ENHANCING COMMUNITY INVOLVEMENT IN DEVELOPING TOURISM INDUSTRY OF BANGLADESH: A CONCEPTUAL FRAMEWORK

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ABSTRACT

Sustainable development of tourism industry has been a widely discussed issue among the concerned ones in Bangladesh. In recent years, Bangladesh is trying to capture a chunk of this billion dollar industry booming around the region. Being promisingly rich in natural landscape and indigenous population, eco-tourism and tribal/rural-tourism are the two wings of this versatile industry where Bangladesh has exploitable opportunities to set a strong foot-print. But the country has been falling short in becoming a preferred tourist destination. Among the vital reasons, lack of community involvement in the tourism industry has been blamed significantly but has drawn least attention of the researchers and policy makers. The study aims at exploring the anatomies of the problem and proposing a conceptual framework for a sustainable development of the tourism industry of Bangladesh through enhanced participation of the community. The study encompasses the different aspects and opportunities of local community involvement in tourism industry of Bangladesh and proposes some strategies that would result in its sustainable and competitive growth. Qualitative and secondary data based in nature, the study encompasses discussions on the contemporary issues and literatures on community involvement in tourism industry as the background. The outcome of this study is a conceptual framework which can be implemented for ensuring a mutually profiting involvement of the local community in the tourism industry of Bangladesh. The study chalked out some strategies for effectively engaging the community for a sustainable development of the industry.

Keywords: Tourism industry, Sustainable development, community involvement, Conceptual framework, policies and strategies.

Disciplinary Track Area of Study: Tourism, Regional Development

1. INTRODUCTION

Tourism is the world's largest industry and one of the fastest growing industries worldwide (UNCTAD, 2007). At present, the income from the tourism industry accounts for one tenth of the world totals, and one tenth of the world's workforce are employed in the industry. It is expected to have doubled in size by the year 2015. Nowadays, tourism is increasingly becoming

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an important economic sector in many developing and even, least developed countries (Honeck, 2008; UNCTAD, 2007). The World Tourism Organization in it's 'Tourism 2020 Vision' (September 2009) forecasts that the global tourist arrivals are expected to reach nearly 1.6 billion by the year 2020, of which the South Asian region will have 19 millions of tourists that will account for 1.2 percent of the world total. In 2006 the international tourism receipts totaled 733 billion US$ per year or 2 billion US$ a day (World Tourism Organization, 2009). Tourism represents around 35% of the world's exports of services and over 70% in Least Developed Countries (LDCs) (World Tourism Organization, 2009). Among the world total turnover of tourists, 25 percent are visiting the developing and least developed countries (Ashley & Roe, 1998). Bangladesh, as a least developed country with attractive natural landscape and indigenous population has a prospective opportunity to capture a significant share of this industry turnover. Along with nature based tourism (sea, mountain etc.), Bangladesh also has mentionable opportunities to develop its tourism industry based on its colorful and diverse rural and tribal terrains. But despite of numerous tourism development activities and programs, Bangladesh is falling short of the expected growth in the industry compared to other LDC countries. As Musselwhite (2009) pointed that, the equitable community participation in tourism planning and activities are the central issues to the success of sustainable tourism development initiatives. The United Nations currently classifies 50 nations as LDCs due to their low GDP per capita, weak human assets and high economic vulnerability (Spenceley, 2008; UN-OHRLLS, 2007). The tourism sector has proved continued and strong growth in most of these countries characterized with high levels of widespread poverty (Honeck, 2008; UNCTAD, 2007). Some other factors that contribute to this growth, include a growing demand from developed-country tourists along with abundant tourist assets available, both the natural environment and culture (Scheyvens, 2007; UNCTAD, 2007). The industry's economic potential in LDCs is favorably reflected in its importance as a source of foreign exchange earnings and its contribution to national economies (Honeck, 2008; UNCTAD, 2007). In many of these countries, tourism has become one of the main contributors of their GDP. In addition, the growth of tourism in LDCs, today, is impressive in terms of tourist arrivals, foreign exchange revenues, and jobs. The tourism receipts specifically for LDCs have more than doubled over the last ten years, from US$ 2,257 million in 1995 to US$ 5,955 in 2006 (Ashley & Roe, 1998). Consequently, the annual growth of international tourism receipts in LDCs has doubled over the same period and their overall market share has increased impressively.

This article is the introduction to a newer but very important policy issue for the sustainable development of the tourism industry of Bangladesh. The article starts with discussions on contemporary issues of community based tourism and the significance of community involvement for the sustainable development of tourism industry from a holistic point of view with a narrowed focus on Bangladesh perspective. The article opts to devise a conceptual framework for the enhancement of community involvement in Bangladesh's tourism industry development and suggests some policy-strategies.

2. OBJECTIVES OF THE STUDY

This study generally seeks to determine how the local communities in Bangladesh can be integrated into the country's tourism industry through their active and mutually benefiting

participation. The study aims to explore the concept of community based tourism (CBT) as the foundation for community involvement in tourism industry. The study bears the following objectives:

1. To review the literatures related to community involvement in tourism to build up the foundation for a framework.

2. To identify the factors influencing the involvement of local community in tourism.

3. To identify the challenges and constraints in local community involvement in tourism industry.

4. To construct a conceptual framework comprising the ways that local community can become involved in the tourism industry and different methods to eradicate the challenges and constraints therein.

5. To suggest some strategies to ensure a proper implementation and expected outcomes of the framework in the tourism sector of Bangladesh.

3. DISCUSSIONS ON CONTEMPORARY ISSUES OF CBT AND CIT

3.1. The Concept of Community Based Tourism

The use of the term 'community' is sometimes based on an incorrect assumption that it comprises a single homogeneous unit. The term 'community' in its broadest sense, encompasses a heterogeneous set of local people that has a common interest in the resources of an area, although with stratification and conflicts. A community therefore represents users of a resource rather than a homogenous resident unit.

The concept of 'Community Based Tourism' or CBT can be defined as a visitor-host interaction that has meaningful participation by both and generates economic and conservation benefits for local communities and the environment. There is a growing and more genuine appreciation of the need for increased community involvement in tourism planning (Van Harssel, 1994) to help preserve and maintain unique, special, or valued local features and tourism attractions. Community-based tourism is a form of tourism where the local community has substantial control over, and involvement in, its development and management, and a major proportion of the benefits remain within the community. According to Tsinghua (2002), community participation in tourism is regarded as the critical and indispensable way for sustainable development of the community and industry but not as an isolated process. The principal elements affecting community integration are:

1. Community members are willing to cooperate with each other, which is the basic premise for community integration.

2. Community members can attain equal distribution of local benefits in terms of revenues and employment, which is the motivation of community integration.

3. Local residents have a relatively high degree of control and management of tourism service.

4. Community has certain ability of integrating local traditional culture with heterogeneous culture.

3.2. The Need for Community Involvement in Tourism

In recent years, Community Involvement in Tourism (CIT) has been receiving increasing attention from a variety of levels. Ashley and Roe (1998) has identified a number of reasons for this increasing emphasis. The vital ones are as follows:

1. CIT acts as an element of local economic development, thus offering new opportunities and alternatives to existing livelihood strategies.

2. CIT acts as an element of conservation through realizing tangible benefits from natural resource management and ensuring incentives for continued conservation.

3. CIT represents opportunities to diversify the tourism activities, thus enhancing the overall industry turnover.

Thus there are essentially three goals of CIT - local development, conservation and tourism industry development. CIT involves a number of different stakeholders all of whom have an interest in one or more of these perspectives. To residents living in or near tourist destinations, tourism can offer new opportunities for jobs, enterprises and skill development. The tourism industry is recognizing the need to work with local people because of their central role in maintaining cultural and natural heritage, which are of interest to tourists.

3.3. Community Involvement for Sustainable Tourism Development

Community participation has become a common element in many development initiatives that assume participatory methods and has been promoted to address the inefficiency of highly centralized development approaches particularly in the developing world (Baral and Heinen, 2007). Ribot (2004) pointed out that, many development initiatives solicit the participation of concerned stakeholders at the relevant level for the ensuring efficiency and equity of the programs, meeting the demands of local communities and for sustainability of the development initiatives. The real outcome for ensuring community participation is bringing the stakeholders, especially local communities inside the mainstream of development activities (Havel, 1996; Songorwa, 1999). However, unless institutions and the legal-policy framework that facilitate local participation are in place, community participation initiatives are less likely to succeed (Havel, 1996; Tosun, 2006; Wang & Wall, 2005). Active community participation is a key to building an empowered community. Arnstein (1969) states that the purpose of community participation is power redistribution, thereby enabling society to fairly redistribute the benefits and costs of its activities. In the context of tourism planning and implementation, Haywood (1988) defines community participation as a process of involving all stakeholders (local government officials, local citizens, architects, developers, business people, and planners) in such way that decision-making is shared.

Numerous attempts have been taken by the scholars to develop useful models that conceptualize community participation in development initiatives. But most of them are not related particularly to any economic sector (Tosun, 2000 & 2006). Their studies focused mostly on participatory development approaches though they offer a useful tools towards a more authentic and interactive community participation (Tosun, 2006). Tosun (2000), after reviewing these studies, examined community participation in the tourism industry and designed the first

applicable model specifically for the tourism industry. His model suggested three forms of participation that allows participation of people, citizens or a host community in local, regional or national levels. These are: spontaneous community participation, coercive community participation and induced community participation.

In reference to the studies and concepts given by the studies, it can be inferred that, the key consideration in tourism development is sustainability, which cannot be achieved without community support (Vincent and Thompson, 2002). This implies that community participation, that engages local communities in deciding how development should take place (Li, 2005; Tosun, 2000), seeks to address sustainability for tourism industry development, too, among other development issues. While sustainability is the core objective of community participation (Vincent and Thompson, 2002; Johannesen and Skonhoft, 2005), the issue also improve the welfare of the local community and win their support in conservation of tourism resources (Songorwa, 1999). Thus, community invlovement is inevitable for tourism development because most tourist attractions lie within local communities or in their vicinities and in most cases co-exist side by side. In addition, tourism takes place inside the communities and they often have to bear the tourism damages and in most cases they form part of the tourist products and experience that visitors seek (Kibicho, 2003; Havel, 1996; Wolfensohn, 1996; Scheyvens, 2007; Li, 2005; Tosun, 2000). Community involvement, thus, ensure the protection of these tourist products and experiences through a more community-driven approach with strong community support for sustainable tourism development (Tanzania Tourism Policy, 1999; Tosun, 2000). As a result, community participation is becoming increasingly linked with sustainable tourism development.

3.4. The Opportunities for Community Involvement

Tourism can involve and affect local residents without being driven and controlled by the community (Tosun, 2000). To specifically identify the many forms of local involvement in tourism, Ashley and Roe (1998) made the most comprehensive study. They specifically identified the types of institutions/enterprises to take part in tourism and their scope and nature for involving local communities. These may include local employment in tourism industries, enterprises run by local entrepreneurs or communities, self-employment, communities or individuals leasing out their land for tourism, selling hunting concessions, or making partnership agreements with tourism operators, and local residents participating in local planning of tourism, resources and related land uses. The table 1 gives an all encompassing view for the opportunities for community involvement in tourism industry and its development.

From Ashley and Roe's work, mainly five types of institutions can be identified to have foster community involvement in tourism activities, namely, (1) Private business run by outsider, (2) Enterprise or informal sector operation run by local entrepreneur, (3) Community enterprise, (4) Joint venture between community and (5) Tourism planning body. These institutions can collaborate with the local communities in a number of ways: from recruiting local human resources to formulating tourism policies.

The study, if summarized, provides a few principle ways to the local communities to get involved in different levels of the tourism industry:

Table I
Different Forms of Community Involvement in Tourism (Ashley & Roe, 1998)

Type of enterprise / institution	Nature of local Involvement	Examples
Private business run by outsider	· Employment · Supply goods and services	· Kitchen staff in a lodge · Sate of food, budding materials etc
Enterprise or informal sector	· Enterprise ownership	· Craft sales, food kiosk, campsite, home stays
operation run by local entrepreneur	· Self employment · Supply of goods and services	· Guiding services · Hawking, sale of fuel-wood, food
Community enterprise	· Collective ownership · Collective or individual management · Supply of goods & services · Employment or contributed labor	· Community campsite · Craft center · Cultural center
Joint venture between community	· Contractual commitments and private operator · Shares in revenue · Lease / investment of Resources · Participation in decision-making	· Revenue-sharing from · lodge to local community on agreed terms · Community leases land / resources / concession to lodge · Community holds equity in lodge
Tourism planning body	· Consultation · Representation · Participation	· Local consultation in regional tourism planning · Community representatives on tourism board and in planning forum

(a) *As Backward Linkage:* Local communities can provide the inputs of the tourism operations, i.e. human resources, different raw materials (i.e. food ingredients), or even securities in the case of community based or eco-tourism.

(b) *As Entrepreneur:* Local communities can become initiators of tourism enterprises in individual or collective levels. For example, in the Chittagong Hill Tracts of Bangladesh, some tribal villages provide food, accommodation and other supplies to the tourists coming for trekking the hills.

(c) *As Forward Linkage:* Local Communities can act as the deliverer of tourism services to tourists as extensions of the enterprises in the area. Community people can arrange for different tourism facilities within the vicinities of their communities which are sponsored by the tourism entrepreneurs. Community based and eco-tourism is mostly based on this principle.

(d) *As Support Services Providers:* Besides working inside the industry as a component of the value chain, local communities can also provide other support or even supplementary services to the tourists that in turn, enhances tourists' experiences in any destination. For example, arranging fairs, cultural events and other amusements have been added attractions for tourists in many parts of the world.

(e) *As Policy Makers:* As one of the most vital stakeholders, local communities can play the most important role in developing tourism policies and monitoring their implementation. As the inhabitants and users of the resources of any specific location, local communities possess the knowledge and ideas to decide what type of tourism activities will best fit and how different inputs can be procured more efficiently.

4. SCOPE OF THE STUDY

This study on the involvement of local communities in tourism industry development in Bangladesh encompasses the following issues:

1. Lack of community involvement as a drawback of the tourism industry of Bangladesh.

2. The challenges for ensuring proper community involvement in the tourism industry.

3. The different factors affecting community involvement in tourism industry of Bangladesh.

4. Devising a conceptual framework showing the ways to involve local communities in tourism initiatives for the development of tourism industry of Bangladesh.

5. Suggesting to policies and strategies based on the devised framework.

5. LACK OF COMMUNITY INVOLVEMENT AS A PROBLEM IN THE TOURISM SECTOR OF BANGLADESH

As per the studies of Ashley and Roe's (1998) study, it is evident that, local communities have vital roles to play in developing the tourism industry and succeeding in any area. The tourism industry of Bangladesh can play a significant role in the economy of the country if developed properly (Halim, 1990, Huq, 1991). According to records, a total of 207662 foreign visitors visited Bangladesh in the year 2005 and Bangladesh earned about 70 million US dollar from tourism in the same year (Bangladesh Tourism Corporation, 2006). In comparison to the tourism industry performances around this region, this figure is very poor. Studies conducted by the scholars pointed out some drawbacks of Bangladesh tourism industry as reasons behind its poor performance. According to Huq (1991), the vital ones are:

1. Poor accessibility and communication

2. Mismanagement in tourist spots

3. Lack or absence of security measures for tourists

4. Lack of quality accommodation

5. Lack of recreation and amusement

Although quite a few studies revealed the apparent reasons behind the tourism industry failure, only a handful of studies have been undertaken to bring out the inherent reason. The above mentioned reasons that Huq (1991) pointed out are initiated from one source – the tourism industry of Bangladesh has been developed keeping the communities of the adjacent area out of the total process. Has the local communities been involved in tourism planning and execution, most of these problems could be eliminated without much effort.

The following figure (Figure 1) provides an analytical view of the nature of problem initiated from lack of community involvement in the tourism industry of Bangladesh. The 'Problem Tree' points out four major drawbacks of the lack of community involvement that leads to the poor performance of the tourism industry.

5.1. Local Communities Don't Receive Benefits of Tourism Earnings

As local communities are not involved in most of tourism initiatives, they become deprived of any benefits created by the earnings of tourism industry. As a result, they get almost no earning scopes or employment opportunities. On the other hand, as tourism earnings are redistributed outside the local community, infrastructures or support services in the local level

Figure I: An Analytical View of the Problem
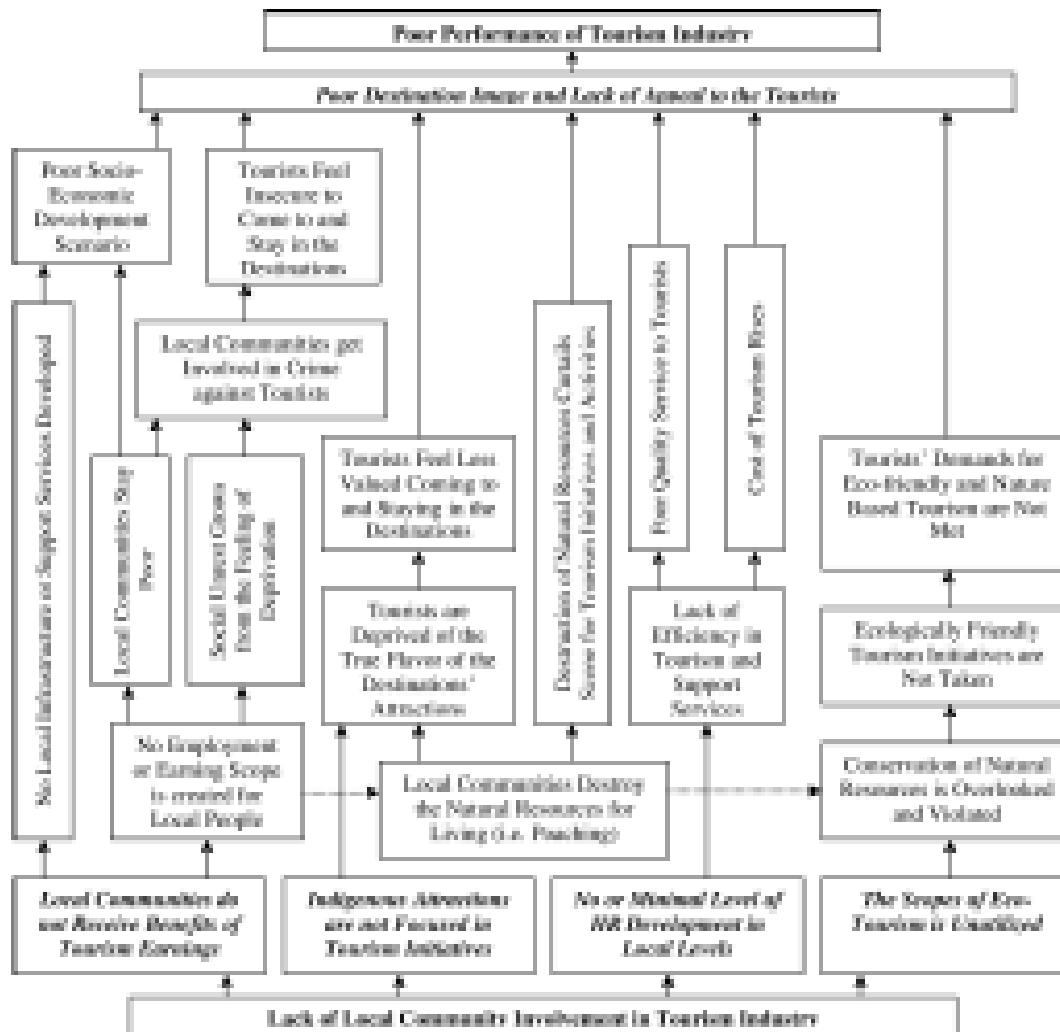
stay poor. Moreover, the local community's poverty adds to the poorer socio-economic development scenario. The poverty of community people and feeling of deprivation results in hostile behavior to tourists and legal disorder in the tourist destinations that have been major problems in the tourism industry of Bangladesh. Besides these, lack of earning scope forces local people to get involved in illegal and destructing activities like poaching that severely damage the ecological balance of the destination area. All these add up to a poor destination image to the tourists.

5.2. Indigenous Attractions are not Focused in Tourism Initiatives

For the lack of community attachments, the tourism initiatives fail to focus many local resources that might be of attractions to the tourists. In Bangladesh, most of the tourist destinations focus only a small part of the attractions to the tourists. In most cases, the tourists get an artificial and contrived flavor of hospitality and amusement. But, if local communities could be involved in these activities, they could bring forward numerous indigenous resources and services that would create a true and attractive flavor of Bangladeshi tourism.

5.3. No or Minimal Level of Human Resource Development in the Destination Area

As local communities are not involved in tourism activities, they fail to produce efficient human resources to run the activities of tourism in the destinations. As a result, the human resources have to be procured from outside that result in rise in cost of tourism activities. This rise in cost results in rise in price for tourism services. Moreover, the lack of efficient human resources supply in the local level also lowers the quality of service provided to tourists. Less service for higher price results in declining attraction among tourists about coming to Bangladesh.

5.4. The Scope of Eco-Tourism is Unutilized

As eco-tourism, by nature, requires local communities to be in harmony with the tourism activities, the tourism sector of Bangladesh is severely lagging in eco-tourism due to its isolation from communities. In most cases, infrastructures and activities destroying the ecological balance and bio-diversity are seen. Moreover, poverty and minimal earning opportunities in community results in illegal extraction of natural resources. As the tourism entrepreneurs are not concerned about eco-tourism, the issue of conservation remains unattended. This scenario not only destroys the natural resources of the destinations, but also fails to attract a rapidly growing tourist traffic looking for eco-tourism and community based tourism.

5.5. Poor Destination Image and Lack of Appeal to the Tourists

All of the previously mentioned issues of the problem add up to a less valued tourism experience for the tourists coming to the destinations of Bangladesh. Poor infrastructures, lack of security, poor service at high cost, destructed natural resources and an obscure picture of Bangladesh severely reduces the attraction and appeal of the country to the tourists. Tourists, who come to Bangladesh to experience the true sensation of the country, most often get an artificial and isolated experience far away from the locality they have come to visit.

## 6. FACTORS AFFECTING COMMUNITY INVOLVEMENT IN TOURISM INDUSTRY

As Tsinghua (2002) pointed out, community involvement in tourism can not be ensured or treated as an isolated issue, it becomes evident that, a number of factors have to be dealt with proper importance while integrating tourism and community. In Bangladesh perspective, the communities around the tourist destinations are more affected by the tourism activities than they have any impact on the tourism activities. Even though, local communities play a vital role as a stakeholder of the industry in different ways.

6.1. The Elements of the Tourism Industry Environment:

The tourism industry environment can be expresses as a combination of the two sets of elements: internal and external. The internal elements consist of the very people directly engaged in and those directly affect or affected by the tourism activities. Government and privately owned tourism enterprises, Tourists, Local entrepreneurs supplying inputs and supports to the industry, natural resources and local community fall into internal elements. On the other hand, those who do not directly influence or influenced by the tourism activities and are related to the internal elements fall in external elements of tourism industry environment. Government authorities, community interest groups, political and social activists, media, NGOs, law enforcement and security agencies and other business enterprises in the destination area comprises the external elements of the environment.

Apart from the internal and external elements, there are a number of situational elements that are irregular in presence and pattern, but possess the ability to significantly change the activities of the other environmental elements. Climate, availability of tourism inputs, political stability, law and order situation, risk of health hazards etc. can exert significant impact individually or collectively on tourism.

Figure II: The Tourism Industry Environment
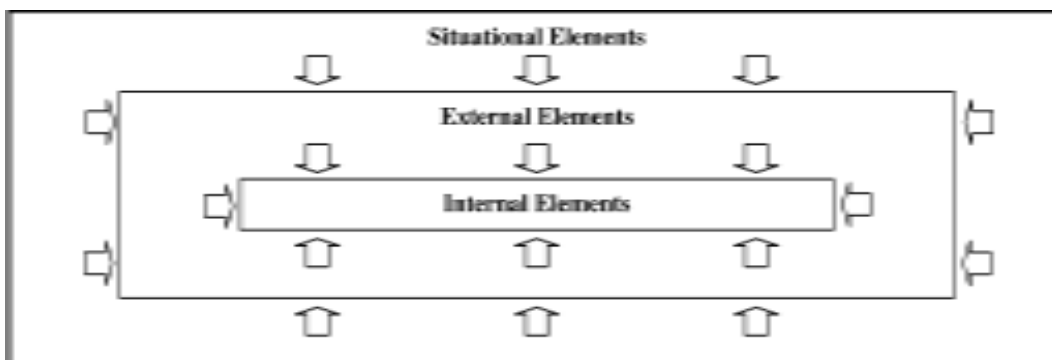
6.2. The Internal Factors Affecting Community Participation:

Among the different factors that will influence community participation in tourism industry from its internal side, the following are the vital ones:

1. The magnitude of government initiatives and interventions play the most important role in ensuring community integration in tourism industry. By dint of legislative authority and extended capabilities to undertake large scale programs, government, both the administrative and enterprising wings in tourism sector can create the foundation for community involvement. Government bodies and enterprises can raise awareness, formulate policies and laws and invest in large scale to create opportunities for community involvement.

2. The nature and level demand for community and nature based tourism among the tourists play as the thrust for community involvement in both government and private owned tourism enterprises and programs. To meet the demands of the tourists, all the concerned entrepreneurs will initiate community integration as a survival and competitive strategy.

3. The initiatives and campaigns of the NGOs for community integration and conservation play another effective role for enhancing community involvement. Working as pressure groups, the NGOs provide the push to the concerned ones to formulate and implement community integration policies and programs. The NGOs can also play vital role in CBT development through financing, HR development and training, awareness building, monitoring and arranging for aid in the slack seasons for tourism.

4. The level of initiatives and innovation performed by the private tourism enterprises towards CBT and Eco-tourism determines the scope for community involvement in the destination area. Unlike the government, private enterprises can diversify and innovate tourism programs more efficiently and quickly.

5. The attitude and willingness of the local community, for obvious reasons, are the last words for the scope of community involvement in tourism industry. Often, fear of cultural shock and social transformation due to tourism activities make the communities to come inside the mainstream of the industry. As the communities have to bear any negative spillovers of tourism (i.e. habitat destruction), they can become unwilling to welcome tourism in their area.

6.3. The External Factors Affecting Community Participation

The external factors that indirectly affect community participation in the tourism activities are can be listed as follows:

1. Development of communication and transportation system in the destination area

2. Cultural and linguistic barriers between communities and tourists

3. Availability of exploitable indigenous resources in the community

4. Seasonality of tourism activities creating cyclical unemployment

5. Media support in developing awareness among communities

6. Integration and coordination of logistics and support providers in industry

7. Strength of the opinion of mass people for community integration in tourism

The above mentioned factors both individually and collectively influence the scope and level of local community involvement in tourism industry. Along with the internal factors, these external factors can also determine whether there are opportunities for community involvement and to what extent.

7. A CONCEPTUAL FRAMEWORK FOR ENHANCED COMMUNITY INVOLVEMENT

In the following conceptual framework (figure 3) aimed to enhance local community involvement in tourism industry identifies the different stakeholders of the industry and their roles in developing tourism industry through enhanced community involvement:

Figure III: A Conceptual Framework to Enhance Community Involvement in Tourism Industry
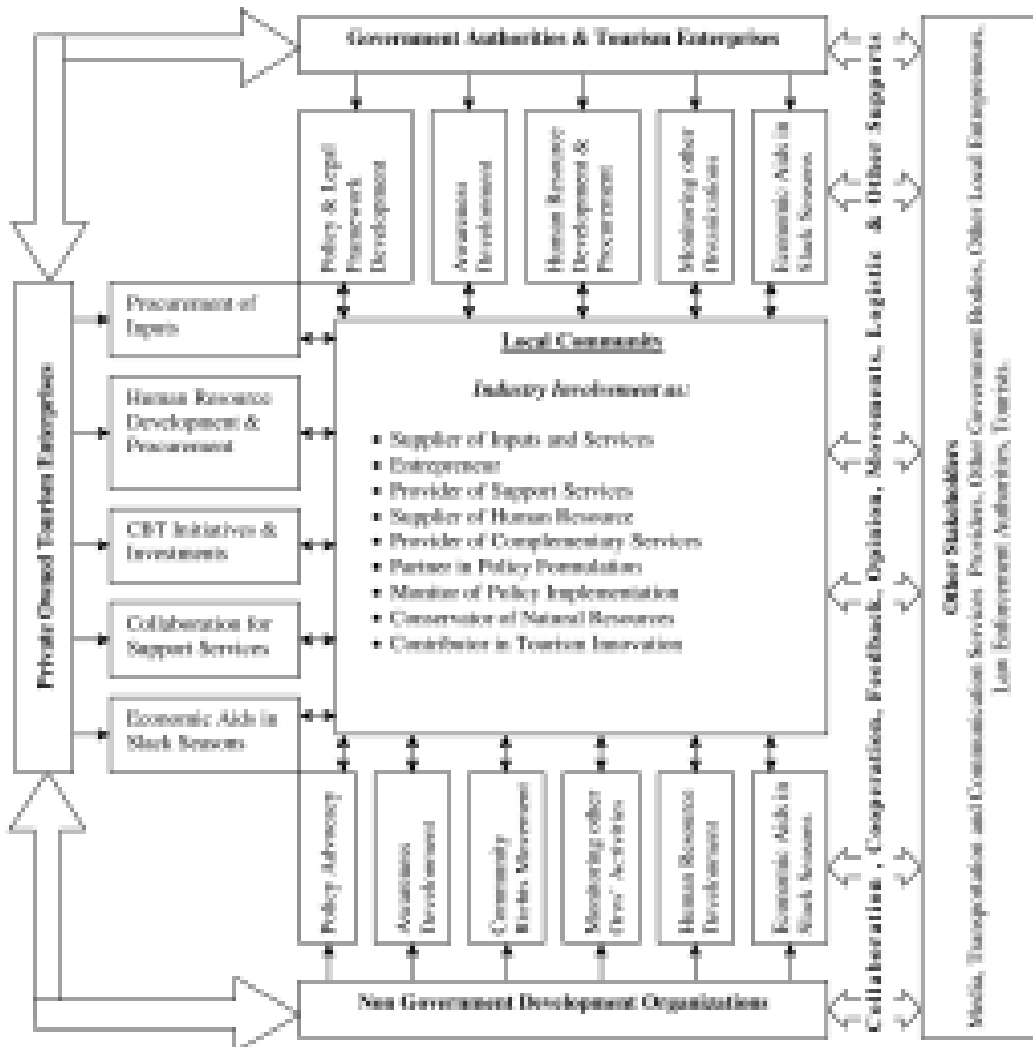
7.1. Stakeholders Contributing to Enhancement of Community Involvement

In the framework, four groups of stakeholder are identified to contribute in community integration in the industry: government authorities & tourism enterprises, private owned tourism enterprises, NGOs and Other Stakeholders, of which the first three directly intervenes in enhancing community involvement in the tourism industry through a number of activities. The last group of stakeholders acts as a supporting platform for the total system.

The intervening groups of stakeholders are classified into four types of entities: government owned tourism enterprises, government authorities for tourism, private owned tourism enterprises and NGOs working in the community level of the destination area.

On the other hand the last group of stakeholders consisting of media, transportation and communication services providers, other government bodies, other local entrepreneurs, law enforcement authorities and tourists contribute to community integration by the directly intervening entities through collaboration, cooperation, feedback, opinion, movements, logistic & other supports and thus pace up the total process.

7.2. Contributions of the Intervening Stakeholders in Framework Activities

Table 2 (see next page) illustrates the contributions made by each of the intervening stakeholders in the framework activities. The activities of these stakeholders can be classified as follows:

1. *Awareness Development:* The first and foremost activity to ensure community involvement is developing awareness about the need for community participation among all concerned levels. Without adequate level of awareness, any initiative to involve local communities in tourism development process will fail due to lack of response from the stakeholders.

2. *Policy Formulation:* Formulating policies and legal framework for community involvement is the gateway to bring community people inside the industry. Policies and laws act as the guidelines and instructions for effective community integration in tourism industry.

3. *Human Resource Development:* To involve local communities in tourism, supply of efficient human resource from the community people is a must. The intervening stakeholders initiate or contribute to the HR development programs in the local levels.

4. *Procurement:* Procurement of human resources, inputs and support services for tourism industry ensures the local communities benefits from the tourism activities and thus enhance their participation in the industry. The enterprising stakeholders can absorb the human resources, inputs and support services produced by the local community and enhance the industry performance.

5. *Investment:* All the intervening stakeholders can invest in developing community and nature based tourism enterprises and infrastructures in the community level. This will take the tourism industry inside the local communities and largely ensure their active involvement.

Table II
Contribution of Different Stakeholders in Framework Activities

	Awareness Development	Formulation of Policy and law	HR Development	Procurement of Inputs	Procurement of Support Services	Investment in CBT and Eco-Tourism	Arranging Financial Aids	Policy Advocacy and Rights Movement	Monitoring Other Orgs' Activities
Other Orgs' Activities									
Government Enterprises			✓	✓	✓	✓	✓		
Government Authorities	✓	✓	✓			✓	✓	✓	✓
Private Enterprises		✓	✓	✓	✓	✓	✓	✓	
NGOs	✓	✓	✓			✓	✓	✓	✓

6. *Financial Aids:* Financial aids to tourism involved community people, especially in the slack season can act as the life support to keep them involved in tourism and prevent them from engaging activities against tourism industry. Financial aids can come in the form for rationing, cash or alternative employment opportunities. These aids can be generated from the retained earning of the tourism workers or from grants by different donors.

7. *Policy Advocacy, Rights Movements and Monitoring:* To continuously keep the industry positively involved in community integration, different stakeholders of the intervening groups have to be engaged in these activities. Policy formulation, reservation of special interests and rights and monitoring other organizations' activities in a participatory method can ensure a better environment for community integration.

7.3. Impact on the Local Communities

If properly implemented, the framework will ensure equitable and beneficial participation of the local communities in the tourism industry and ensure a more efficient development of the industry as a whole. The local communities, on impact of the framework implementation, will be actively involved in the tourism industry in the following ways:

1. Supplier of inputs and support services for the industry

2. Entrepreneurs offering direct and support tourism services

3. Provider of complementary services for tourism

4. Supplier of human resource for the entrepreneurs

5. Partners in policy and legal framework formulation

6. Monitor of policy implementation activities

7. Conservator of indigenous natural resources

8. Contributor in innovation of tourism services

8. CHALLENGES AND CONSTRAINTS

Tosun (2000) identified a wide range of challenges and constraints to community participation in the context of developing countries that are also applicable in the context of the proposed framework implementation. The impact of such constraints can result in the communities' limited enthusiasm towards the industry, thus resulting in fewer benefits to the local communities (Manyara and Jones, 2007). In a summarized manner, the challenges and constraints for properly implementing the proposed conceptual framework can be listed as follows:

1. The extreme centralization of government interventions for tourism development.

2. Existence of lack of co-ordination between involved parties.

3. Arrangement of funds and investments to ensure proper implementation of the framework activities.

4. Lack of information available to the stakeholders to develop effective policies.

5. Low public involvement in the tourism development process.

6. Conflict over ownership of tourism resources between community people, government and entrepreneurs.

7. Ensuring transparency in redistribution of the tourism proceeds to the local levels.

9. STRATEGIES FOR FRAMEWORK IMPLEMENTATION

The proposed conceptual framework, despite of the constraints and challenges, offers scope for effectively engaging local communities in tourism and thus ensuring a sustainable development of the industry. But to ensure the expected outcomes of the framework, a proper coordination and sequencing of the activities performed by the stakeholders have to be ensured from the very beginning.

Figure 4 provides a step by step strategy for the effective implantation of the proposed conceptual framework. According to the figure, before undertaking any of the activities of the framework, creating an alignment in the interventions of the stakeholders calls for the first priority to ensure coordination between all concerned levels. After aligning interventions, awareness development in the concerned level becomes necessary to ensure knowledgeable and spontaneous participation of all sectors in policy and legal framework development process. This participation is extremely important due to the short and long term impact of policies and laws on the tourism and other initiatives.

With the policies and legal frameworks formulated, the intervening stakeholders can start investing and developing inputs for the industry accordingly. HR development from the local communities by the government, private and NGO programs have to be ensured to effectively and beneficially involve local communities in the industry. Once the different inputs, support services and complementary services for the industry are developed in the local level, the enterprising stakeholders will be able to start procurement and thus truly bring the communities inside the mainstream of the tourism industry.

Figure IV: Step by Step Framework Implementation Strategy
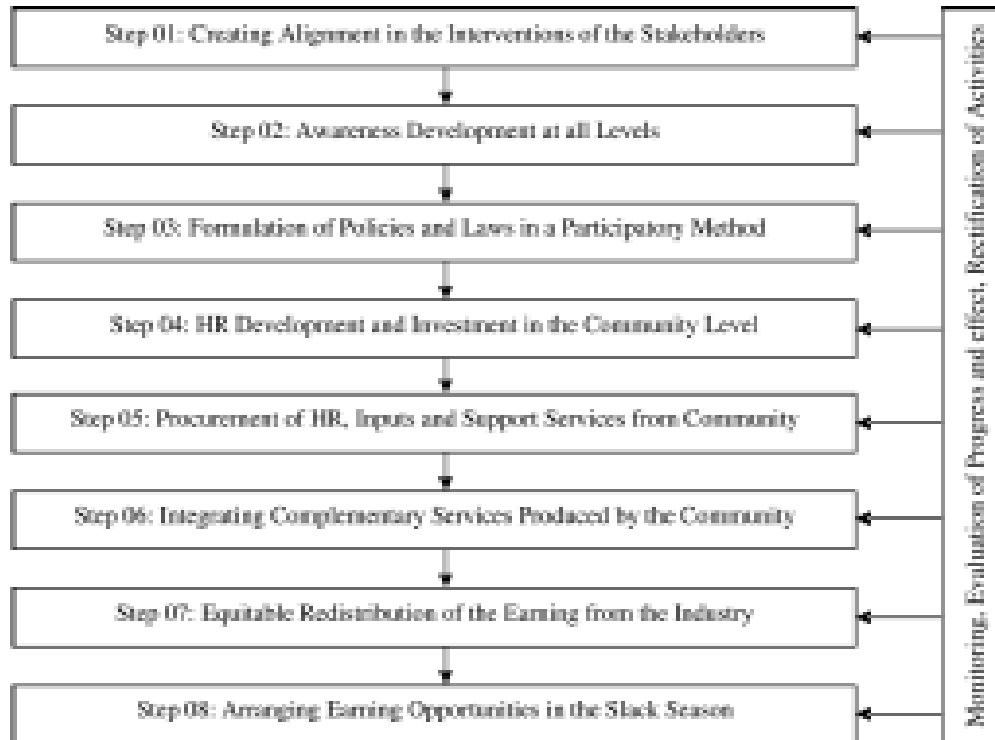
When the industry comes to operation, the earnings from its operations have to be equitably redistributed to the local communities to ensure their continued involvement and support. Besides that, proper measurements must be taken in advance to hedge the cyclical unemployment that is created in the slack season. If not, the community people will loose interest in tourism and step away from the industry. The government authorities can provide subsidies or aids to back-up the industry in the dull seasons. The NGOs can also play vital role by distributing aids or running temporary employment generating programs.

10. CONCLUSION

In the context of Bangladesh, local communities are the most deprived stakeholder of the tourism industry. They are also the most severely vulnerable population against the damages created by unplanned tourism interventions. Bringing the local communities inside the benefits of tourism has always been overlooked by the lawmakers, entrepreneurs or the development organizations. In this scenario, this conceptual framework is a humble initiative to resolve this long lasted problem of the tourism industry of Bangladesh. If all the stakeholders mentioned in the framework perform their activities properly and effectively with a sound strategy, it can be strongly expected that, the sustainable development of the tourism industry of Bangladesh is highly possible through spontaneous and mutually beneficial involvement of the local communities.

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