

## **Institutional Frameworks in Community Based Tourism** *Policy Frameworks for an 'Inclusive India' with emphasis on Farmer Producer Organizations (FPOs)*

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### **Community Based Tourism: Genesis**

The concept of responsible tourism grew along the principles of sustainability that aimed to

- ✓ Reduce the disparity between economies (the developed – developing – underdeveloped spectrum).
- ✓ Relate business process and activities towards longevity of resources through conservative measures, viz. the focus on 'optimizing' and 'sustainability' rather than 'maximizing' and 'saturation'.

We can trace the genesis towards early mountaineers and explorers, who had a very intimate working relationship with their porters and other allied staff, owing to the extreme conditions they traversed in, a famous example of which is Sir Edmund Hillary's The Himalayan Trust formed in 1960.

As we observe, it was the post WWII period that tourism policies were directed as a means of bringing in socio-cultural benefits rather than just focusing on the earnings began to be formulated. The Hostelling movement started

by the German schoolteacher Richard Schirrmann in 1909 always continued unabated even during the politically tumultuous times.

However, as economies started recovering and people had the increasing propensity to travel (on an ideological scale, the ravaging face of human mortality depicted by these two wars had a huge impact on the 'living for the moment' philosophy, which then creeping back to the socio-political dynamics led to the hippie movement of the 1960s), the concept gained popularity with niches like backpacking or youth travel cropping up on an international scale.

Community based tourism grew as an off shoot of responsible tourism, and can be defined as 'tourism that takes environmental, social and cultural sustainability into account. It is managed and owned by the community, for the community, with the purpose of enabling visitors to increase their awareness and learn about the community and local ways of life.'

As the concept of sustainability grew around the 1980s, alongside the economic reforms that were taking place in developing

economies, the need to have small, self sustained and cross-linked business models came out as the most feasible approach to preserve the integrity of rural systems, agrarian or otherwise, a sustainable self-sustenance structure in themselves. It also promised an alternate source of income to supplement the lean agricultural periods, and emancipated out of small tribes looking for a source of income, while at the same time trying to preserve their cultural identity and curb urban migration.

While ecotourism moved towards strategies being chalked out towards environmental conservation, community based tourism looked to address the preservation of the socio-economic fabric of small communities, apart from ensuring the moral perspective of letting people manage their own resources, thereby increasing accountability, while the income from tourist activities acts as an incentive, as well as providing means to, conserve the natural and cultural resources (MI, 2010).

As the society is increasingly becoming aware of the urgent need to adopt conservation based approach towards development and sustenance, developed economies are taking the lead in formulating models that not only support tourism based activities supplementing not only the incomes, but also making a serious push towards a positive social evolution through cross-cultural interactions.

**Keywords:**

Community Tourism, Inclusive Growth, Policy, Governance, Entrepreneurship

**JEL Classification:**

JEL: L83

**Rationale and Underlying Concepts**

From the perception of community collaborations, we briefly look at two theories that determine the success of community based tourism enterprise.

**Social Exchange Theory (SET):** Social Exchange Theory holds that people or communities tend to trade their support for projects in exchange for the benefits they stand to get from those initiatives. In other words, the local residents' support for tourism will depend to a large extent on the benefits that they get or are likely to get from tourism. Hence it is by weighing the economic, social, cultural and environmental concerns that residents of a community decide whether to support tourism ventures or not.

**Theory of Reasoned Action (TRA):** It explains the relationship between positive attitude and positive behavior. This hierarchical model states that one's behaviour is determined by behavioural intent which in turn is influenced by attitudes and subjective norms (perceived social pressure for a particular behaviour) and both of these stem from one's set of beliefs. Research has established the validity of this (TRA) in a tourism context as it has been observed that tourists' perceptions about a certain activity influence their attitudes towards the activity and subsequently affect their behaviour when they participate in the activity. However, this theory finds flaws in areas like environmental compliance where community attitude is not a strong indicator (Nkemngu, 2015).

With the world increasingly coming into the grip of a sustainability driven frame of mind, empowering small and rural communities, enabling them to preserve their traditional lifestyles is the baseline of every long term growth strategy. In this backdrop, tourism ethics are gradually transforming from 'leisure' to 'experience', and niches involving the local community as a core component of the product have gained strong momentum, where 'involvement' and 'adaptation' to the

traditional lifestyle forms a crucial element of tourist behaviour.

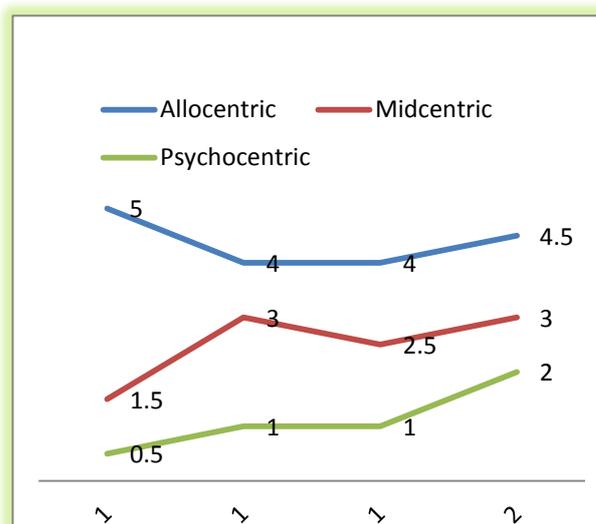
Such developments have taken the exclusivity of travel of such kind away from the domain of the allocentric tourist, increasingly catering to the midcentric, and in cases of well marketed models, a popular mass tourist activity (Smith, 2009).

Rather than focusing upon the facilities/amenities, service providers are now focusing on leveraging the 'experience' aspect of the trips, since the former have either been more or less been standardized the world over, and it is on the basis of the 'human' element that the product USPs are increasingly being defined. It is the focus on this 'experience' aspect which has led to rise of Indigenous Tourism as a full-fledged niche of its own, with product features being more 'activity' oriented, and 'interaction' between the tourist and the host underlying the core aspects.

As the industry evolves at a healthy pace, the necessity of institutional mechanisms that can regularize patterns of behavior between individuals and groups in society, and mediate environment-society relationships, becomes more apparent. The establishment of institutions based on a traditional authority system can enable role-players at a community (grassroots) level to introduce management systems that will consider their worldview and concomitant values.

However, it has been observed that unless these institutions evolve and directly start interacting with the market forces, there is a lack of effective efforts that can support the small, medium and micro enterprises, more specifically in and around local communities. The funding institutions, associated with the government, para-statal and private sector, are also not accessible in providing financial support to the emerging tourism small and developing enterprises. The industry thus remains untransformed without proper

planning mechanisms to ensure transformation of the sector (KHUZWAYO, 2012).



More often than not, the government and community representatives operate in asymmetric organizational structures. For community actors to acquire some leverage in their negotiations with the administration, they have to organize themselves into larger collectives that can bridge the gap between the local and the regional or national interest. It could be argued that all negotiation processes reflect prevailing power relations, and a community-based management model could mitigate such conflict, facilitate participation between communities and authorities at all levels and, eventually, benefit enterprise creation (Boonzaaier, 2012).

Studying this from an academic perspective, we observe that the field of business policy has primarily characterized organization-environment relationships in terms of constraints, choice, and competition; even when we expand the canvas from the firm to the population level, the managerial focus has tended to analyze and select strategies to compete within the constraints of the overall industry rather than devising business and corporate strategy. A gap has existed between recognition of increasing interconnectedness of the organizational environments and the

consequent need for collective, collaborative responses to mitigate turbulence.

The dynamic properties of these 'turbulent fields' arise from the interaction of the component organizations and from the field itself. In a turbulent field, competing organizations, all acting independently in many diverse directions, "produce unanticipated and dissonant consequences in the overall environment which they share," where dissonances increase as the field becomes more densely occupied.

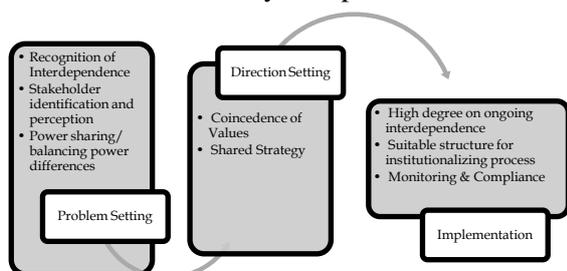


Figure 2: Collaboration Process for Community-Based Tourism Planning (Adapted from Gray (1985, 1989))

Studying context specific examples in India, six propositions have been highlighted by American scholars in the early 1990s that provide case specific administrative and institutional processes to guide collaborative community models in tourism.

**Proposition 1:** Collaboration for community-based tourism planning requires recognition of a high degree of interdependence in planning and managing the domain. Perceptions of interdependence may be enhanced by emphasizing the following aspects of interdependence in community tourism domains: sharing limited community amenities and resources (environmental, infra- and superstructure, recreational facilities, hospitality etc.), "potential negative impacts of tourism development on the socio-cultural and natural environment which, in turn, could affect the economic viability of the tourism industry in the community; fragmentation of the tourism industry and inability of one sector to effectively operate alone since a critical

mass of attractions, facilities, amenities is required.

**Proposition 2:** Collaboration requires recognition of individual and/or mutual benefits to be derived from the process. The mutual benefits include more effective and efficient tourism development (thereby improving the destination's competitive advantage)," greater degree of environmental and socio-cultural sustainability," and avoidance of conflict. Individual benefits are observed in: more effective representation for some groups," more resources for some groups to influence the planning domain; reduced uncertainty in a private firm's environment, thereby improving the firm's decision making and potential for success," more effective public sector management of scarce resources," and greater individual resident satisfaction.

**Proposition 3:** Collaboration for community-based tourism planning requires a perception that decisions arrived at will be implemented (i.e., the process has legitimacy and power to either make or strongly influence the planning decisions). In the tourism planning domain, the collaboration's legitimacy and power stems from: inclusion of key stakeholders; external mandate, or perception of a clear internal mandate (general objectives, purpose)," and presence of adequate resources to carry out the process and implement outcomes.

**Proposition 4:** Collaboration for tourism destination planning depends on encompassing the following key stakeholder groups: local government plus other public organizations have a direct bearing on resource allocation; tourism industry associations and sectors such as Chamber of Commerce, Convention and Visitor Bureau, and regional tourist authority," resident organizations (community groups); social agencies (e.g., school boards, hospitals)," and special interest groups.

**Proposition 5:** A convener is required to initiate and facilitate community-based tourism collaboration. The convener should have the following characteristics: legitimacy, expertise, resources, plus authority, and may be derived from a government agency, an industry firm, or group such as the local Chamber of Commerce, or the local tourist organization (e.g., convention and visitors bureau).

**Proposition 6:** An effective community collaboration process for strategic tourism planning for the destination requires: formulation of a vision statement on desired tourism development and growth; joint formulation of tourism goals and objectives; self-regulation of the planning and development domain through the establishment of a collaborative (referent) organization to assist with ongoing adjustment of these strategies through monitoring and revisions (Tazim B. Jamal, 1995).

Looking at the above propositions from the view point of the decision makers, be it the government, the local community or the private sector players, two distinct set of 'functions' or 'responsibilities' emerge. As per Mitchell and Eagles, the shared characteristics include:

- ✓ Achieving legitimacy in the community
- ✓ Assuming an activist or an advocate role
- ✓ Building on community strength
- ✓ Clarifying possibility

The UN World Tourism Organization also condenses the states' functions into the following thematic areas.

- ✓ The coordinating function
- ✓ The legislative function
- ✓ The planning function
- ✓ The financial function

### **Community Based Tourism Catalyzing Rural India**

As per the Planning Commission an investment of Rs. 10 lakh creates 78 jobs in the tourism sector as compared to 18 jobs in manufacturing and 45 in agriculture sector. This aptly positions tourism in India as a 'livelihood generator'. Greater worldwide prosperity is expected to create demand for newer tourist destinations across the world. Many European and Asian countries have demonstrated that a thriving tourism sector can create a large number of jobs, not just in services but also in transportation, small scale manufacturing, cottage industries and retail.

Indigenous tourism strategies are required as the local people are best placed to provide the goods and services that tourists require. While appropriate policy frameworks exist at both national and state levels, the lack of a cohesive policy for an implementation interface tends to hamper greater community participation, leading to Indian tourist destinations being largely characterized by monuments and landscapes, but not communities and ecosystems.

### **Policy over Product: Realizing the indispensability of Institutional Innovation**

One of the major caveats with the current CBT frameworks in India (and also many other developing nations) is the heavy reliance on a 'Policy Interpreter' or 'Implementation Agency'. While initial project development and model conceptualization does require these entities to lay out the broad operational strategy and ensure implementation, it has been observed that a majority of these ventures do not move beyond the 'project' or 'pilot' stage, as the local communities are restricted to the 'product' unable to comprehend the policy dimensions which hampers the ability to create sustainable on-ground businesses.

As we strive to achieve the mission of 'Inclusive Growth', communities need to become efficient managers in addition to being

product suppliers. India already has large repository of CBT products, and last mile benefits can be ensured only when the local communities understand their institutional mechanisms, including their interaction with policies and products. The creation of institutions needs to take precedence over creation of products and services through community-based and mutually controlled enterprises that exist to serve the identified needs of a specific community including worker-owned cooperatives, producer organizations, credit unions, community-based training organizations and volunteer-run projects among others.

### **The Social Approach to PPP: Achieving Scale in Community Tourism Enterprises and Creating Sustainable Value Chain Linkages**

In a burgeoning economy, Public Private Partnerships are essential tools to ensure that stakeholder engagement, especially government and large enterprises, shift from delivering services directly, to service management and coordination, entrusting last mile implementation to the local community. Not only are PPP structure more amenable to structured funds and sustainable finance, tourism is one of the sectors where this 'social' aspect of PPP is omnipresent, with focus on community enterprises that can deliver the 'entrepreneur-owner-manager' model at the grassroots.

The large corporate organizations, especially the hospitality conglomerates that offer 'authentic' and 'traditional' experiences to their clients, have an important role to play here. Not only can they help develop quality tourism products for the local communities and hone their skills, the long term vision should be to integrate these as a part of their own product portfolio. We need an effective policy mechanism that can ensure this Value Chain Linkage in the short to medium term. One possible avenue is channelizing CSR

spending from the hospitality sector into the development of skills and markets for community tourism ventures (Rocharungsat, 2005).

### **Farmer Producer Organizations (FPOs) – Brief introduction**

India's agrarian backdrop forms the backbone of our rural economy. With a majority of the rural populace involved in agriculture and allied activities against the constraints of small land holdings, access to capital, technology and market, collaborative community structures have evolved to offer implementation solutions at the grassroots.

Several initiatives have been taken by the Government, financial institutions such as NABARD, private donor organizations, financial institutions and many other institutions to support the growth of the FPOs and facilitate their emergence as successful business enterprises. Small Farmers' Agribusiness Consortium (SFAC) particularly was mandated by the Government to support formation of FPOs. SFAC's initiative, started in 2011-12 under two Central Government Schemes - the National Vegetable Initiative for Urban Clusters (NVIUC) and the Integrated Development of 600,000 pulses villages in rainfed areas - has since expanded its scope, and includes. Special FPO projects being taken up by some State Governments under the Rashtriya Krishi Vikas Yojana (RKVY) funds and the National Demonstration Projects under the National Food Security Mission (NFSM).

With large scale promotion of FPOs, the Government of India has initiated the following policies to create an enabling ecosystem to strengthen the FPOs.

- ✓ The National Policy and Process Guidelines for Farmer Producer Organizations in March 2013, laying the framework for mobilization of

FPOs with a dedicated source of funding from the RKVY programmes.

- ✓ “Equity Grant and Credit Guarantee Fund Scheme” for FPOs in January, 2014, enabling the FPOs to access a grant up to INR 10.00 lakh to double members’ equity and seek collateral-free loan up to INR 1.00 crore from banks, which in turn can seek 85 percent cover from the Credit Guarantee Fund.
- ✓ All major centrally sponsored schemes of the Department of Agriculture and Cooperation (DAC) have incorporated special provisions for promotion and development of FPOs during the 12<sup>th</sup> Plan.
- ✓ SFAC has been designated as a central procurement agency to undertake price support operations under the Minimum Support Price (MSP) programmes for pulses and oilseeds and it will operate only through FPOs at the farm gate.
- ✓ The Union Budget, 2014-15 proposed to supplement NABARD’s Producers Organization Development Fund with a sum of INR 200 crore which will be utilized for building 2,000 FPOs across the country over the next two years.
- ✓ Accordingly, NABARD launched its INR 2,000 crore Food Processing Fund in November 2014 where FPOs will be one of the recipients. In line with these initiatives, the DAC announced 2014 as the “Year of the Farmer Producer Organizations”.
- ✓ Till October 2014, SFAC organized 238,139 farmers into Farmer Interest Groups (FIGs), in turn, to federate into 218 registered FPOs and 19 more are

in the pipeline. To add to this, SFAC is promoting 150 new FPOs in West Bengal and Madhya Pradesh (Monika Khanna).

### **FPOs and Tourism: Offering Diversified Livelihood Opportunities**

Farmer Producer Organizations (FPOs) envisage aggregate small and marginal farmers and provide the critical mass or scale which can provide critical inputs and access to these individuals. Although the backdrop of FPOs has traditionally been restricted to agriculture and allied activities, recent years have seen tourism emerge as an important source of incomes for FPOs, in some cases even exceeding the core agricultural income.

We discuss below a few case studies of FPOs followed by an elaborate study of community Destination Management Organizations (cDMOs) to elucidate how focus on institutional innovation can ensure better sustainability of community based tourism ventures in the hinterland.

#### ***Case Study 1: Agri Tourism Development Corporation, Maharashtra***

Founded by Mr. Pandurang Tarawe in 2005, ATDC’s goals are to develop and promote agricultural tourism (agri-tourism) as a potential vehicle for diversifying and stabilizing rural economies by creating jobs, increasing community income, providing a broader market base for local business, and attracting tourists to the area, thereby supporting the growth of small tourism industries. ATDC has appointed a guidance assistance committee to offer farmers technical know-how and consulting services to help them with the preparation of project reports and sales & marketing activities. Since the inception of the programme, farmers across the state have experienced a 25% growth in

their income.

Policy Linkage: in 2007, the state government promoted the integrated farming module scheme jointly with the ATDC, the agriculture department, the Pune District Committee, Pune District Co-operative Bank, Mahatma Pune Agriculture University, and the Pune District Council, and has assisted with the development of additional tourism accommodations, road networks, and electrification in support of these agri-tourism initiatives. Since 2008, ATDC has also organized the “Kriushi Paryatan Gaurav Puraskaar,” an awards programme which honours those who have helped to promote the concept of agro-tourism (World Travel & Tourism Council, 2012)

#### ***Case Study 2: Dev Bhumi Natural Products Producers Co. Ltd (DNPPCL), Uttarakhand***

Dev Bhumi Natural Products Producers Co. Ltd (DNPPCL) is a community-owned company with a vision to create conservation through enterprise. It works towards this goal by actively promoting its core activities — such as sericulture, organic honey, organic spices and eco-tourism — in some of the remote villages of Uttarakhand. DNPPCL works closely with 4,500 primary producers, including 3,500 shareholders who're also involved in the commercial cultivation of some of these products. These activities are spread out over 450-odd remote villages in the five districts of Rudraprayag, Chamoli, Tehri, Uttarkashi and Pauri Garhwal in Uttarakhand.

By creating a strong supply chain - along with operational and managerial support – Dev Bhumi has created a strong presence in a highly competitive market and be at par with the best. The model has also been able to leverage the financial resources needed for working capital so as to assist primary producers from the National Bank for Agriculture and Rural Development

(NABARD) and Friends of Women's World Banking (FWWB) (Small Farmers' Agribusiness Consortium (SFAC), 2014).

#### ***Case Study 3: Self Employed Women's Association (SEWA), Gujarat***

SEWA – which has 1.3 million members, two-thirds of whom are rural – helps its members gain full employment and self-reliance through cooperative mechanisms. SEWA started an Eco-tourism project under the name SEWA Eco Tourism by converting a 10 acres waste land at Ganeshpura. During the last 7 years, SEWA has been focusing on training and placing a management framework for tourism activities.

Facilities are created inside the cooperatives so that tourist from urban area can visit and relax for a day with a minimum charge of INR 150 that included breakfast, lunch and tea. There has been good response from the domestic market with a diverse range of visitors that include Bank Officer, Advocates, School Children, Senior Citizens, Forest Officers (Sahoo, 2011).

#### ***Project Study: Edge of India- Cooperative Tourism Development Project, Uttarakhand***

##### **Project Partners:**

- ✓ Public & Social Policies Management (PSPM) Group, YES BANK, India – Country Manager
- ✓ Queen Margaret University, Scotland – Project Manager
- ✓ Dunira Strategy, Scotland – Strategic Advisors, Project Coordination
- ✓ eZone Software, Scotland – Software Development and Support

### 1. Case Synopsis:

Funded by the Scottish Government through its International Development Fund (IDF) under the South Asia Development Programme, this project envisages establishing a scalable model for sustainable economic development in tourism, adapted to an Indian context by applying co-operative principles to destination management and tourism development in India.

Building on Scottish expertise and Indian knowledge, the project aims to deliver sustainable economic development in some of the most socially and economically disadvantaged districts of India by building the capacity of local communities to realize the potential value of their natural and cultural heritage to create tourism enterprise opportunities through a co-operative destination management organization model that draws on Scottish expertise and the transfer of skills in community-led regeneration and innovative marketing.

The first pilots are now active in the states of Uttarakhand and West Bengal, and the next stage envisages replication of the model across other parts of the country to create an extensive community tourism network across the country based on cooperative principles.

### 2. Case Analysis

#### a. Issues/ Rationale:

Tourism has long been identified as one of the sunrise sectors for India which can serve the dual purpose of not only earning foreign exchange as well as the disposable domestic income but also boosting inclusion. With its backward and forward linkages and local connect, tourism becomes an important driver of equitable growth and prosperity offering an alternative source of livelihood, development and growth in remote locations, preservation of local skills, enterprise development at the micro level,

and sustainable environment management. In India, while tourism is one of the largest employers, it remains grossly underutilized as a means of creating sustainable financial inclusion.

The concept of Cooperative Tourism aims to deliver sustainable economic development by building the capacity of local communities to realize the potential value of their natural and cultural heritage to create tourism enterprise opportunities through a co-operative destination management organization model, which not only supplement incomes, but act as an incentive (or motivational factor) to preserve local art and culture, and maintain traditional practices like architecture, cuisine, clothing etc.

It is observed that currently most of the offerings in niche tourism areas are based on individual private efforts, and as a consequence the socio-economic benefits often do not percolate to a large part of the stakeholder community, and there is minimal sensitization about tourism and its benefits, which inhibits the potential of rural entrepreneurship in this sphere.

This is where the cooperative model can help bridge the divide. Rather than individual efforts being driven single-handedly, the cooperative model brings all the aspects of a tourism product under the ambit of a cooperative structure, which not only controls the structure and volume of tourist activity, but ensures that the entire destination is promoted rather than fragmented independent entities.

#### b. Description of the process – Approach, Tools & Techniques Used

Each of the destination clusters are selected with different criteria so that the model can be tested in different social-economic and political environments as

well as varying geographies to further refine the model as it is being implemented. Given below is a brief description of the methodology followed.

**Step 1: Ascertain Macro Parameters**

While looking at developing community based tourism models, three major broad parameters are considered, which would test the model in varying conditions, and an emerging product in the context of Indian tourism.

- ✓ An area with a strong tourism product unable to realize its potential
- ✓ An area within an already popular circuit unable to reap the benefits of tourist activity
- ✓ A remote area plagued by socio-natural calamities

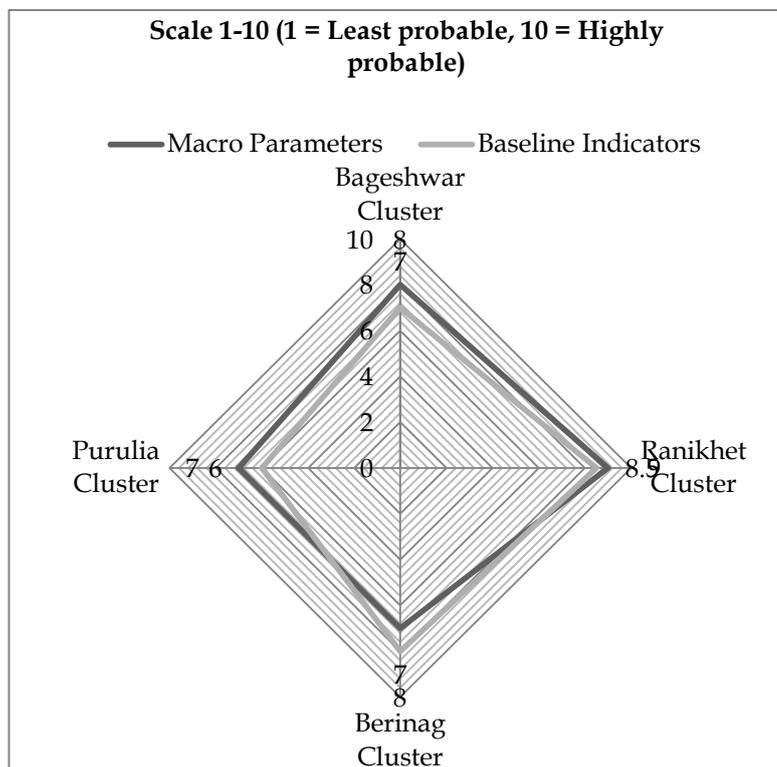
**Step 2: Collate Baseline Indicators**

The baseline indicators comprise of the following key parameters:

Combining the derivations of steps 1 and 2 above, we arrive at a feasibility spectrum. The districts/ destinations thus narrowed down lie diversified across the spectrum to test the model under different scenarios.

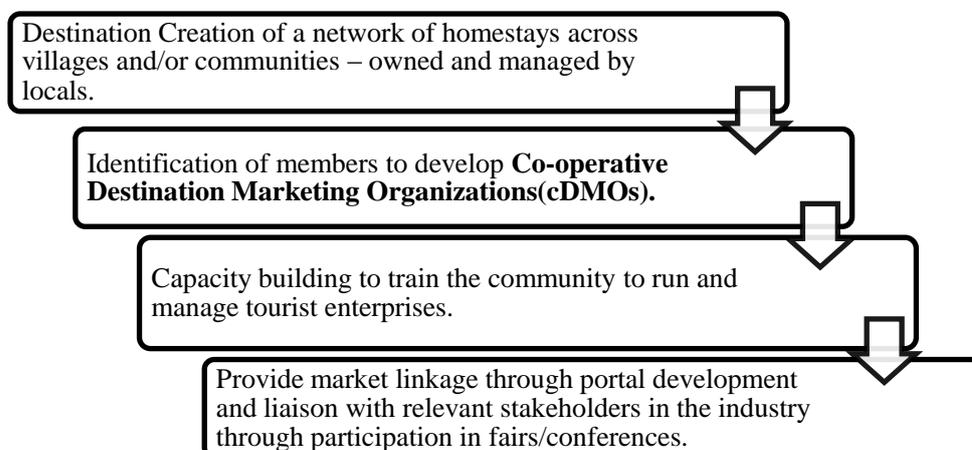
General	Cooperatives	Tourism
<ul style="list-style-type: none"> <li>•Socio-economic Profile</li> <li>•Resources and Infrastructure</li> <li>•Major sectors/ sources of subsistence</li> <li>•Unemployment</li> <li>•Education &amp; Training</li> <li>•Medical Facilities</li> </ul>	<ul style="list-style-type: none"> <li>•Current Cooperatives/ Similar Projects</li> <li>•Potential of development partnerships</li> </ul>	<ul style="list-style-type: none"> <li>•Tourism Products in the Region</li> <li>•Uniqueness of Tourism Products</li> <li>•New/ Offbeat Tourism Products</li> <li>•Current Tour Operators/ Travel Agents offering the destination</li> <li>•Accessibility/ Amenities</li> <li>•Receptiveness of local community towards tourism</li> <li>•Available Infrastructure</li> </ul>

**Figure 3: Baseline Indicators for Site Selection**



**Figure 4: Diversifying Nature of Selected Sites**

The initial research and assessment process is followed by capacity building programs.



**Figure 5: Process Chart for setting up Collaborative Community Structures**

**c. Challenges faced/ Problems to be Resolved**

The key issues are primarily identified through field research and interaction with the local communities. The cooperatives also present their problems during the capacity building process.

While interventions involving external factors/ agencies are indispensable to areas like infrastructure, roads etc, the discussions focus upon internal resolution, at least till the point where external assistance arrives.

- ✓ While there is a lot of ready infrastructure available for utilization, the local communities need capital to upgrade the existing infrastructure and present a competitive product in the market.
- ✓ While there is comparatively a ready inventory of homestays in Uttarakhand, there are hardly any such houses in the Purulia region.
- ✓ Also, sanitation and hygiene is a major issue. While the local authorities are working upon the same, progress is taking time.

Since the project funds support only capacity building and market linkage activities, other issues are tackled using a two-pronged strategy:

1. Look at various government and other development agencies offering assistance in revamping on-ground infrastructures, and link the cooperatives with the relevant schemes.
2. Simultaneously, encourage the cooperative members to indulge in tourism activities by using alternative channels and linkages. For instance, in order to tackle the paucity of homestays, the destinations in Uttarakhand were chosen keeping in mind the ready availability of rooms that could be modified with minimal investment by the homestay owners themselves. Alternatively, in Purulia, the cooperative society started collecting funds to upgrade their homestays, in the meanwhile pitching up campsites during the festival/ tourist season.



**Figure 6: Training Areas**



**Figure 7: Three level support approach**

As shown in the figure above, the initial focus is upon the cooperatives coming up with their own action plan for problem resolution, forging partnerships with key developmental organizations working in the region, and setting the ball rolling on market linkages, since the promotional process is expected to have a long gestation period, and the sale and promotion structures should be in place when the product is ready.

The capacity building measures have a strong ethos of 'Train the Trainer' approach, which focuses upon enabling a group within a cluster

- ✓ Though it is expected that the CDMOs would evolve into

to be able to impart their learnings on to the rest of the communities. This has the following advantages.

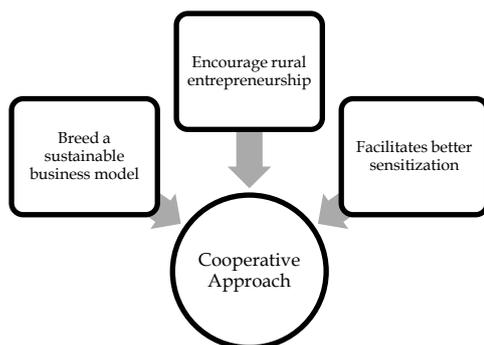
1. Capacity building can be a regular and frequent process, even in remote areas.
2. The modules would automatically evolve as the 'collective knowledge' about tourism grows in the region.

### 3. Underlying principles involved

#### a) Stakeholder alignment

- ✓ The rationale behind using an approach based on cooperative principles is to ensure that the initial on-ground development is 'inclusive' in nature.
- competitive business models in the long run and encourage rural entrepreneurs to come up with their

own tourism enterprises, initiating with a cooperative approach



**Figure 8: Cooperative-led approach**

excites the local communities more homogenously, and makes the sensitization process easier.

#### **b) People Focus**

- ✓ The initial set of capacity building activities were preceded by two phases of Content Identification and Consolidation Workshops, one held with academicians and renowned personalities in the field of tourism in the region, and the second one with the cooperative members. It was the feedback from these workshops that was used to design future modules as

per the requirement of each cluster/district.

- ✓ The project has a strong focus on developing 'skills' and enhancing 'capabilities' through intensive training and using the cooperative approach. It is expected that suitably sensitizing and training the communities would automatically enable them to work out the nuances of configuring, marketing and operating the tourism products.

#### **c) Process**

- ✓ The project is focused on redefining the institutional structures and the way in which they interact with one another.
- ✓ Setting up individual cooperative models is the first stage of the process. The next crucial phase goes towards laying out the roadmap for creating a network of such cooperatives across the country, and identifying how efficiently the skills that have set up the model in one region can be adaptively imparted across other regions.

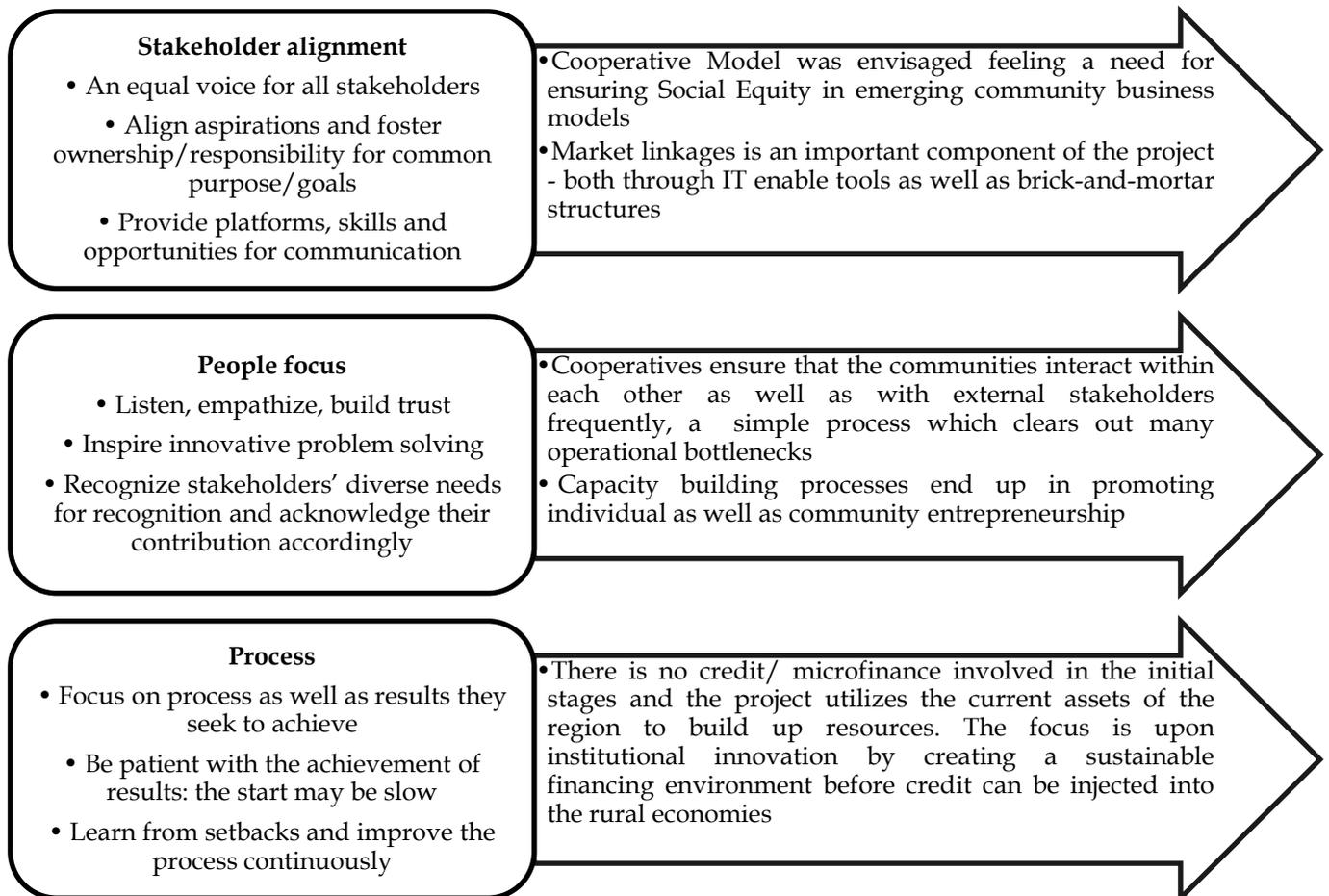


Figure 9: Reconciliation with project objectives

## Conclusion

The vast kaleidoscope of India's natural and cultural heritage abounds with endless vibrancy and variety that is waiting to be explored, and Community Based Tourism will be the driving force which will drive tourism growth by reaping our rich demographic dividend. Tourism is one of the few sectors where rural entrepreneurship has shown a steady progress, and with the right policy impetus, there are endless opportunities that can mushroom out of CBT enterprises towards ensuring social equity in a fast growing economy.

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