip, E. (1991). *Tourism planning: An integrated and sustainable development approach*. New York: Van Nostrand Reinhold.
- Ioannides, D. (1995). Strengthening the ties between tourism and economic geography: A theoretical agenda. *Professional Geographer*, 47, 1, 49-60.
- Isaac, R. & van der Sterren, J. (2004). Locally-driven (community-based) tourism development - A tool for poverty alleviation? Seminar on Between Sustainable Tourism and Local Development: Prospects and Paradoxes. Retrieved from http://www.tourism-master.com/theses/Locally-riven_Tourism_Development_A%20tool_for_poverty_alleviation.PDF
- Ivanovic, M. (2009). *Cultural tourism*. USA: Juta and Company Limited.
- Jafari, J. (1989). Soft Tourism. *Tourism Management*, 9, 1, 32-84.
- Jamal, T. B., & Getz, D. (1995). Collaboration Theory and Community Tourism Planning. *Annals of Tourism Research*, 22, 1, 186-204.
- Jenkins, T., & Parrott, B. (1997). *Regional images and the promotion of quality products and services in the lagging regions of the European Union*. (Working Paper 4). Aberystwyth, UK: Welsh Institute of Rural Studies.
- Johns, S., Kilpatrick, S., & Whelan, J. (2007). Our health in our hands: Building effective community partnerships for rural health service provision. *Rural Society*, 17, 1, 50-65.
- Jones, H. M. (2008). Community-based tourism enterprise in Latin America - Triple bottom line outcomes of 27 Projects. Eplerwood International. Retrieved from http://www.eplerwood.com/pdf/Community_Based_Tourism_Enterprise.pdf.
- Jose, M. D. D. (2004). *Definition and analysis of critical success factors for ERP implementation projects*. Unpublished PhD thesis. Universitat Politècnica de Catalunya Barcelona, Spain.
- Keogh, B. (1990). Public participation in community tourism planning. *Annals of Tourism Research*, 17, 3, 449-465.
- Kim, B. Y., & Oh, H. (2004). How do hotel firms obtain a competitive advantage? *International Journal of Contemporary Hospitality Management*, 16, 1, 65–71.
- Kiss, A. (2004). Is community-based ecotourism a good use of biodiversity conservation funds?. *Trends in Ecology and Evolution*, 19, 5, 232-237.

- Kneafsey, M. (2001). Rural cultural economy: Tourism and social relations. *Annals of Tourism Research*, 28, 762-783.
- Knox, S., & Buckard, A. (2009). Qualitative research interviews. *Psychotherapy Research*, 19, 4-5.
- Kontogeoragopoulos, N. (2005). Community-based ecotourism in Phuket and Ao Phangnga, Thailand: Partial victories and bittersweet remedies. *Journal of Sustainable Tourism*, 13, 1, 4-23.
- Krannich, R. S., & Petrzela, P. (2003). Tourism and natural amenity development: real opportunities?. In Brown, D. L. & Swanson, L. E. (Eds.), *Challenges for Rural America in the twenty-first century* (pp. 190-199). University Park, PA: The Pennsylvania State University Press.
- Kuhn, T. S. (1962). *The Structure of Scientific Revolutions*. Chicago: Chicago Press.
- Kulik, P. (1977). *Software Project Success Factors* (White Paper 1997). Australian Computer Society.
- Lane, B. (1994). What is rural tourism? *Journal of Sustainable Tourism*, 2, 1&2, 7-21.
- Lasker, R., Weiss, E. & Miller, R. (2001). Partnership synergy: A practical framework for studying and strengthening the collaborative advantage. *The Millbank Quarterly*, 79, 2, 179-205.
- Leidecker, J., & Bruno, A. (1984). Identifying and Using Critical Success Factors. *Long Range Planning*, 17, 1, 23-32.
- Lewis, J., & Ritchie, J. (2003). Generalising from qualitative research. In Ritchie, J. & Lewis, J. (Eds.), *Qualitative research practice: A guide for social students and researchers* (pp. 263-286). London: Sage.
- Liu, A. (2006). Tourism in rural areas: Kedah, Malaysia. *Tourism Management*, 27, 878-889.
- Liu, J. (1994). *Pacific islands ecotourism: A public policy and planning guide*. Hawaii: Pacific Business Centre Programme, University of Hawaii.
- Liu, Z. (2003). Sustainable tourism development: A critique. *Journal of Sustainable Tourism*, 11, 6, 459-475.
- Luck, F. (2010). *Pro poor tourism: A successful tool for development aid - An analysis of lessons learnt*. Unpublished Degree Thesis. International Tourism Management and Consultancy (ITMC). NHTV Breda – University of Applied Sciences.

- MacDonald, R., & Jolliffe, L. (2003). Cultural rural tourism: Evidence from Canada. *Annals of Tourism Research*, 30, 2, 307–322.
- Majail, J., & Webber, D. A. (2006). Human dimension in conservation works in The Lower Kinabatangan: Sharing PFW's Experience, Kinabatangan Landscape Conservation Initiative. World Wide Fund for Nature Malaysia (Borneo Program). Fourth Sabah-Sarawak Environmental Convention.
- Malaysia, (2006). *9th Malaysia Plan*. Government of Malaysia Printers: Kuala Lumpur.
- Malaysia, (1986). *Rancangan Malaysia Kelima, 1986-1990*. Kuala Lumpur: Jabatan Percetakan Negara.
- Malaysia, (1991). *Rancangan Malaysia Keenam, 1991-1995*. Kuala Lumpur: Jabatan Percetakan Negara.
- Malaysia, (1996). *Rancangan Malaysia Ketujuh, 1996-2000*. Kuala Lumpur: Jabatan Percetakan Negara.
- Malaysia, (1999). *Kajian Separuh Penggal Rancangan Malaysia Ketujuh, 1996-2000*. Kuala Lumpur: Jabatan Percetakan Negara.
- Malaysia, Kementerian Kebudayaan, Kesenian dan Pelancongan. (1997). *Dasar dan Strategi Pelancongan Negara*. Kuala Lumpur: Percetakan Nasional Berhad.
- Malaysia, Kementerian Kewangan. (1989). *Laporan Ekonomi 1989/1990*. Kuala Lumpur: Jabatan Percetakan Negara.
- Malaysia, Kementerian Kewangan. (1998). *Laporan Ekonomi 1998/1999*. Kuala Lumpur: Percetakan Nasional Berhad.
- Malaysia, Kementerian Kewangan. (1999). *Laporan Ekonomi 1999/2000*. Kuala Lumpur: Percetakan Nasional Berhad.
- Mann, M. (2001). *The community tourism guide*. London: Earthscan.
- Manyara, G., & Jones, E. (2007). Community-based tourism enterprises development in Kenya: An exploration of their potential as avenues of poverty reduction. *Journal of Sustainable Tourism*, 15, 6, 628-644.
- Marsh, D., & Furlong, P. (2002). A skin not a pullover: Ontology and epistemology in political science. In Marsh, D. & Stoker, G. (Eds.), *Theory and methods in political science*. Basingstoke: Macmillan, forthcoming.
- Marshall, C., & Rossman, G. B. (2006). *Designing qualitative research*. 3rd Edition. Thousand Oak, California: Sage Publications.

- Mason, P., & Cheyne, C. (2000). Residents' attitude to proposed tourism development. *Annals of Tourism Research*, 27, 391-411.
- Mbaiwa, J. E. (2003). The socio-economic and environmental impacts of tourism development on the Okavango Delta, North-Western Botswana, *Journal of Arid Environments*, 54, 2, 447-467.
- McAlpin, M. (2008). Conservation and community-based development through ecotourism in the temperate rainforest of Southern Chile. *Policy Sci. Springer*, 41, 51-69.
- McCool, S. F., Moisey, R. N., & Nickerson, N. P. (2001). What should tourism sustain?: the disconnect with industry perceptions of useful indicators. *Journal of Travel Research*, 40, 124-131.
- Mcintyre, G. (1993). *Sustainable tourism development: Guide for local planners*. Madrid, Spain: World Tourism Organization.
- Meshack, V. M. (2004). Potential and limitations of stakeholders' participation in community-based projects: The case of Hanna Nassif roads and drains construction and maintenance in Dar es Salaam, Tanzania. *International Development Planning Review*, 26, 1, 61-82.
- Miles, M. B. & Huberman, A. M. (1994). *Qualitative data analysis: An expanded sourcebook*. London: Sage Publications.
- Ministry of Culture, Arts and Tourism. (2001). *Rural Tourism Master Plan*. Kuala Lumpur.
- Ministry of Culture, Arts and Tourism. (2001). *Rural Tourism Master Plan*. Kuala Lumpur: Author.
- Ministry of Tourism. (2009a). *Homestay Statistics 2008 Report*. Retrieved from <http://www.motour.gov.my.pdf>
- Ministry of Tourism. (2009b). *Statistik homestay sehingga 31Julai 2008*. Retrieved from <http://www.motour.gov.my.pdf>
- Mitchell, J. & Ashley, C. (2010). *Tourism and Poverty Reduction: Pathways to Prosperity*. London: Earthscan.
- Mitchell, J. & Ashley, C. (2010). *Tourism and poverty reduction: Pathways to prosperity*. UK: Earthscan.
- Mitchell, J. & Muckosy, P. (2008). *A misguided quest: Community-based tourism in Latin America* (ODI Opinion 102). London: Overseas Development Institute.

- Mitchell, M., & Hall, D. (2005). Rural tourism as sustainable business: Key themes and issues. In Hall, D., Kirkpatrick, I., & Mitchell, M. (Eds.), *Rural Tourism and Sustainable Business* (pp. 3-14). Clevedon: Channel Views.
- Mitchell, R. E. (2003). Community based tourism initiative. *E-review of tourism research (eRTR)*. 1, 1-16.
- Mitchell, R. E., & Eagles, P. F. J. (2001). An integrative approach in tourism: Lessons from the Andes of Peru. *Journal of Sustainable Tourism*, 9, 1, 4-28.
- Mitchell, R. E., & Reid, D. G. (2001). Community integration: Island tourism in Peru. *Annals of Tourism Research*, 28, 1, 113-139.
- Moeurn, V., Khim, L., & Sovanny, C. (2008). Good practice in Chambok community-based ecotourism project in Cambodia. In Steele, P., Fernando, N., & Weddikara, M. (Eds.), *Poverty reduction that works: Experience of scaling up development success*, London: Earthscan.
- Mohamad, N. H., Hamzah, A., Othman, R. N. R., Razzaq, A.R.A., & Khalifah, Z. (2011, October). CBET as a Business: Flourish or perish (pp. 107-123). 3rd World Ecotourism Conference. Sihanoukville, Cambodia.
- Mohamad, N. H., Razzaq, A. R. A, Khalifah, Z. and Hamzah, A. (2011). Staged authenticity: Lessons from Saung Angklung Udjo, Bandung, Indonesia. *Journal of Tourism, Hospitality and Culinary Arts*, 43-50. Retrieved from www.jthca.orang/Download/pdf/V2%20IS2/chap%205.pdf
- Moscardo, G. (Ed.) (2008). Community Capacity Building: an Emerging Challenge for Tourism Development. *Building Community Capacity For Tourism Development* (pp. 1-15). Oxfordshire, UK: CABI International.
- Mowforth, M. & Munt, I. (1998). *Tourism and sustainability: New tourism in the third world*. London and New York: Routledge.
- MTA (2011). Malaysia Tourism Awards: 2010-2011. Koperasi Pelancongan Mukim Batu Puteh Kinabatangan Bhd. Sandakan. Sabah.
- Murphy, C. (2003). Community tourism in Kunene: A review of five case studies for the WILD Project. *DEA Research Discussion Paper (Number 64)*.
- Murphy, C., & Halstead, L. (2003). The person with the idea for the campsite is a hero. Institutional Arrangements and livelihood change regarding community-owned Tourism Enterprise in Namibia. *DEA Research Discussion Paper (Number 61)*.

- Murphy, P. E. (1983). Tourism as a community industry: An ecological model of tourism development. *Tourism Management*, 4, 3, 180-193.
- Murphy, P. E. (1985). *Tourism: A community approach*. New York, NY: Methuen.
- Nimrod, G. (2010). Seniors' online communities: A quantitative content analysis. *The Gerontologist*, 50, 3, 382-392.
- Nowak, H. (2007). *Volunteer tourism as an alternative to or supplement of community-based development: A Ghanaian case study*. Unpublished Masters Thesis. York University. Toronto, Ontario.
- Nyaupane, P., Morais B., & Dowler, L. (2006). The role of community involvement and number/type of visitors on tourism impacts: A controlled comparison of Annapurna, Nepal and Northwest Yunnan, China. *Tourism Management*, 27, 6, 1373-1385.
- Okech, R. N. (2008). Promoting Rural Tourism in Kenya and Romania. The Annals of the Stefan cel Mare, University Suceava. *Fascicle of the Faculty of Economics and Public Administration* (No. 8).
- Ooi, S. T., Kohoi, G. & Yapp, J. (1994). Local participation in a nature tourism project: the Batu Punggul experience. In Ti, T. C. (Ed.), *Issues and challenges in developing nature tourism in Sabah, Kota Kinabalu* (pp. 69-78). Institute of Development Studies, Sabah.
- Page, S. J. & Getz, D. (1997). The business of rural tourism: International perspectives. In Page, S. J. & Getz, D. (Eds.), *The business of rural tourism: International perspectives*. London: International Thomson Press.
- Parker, C. (2000). *Performance Measurement*. Work Study, 49, 2, 63-66.
- Parnwell, M. J. G. (1993). Environmental Issues and Tourism in Thailand. In Hitchcock, M, King T & Parnwell, J. (Eds.), *Tourism in South East Asia* (286-302). Routledge: London.
- Parnwell, M. J. G., Hitchcock, M., & King, V. T. (1993). Environmental Issues and Tourism in Thailand. In Hitchcock M., King, V. T., & Parnwell, M. J. G. (Eds.), *Tourism in South East Asia*. (pp. 286-302). Routledge, London. Or CABI.
- Payne, J., (1996). *Sabah biodiversity conservation project - Kinabatangan multi disciplinary study*. Ministry of Tourism and Environmental Development, Sabah and Danish Co-operation for Environment and Development.
- Retrieved from [http://www.forest.sabah.gov.my/sustainable/Forest Plantations inSabah.pdf](http://www.forest.sabah.gov.my/sustainable/Forest%20Plantations%20inSabah.pdf).

- Palys, T. (2008). Purposive sampling. In L. M. Given (Ed.) *The sage encyclopedia of qualitative research methods*. Sage: Los Angeles, 2, 697-698.
- Pearce, P. L., Moscardo, G., & Ross, G. F. (1996). *Tourism Community Relationship*. Oxford, UK: Pergamon Press.
- Prochaska, J. O., Norcross, J. C., & Diclemente, C. C. (2013). Applying the stages of change. *Psychotherapy in Australia*, 19, 2, 10-15.
- Sakala, R. S. S. (2004). A research report - Towards establishing sustainability of community based development projects with special reference to Chisankane community project. St. Clements University. Retrieved from <http://www.stclements.edu/grad/gradsaka.pdf>.
- Sharpley, R. (2001). Sustainable rural tourism development: Ideal or idyll? In L. Roberts, & D. Hall (Eds.), *Rural tourism and recreation: Principles to practice* (pp 57-69). Wallingford: CABI.
- Singh, T. V. (2003). Tourism and development: Not an easy alliance. In R. N. Ghosh., M. A. Siddique., & R. Gabby. (Eds.), *Tourism and economic development: Case studies from the Indian Ocean region* (pp. 30–41). Aldershot: Ashgate Publishing.
- Pearce, P. L. (1990). Farm tourism in New Zealand: A social situation analysis. *Annals of Tourism Research*, 17, 3, 337-352.
- Pearce, P. L. (2008). Understanding How Tourism can Bring Sociocultural Benefits to Destination Communities. In Gianna Moscardo (Ed.), *Building community capacity for tourism development* (pp. 29-40). Oxfordshire, UK: CABI International.
- Peppers, K., & Gengler, C. (1998, December). An innovative approach, using critical success factors and personal constructs theory, for 'uncovering' high-value strategic IT project proposals for the firm. Tenth Workshop on Information Systems and Economics (WISE'98), New York, New York.
- Perry-Fingal, B. (2009). Warmmae Letang: A case study of community based tourism within the Morne Trois Pitons World Heritage Site, Dominica. (*CANARI Technical Report N°384*). Caribbean Natural Resources Institute.
- Philliber, S. G., Schwab, M. R., & Samsloss, G. (1980). *Social research: Guides to a decision-making process*. Itasca, IL: Peacock.
- Phillimore, J., & Goodson, L. (Eds.). (2004). *Qualitative research in tourism. ontologies, epistemologies and methodologies*. London: Routledge.

- Pinto, J., & Slevin, D. (1987). Critical factors in successful project implementation. *IEEE Transactions on Engineering Management*, 34, 1, 22-27.
- Priskin, J. (2001). Assessment of natural resources for nature-based tourism: The case of the central coast region of Western Australia. *Tourism Management*, 22, 637-648.
- Rahim, N. Z. A. (2009). *Multiple Perspectives of Open Source Software Appropriation in Malaysian Public Sector*. Unpublished PhD thesis. Faculty of Computer Science and Information Systems, Universiti Teknologi Malaysia, Malaysia.
- Reed, M. G. (1997). Power relations and community-based tourism planning. *Annals of Tourism Research*, 24, 3, 566-591.
- Reeder, R., & Brown, D. (2005). Rural areas benefit from recreation and tourism development. *Amber Waves*, 3, 4, 28-33.
- Reichel, A., Lowengart, O., & Miman, A. (2000). Rural tourism in Israel: Service quality and orientation. *Tourism Management*, 21, 5, 451-460.
- Reid, M. & Schwab, W. (2006). Barriers to Sustainable Development : Jordan's Sustainable Tourism Strategy. *Journal of Asian and African Studies*, 41(5-6), 439-457.
- Reijonen, H. (2008). Understanding the small business owner: What they really aim at and how this relates to firm performance - A case study In North Karelia, Eastern Finland. *Management Research News*, 31, 8, 616-629.
- Reijonen, H. & Komppula, R. (2007). Perception of success and its effect on small firm performance. *Journal of Small Business and Enterprise Development*, 14, 4, 689-701.
- Renard, Y. (2001). Practical strategies for pro-poor tourism: A case study of the St. Lucia heritage tourism programme. *Pro-poor Tourism (Working Paper No.7)*. International Institute for Environment and Development (IIED) and Overseas Development Institute (ODI). Retrieved from http://www.propoortourism.oranguk/ppt_pubs_workingpapers.html
- Responsible Ecological Social Tour (REST), (1997). Community based tourism handbook – Community-based tourism: Principles and meaning. Retrieved from <http://mekongtourism.orang/website/wp-content/uploads/downloads/2011/02/CBT-Handbook-Principles-and-Meanings-by-CBT-I-Thailand.pdf>

- Richter, P. (n .d.). Alternative tourism in Sri Lanka: An analysis of poverty-sensitive value chains. *Value Chain Promotion Project*, GTZ-INTEGRATION, Sri Lanka.
- Roberts, L., & Hall, D. (2001). *Rural tourism and recreation: Principles to practice*. Oxon: CABI Publishing.
- Robson, C. (1993). *Real world research: A resource for social scientists and practitioners-researchers*. Oxford: Blackwell.
- Robson, C. (2002). *Real world research: A resource for social scientists and practitioner-researchers*. 2nd Edition. Oxford: Blackwell.
- Rocharungsat, P. (2008). Community-based tourism in Asia. In Moscardo, G. (Ed.), *Building community capacity for tourism development* (pp. 60-74). Cambridge, MA: CABI International.
- Rocharungsat, P. (2004). *Community-based tourism: Perspective and future possibilities*. Unpublished PhD thesis. School of Business. James Cook University, Townville, Australia.
- Rocharungsat, P., & Pearce, P. L. (2004). Community-based tourism: The perspectives of professionals. Third Asia Pacific Forum for Graduate Students Research in Tourism. Beijing, China.
- Rocharungsat, P. (2005). Community based tourism: perspectives and future possibilities. PhD thesis, James Cook University. <http://researchonline.jcu.edu.au/1323/4/02whole.pdf>.
- Rockart, J. F. (1979). Chief executives define their own data needs. *Harvard Business Review*. 57(2), 81-93.
- Sakala, R. S. S. (2004). A research report - Towards establishing sustainability of community based development projects with special reference to Chisankane community project. St. Clements University. Retrieved from <http://www.stclements.edu/grad/gradsaka.pdf>.
- Salaheldin, S. I. (2009). Critical success factors for TQM implementation and their impact on performance of SMEs. *International Journal of Productivity and Performance Management*, 58, 3, 215-237.
- Schein, E. H. (1999). Empowerment, coercive, persuasion and organizational learning: Do they connect? *Learning Organization*, 6, 4, 163-172.
- Scheyvens, R. (1999). Ecotourism and the empowerment of local communities. *Tourism Management*, 20, 245-249.

- Scheyvens, R. (2003). Local involvement in managing tourism. In S. Singh., D. J. Tomothy & R., K. Dowling (Eds.), *Tourism in Destination Communities* (pp. 229- 252). Wallingford, Oxon: CABI Publishing.
- Scheyvens, R. (2007) Exploring the tourism-poverty nexus. In Hall M.C. (Ed.), *Pro-poor Tourism: Who Benefits?: Perspectives on Tourism and Poverty Reduction*. Channel View Publications.
- Schroeder, T. (2003). Background and motivations of resource-based tourism operators in the Northern Great Plains: A qualitative study. Retrieved from www.und.edu/instruct/tschroed/nattour1.pdf.
- Scoones, I. (1998). *Sustainable rural livelihoods: A framework for analysis*. Brighton, U.K. Institute of Development Studies, University of Sussex.
- Selin, S. (1999). Developing a typology of sustainable tourism partnerships. *Journal of Sustainable Tourism*, 7, 3&4.
- Selin, S. & Chavez, D. (1995). Developing a collaborative model for environmental planning and management. *Environmental Management*, 19, 2, 189–195.
- Sharpley, R. (2002a). The challenges of economic diversification through tourism: The case of Abu Dhabi. *International Journal of Tourism Research*, 4, 3, 221-235.
- Sharpley, R. (2002b). *The tourism business: An introduction*. Sunderland: Business Education Publishers.
- Sharpley, R. (2002). Tourism: A vehicle for development?. In Sharpley, R. & Telfer, D. J. (Eds.), *Tourism and development: Concepts and issues* (pp. 11-34). Clevedon: Channel View Publication.
- Simmons, D. G. (1994). Community participation in tourism planning. *Tourism Management*, 15, 2, 98-108.
- Simpson, K. (2001). Strategic planning and community involvement as contributors to sustainable tourism development. *Current Issues in Tourism*, 4, 1, 3-41.
- Simpson, M. C. (2008). Community benefit tourism initiatives - A conceptual oxymoron?. *Tourism Management* 29, 1, 1-18.
- Slater, S. F., & Narver, J. C. (2000). Intelligence generation and superior customer value. *Journal of Academy of Marketing Science*, 28, 1, 120–127.
- Smith, M. K. & Robinson M. (2006). Politics, power and play: The shifting context of cultural tourism. In Robinson, M., & Smith, M. (Eds.), *Cultural tourism in a changing world: Politics, participation, and (re) presentation* (pp 1-17). United Kingdom: Channel View Publications Ltd.

- Smith, V. L. & Eadington, W. R. (Eds.) (1992). *Tourism alternatives: Potentials and problems in the development of tourism*. Philadelphia: University of Pennsylvania Press.
- Sofield, T. (2009, July). *New paradigms and resilience for responsible and sustainable tourism in developing countries*. 1st World Ecotourism Conference 2009, Vientiane Lao PDR.
- Sofield, T. H. B. (2003). *Empowerment for sustainable tourism development*. Amsterdam, Netherlands: Pergamon.
- Stake, R.E. (1995). *The art of case study research*. Sage, Thousand Oaks: CA.
- Su, A. Y. L. (2004). Customer satisfaction measurement practice in Taiwan hotels. *International Journal of Hospitality Management*, 23, 4, 397-408.
- Szivas, E. (2001). Entrance into tourism entrepreneurship: A UK case study. *Tourism and Hospitality Research*, 3, 2, 163-72.
- Tan, A. (2009). Community development theory and practice: Bridging the divide between 'micro' and 'macro' levels of social work. NACSW Convention. Indianapolis, Indiana.
- Tashakkori, A., & Teddlie, C. (1998). *Mixed methodology: Combining qualitative and quantitative approaches*. Thousand Oaks, CA: Sage
- Telfer, D. J. (1996). *Development through economic linkages: Tourism and agriculture in Indonesia*. Unpublished PhD Dissertation. Waterloo: University of Waterloo.
- Telfer, D. J., & Sharpley, R. (2008) *Tourism and development in the developing world*. London: Routledge.
- Thakadu, O. T. (2005). Success factors in community based natural resources management in Northern Botswana: Lessons from practice. *Natural Resources Forum*, 29, 199-212.
- The International Ecotourism Society (TIES). (2010). <http://www.ecotourism.orang/what-is-ecotourism>.
- The Worldwide Fund for Nature. (2001). Competing with the best – Good practices of community based tourism in the Carribean. Retrieved from <http://www.onecaribbean.orang/content/files/part%201%20competing%20with%20best.pdf>.
- Timothy, D. J. (1999). Participatory planning: A view of tourism in Indonesia. *Annals of Tourism Research*, 26, 2, 371-391.

- Timothy, D. J. (2002). Tourism and community development issues. In Sharpley, R. & Telfer, D. J. (Eds.), *Tourism and development: Concepts and issues* (pp. 149-164). Clevedon: Channel View Publications.
- Timothy, D. J. & Tosun. C. (2003). Appropriate planning for tourism in destination communities: Participation, incremental growth and collaboration. In Singh, S., Tomothy, D. J., & Dowling, R. K. (Eds.), *Tourism in Destination Communities* (pp. 181-204). Wallingford, Oxon: CABI Publishing.
- Tooman, A. L. (1997). Applications of the life-cycle model in tourism. *Annals of Tourism Research*, 24, 1, 214-234.
- Tooman, A. L. (1997). Tourism and development. *Journal of Travel Research*, 35, 33-40.
- Tourism Malaysia. (2001). Malaysia Tourist Arrival, 2001. Retrieved from http://www.tourismmalaysia.gov.my/tourism_bak/report/2001b.html.
- Tosun, C. (2006). Expected nature of community participation in tourism development. *Tourism Management*, 27, 493 – 504.
- Urry, J. (1990). *The tourist gaze: Leisure and travel in contemporary societies*. London: Sage Publications.
- Verma, S. K. (2008). Cooperatives and tourism: An Asian perspective. Retrieved from <http://www.ica.coop/tica/cartagenaverma.pdf>
- Vignati, F., & Laumans, Q. (2009, August). *Value chain analysis as a kick off for tourism destination development in Maputo City*. International Conference on Sustainable Tourism in Developing Countries. Dar Es Salam, Tanzania. Retrieved from <http://www.snvworld.orang/en/Documents/Knowledge%20Publications/Value%20Chain%20Analysis%20as%20a%20Kick%20off%20for%20Tourism%20Destination%20Development%20in%20Maputo%20City.pdf>.
- Walker, E. & Brown, A. (2004). What success factors are important to small business owners? *International Small Business Journal*, 22, 6, 577-594.
- Walsham, G. (1993). *Interpreting information systems in organizations*. Chichester: Wiley.
- Wang, Y. (2006). Residents' attitudes toward tourism development: A case study of Washington, NC. Northeastern Recreation Research Symposium. 411-418.
- WCED. (1987). *Our Common Future, The World Commission on Environment and Development*.

- Wearing, S. (2001). Exploring socio-cultural impacts on local communities. In Weaver, D. B. (Ed.), *The encyclopedia of ecotourism* (pp. 395-410). Oxon, UK: CABI Publishing.
- Wearing, S. (2001). *Volunteer tourism: Seeking experiences that make a difference*. Wallingford: CABI Publishing.
- Wearing, S., & McDonald, M. (2002). The development of community-based tourism: Re-thinking the relationship between tour operators and development agents as intermediaries in rural and isolated area communities. *Journal of Sustainable Tourism*, 10, 3, 191-206.
- Weaver, D. B. (1995). Alternative tourism in Montserrat. *Tourism Management*, 16, 8, 593-604.
- Weinberg, A. S. (2000). Sustainable economic development in Rural America. *Annals of the American Academy of Political and Social Science*, 570, 173-185.
- Wilkinson, P. & Pratiwi, W. (1996). The question of scale in ecotourism: Case study of two small ecotour operators in the Mundo Maya Region of Central America. *Journal of Sustainable Tourism*, 4, 4, 183-200.
- Williams, J., & Lawson, R. (2001). Community Issues and Resident Opinions of Tourism. *Annals of Tourism Research*, 28, 2, 269-290.
- Williams, M., & May, T. (1996). *Introduction to the philosophy of social research*. London: UCL Press.
- Willis, A. (1994, December). For good measure: Tracking corporate performance moves beyond financial statement to recognize the environment and human well-being. ABI/INFORM Global. *CA Magazine*, 127, 6.
- Wilson, T. D. (1980). A case study in qualitative research?. *Social Science Information Studies*, 1, 241-246.
- Wilson, T. D., & Streatfield, D. R. (1980). You can observe a lot - A study of information use in local authority social service departments. Sheffield: Postgraduate School of Librarian-ship and Information Science (*Occasional Paper No. 12*). Retrieved from <http://informationr.net/tdw/publ/INISS>.
- Wilson, T. D., & Streatfield, D. R. (1981). Structured observation in the investigation of information need. *Social Science Information Studies*, 1, 173-184.
- World Bank Group. (2001). SME: World bank review of small business activities. World Bank Group Small and Medium Enterprise Department. Washington, D.C.

- World Commission on Environment and Development (WCED). (1987). *Our Common Future. Report of the World Commission on Environment and Development (The Brundtland Commission)*. Oxford: Oxford University Press.
- World Tourism Organisation (WTO). (1997). *Tourism market trends: Europe. Madrid*: World Tourism Organisation.
- World Tourism Organisation (WTO). (1998). Ecotourism-now one-fifth of market. World Tourism Organisation News.
- World Tourism Organisation (WTO). (1999). *Tourism: 2020 vision – Executive summary*. Madrid: World Tourism Organisation.
- World Tourism Organization (UNWTO). (2008). Competing with the best – Good practices of community based tourism in the Carribean. Retrieved from <http://www.onecaribbean.org/content/files/part%201%20competing%20with%20best.pdf>.
- World Wide Fund for Nature, Malaysia (WWF). (1992). Final Report: Sabah Conservation Strategy. Background and Analysis, 1. Petaling Jaya, Selangor: WWF.
- World Wide Fund for Nature, Malaysia (WWF). (2003). Kinabatangan. Newsletter. January-March, 2003.
- World Wide Fund of Nature, Malaysia (WWF). Kinabatangan, a Corridor of Life: A Vision for the Kinabatangan 2020. Partners for Wetlands, Lower Kinabatangan Floodplain Malaysia. Kota Kinabalu: WWF.
- Yin, R. K. (2009). *Case study research: design and methods*. 4th Edition. Thousand Oaks: Sage Publications.