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Community Based Tourism Development

Summary

February 2004

**Japan International Cooperation Agency
Social Development Study Department**

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Preface

It was in the latter half of the 1980s that JICA began to address touristic projects on a full scale. The projects are built on the basic framework of a triple-feature project: "Development studies," "Dispatch of Experts," and "Acceptance of technical training participants".

There are high expectations for tourism in developing countries as tourism earns foreign exchange and increases incomes and employment opportunities, thereby helping to realize regional development in a comparatively short time. As such, tourism is often ranked as a priority field of economic development and is considered as a field with continued high needs.

Three projects have been newly started as 2003 development studies projects related to tourism: "The Study on the Integrated Tourism Development Plan in the Republic of Lebanon", "The Study on Integrated Development Plan of Issyk-Kul Zone in Kyrgyz Republic", and "The Study on Sustainable Development through Eco-tourism in Bosnia and Herzegovina". Among these, the Bosnia and Herzegovina Project is expected to contribute to the promotion of reconciliation between the two entities. It is what might be called a project for establishing peace. It represents studies based on an entirely concept, a concept where JICA provides support to promote reconstruction of an area devastated by the civil war from the perspective of tourism "with the local community as a core activator." As the trend toward programmed technical cooperation of JICA develops, there is likely to be an increasing necessity for cooperation of this kind, cooperation designed to support the self-reliance of the community from the perspective of the local level.

Our division conducted "The Study on Effects of Regional Tourism Development" in 1997 and "The Study on Directions of Tourism Sector in Technical Cooperation" in 2000. These studies provided us with a comprehensive view of a course of action as to what cooperative framework, methods, and output JICA should pursue. Based on the studies, we have also proposed "the method to enhance the effects on the community" and pointed out the importance of "participation by the local community." However, discussion has not been sufficiently developed from a perspective of "the local community as a core activator."

We have, therefore, decided to conduct this study for the purpose of deepening our understanding of the forms and significance of and approach to realizing "touristic development with the local community as a core activator" and, taking a hint from it in planning, our future technical cooperation in the touristic field. In this research, we will seek views and suggestions from three research experts in this field. The three experts we have asked to cooperate are: Professor ISHIMORI Shuzo, Department of Museum Anthropology, National Museum of Ethnology, Professor MAITA Akio, Department of Tourism Design, Kyoto Saga University of Arts, and Assistant Professor SEKI Yuji, Department of Social Research, National Museum of Ethnology.

Professor ISHIMORI is a member of the "Japan Tourism Advisory Council", a conference held last year under the auspices of Prime Minister KOIZUMI. He proposes the "autonomous tourism" as a concept to perpetuate sustainable tourism and is engaged in wide-ranging activities based on his philosophy that the local community should take the initiative in making use of local touristic resources autonomously in order to create what new tourism ought to be. Professor MAITA was engaged in studies and research in Fiji and the Galapagos Islands and works to promote ecotourism as one of his core activities. Assistant Professor SEKI, who participated in this study

from the field of heritage tourism, provides guidance as a supervisory member of “Master Plan Study on National Tourism Development in the Republic of Peru” in 1999 and 2000.

This report is based on the remarks of these three experts in a review conference of these studies except for the remarks and additions made by the Secretariat of our Department. We will be happy if the results of these studies give a new perspective to future technical cooperation in the tourism sector and contribute meaningfully to the regional development of developing countries.

February 2004

OKAZAKI Yuji

Managing Director

Social Development Study Department

Japan International Cooperation Agency (JICA)

The Chairperson and Members of Committee

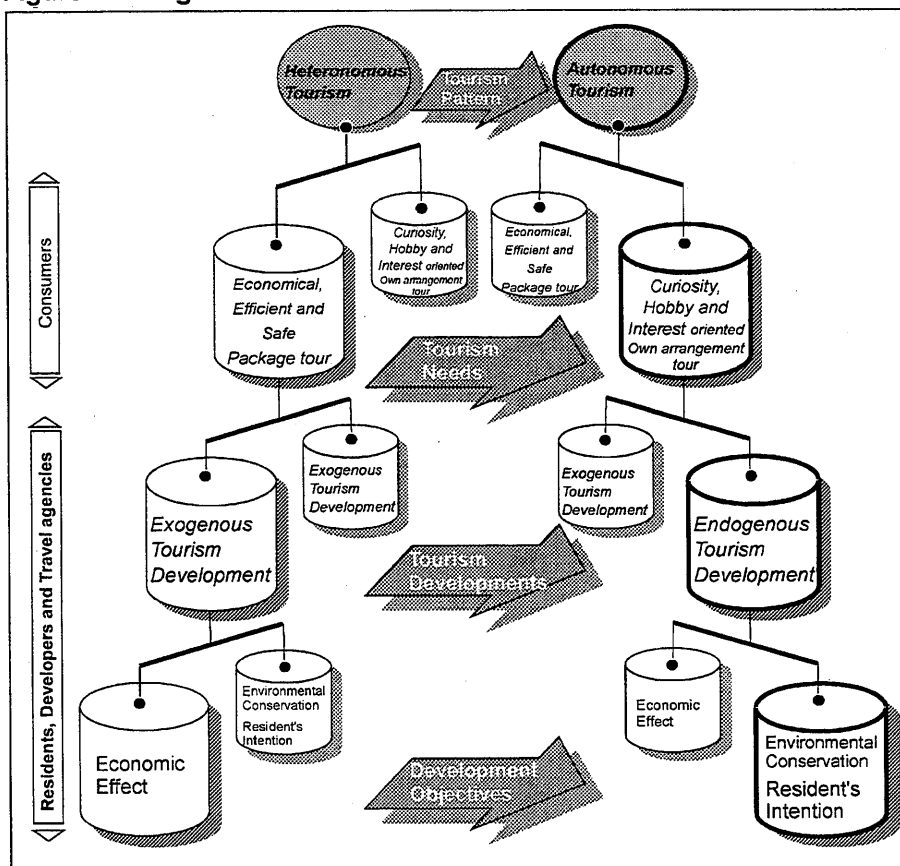
- Mr. ISHIMORI Shuzo (Chairperson), Director, Department of Museum Anthropology, Professor, National Museum of Ethnology
- Mr. MAITA Akio, Department of Tourism Design, Professor, Kyoto Saga University of Arts
- Mr. SEKI Yuji, Department of Social Research, Associate Professor, National Museum of Ethnology

1. Mega Trends in Tourism

The mega trends in tourism from the 20th through the 21st century can be described as the shift from heteronomous tourism to autonomous tourism, and the shift from a priority on economic efficiency to a priority on the will of the local residents and the environment. As shown in Figure 1, both the consumer side (tourists) and the supplier side (developers and travel agencies) have been putting priority on economical efficiency up to now. However, with the increase in free time and income, with the spread of the internet, and other changes in the living environment, consumers began to orient themselves towards free travel according to their own interests.

On the other hand, the supplier side has also become strongly aware of the fact that with development as it used to be – emphasizing economical efficiency and ignoring the region and the residents –, natural, historical and cultural resources, which originally have a high tourist value, will be destroyed, so that, as the result, the development itself will become meaningless. Especially on the supplier side, communities and residents have been coming under focus, leading the development of autonomous tourism with their own living space becoming a tourist spot.

Figure 1 Mega Trends in Tourism



1.1 The 20th Century: Heteronomous Tourism

Heteronomous tourism is a type of tourism that is being managed by others and pursues efficiency,

such as in package tours, which represent the base of mass tourism. Exogenous development is, corresponding to this, a form of development by external parties that pursue profit. Sufficient consideration to the will of the local residents or to the maintenance and conservation of local resources is given only in a few cases.

1.2 The 21st Century: Autonomous Tourism

Autonomous tourism is a type of free tourism where consumers do not buy packaged tours, but arrange their travel by themselves based on their own interests and curiosity. To meet these new needs, endogenous development avoids the dependence on external parties. It is a form of development that is conducted on local initiative, utilizing locally unique resources in a sustainable form and based on the autonomous will of the residents.

2. Autonomous Tourism Development and Human Security

2.1 To Develop the Region

One important direction among the mega trends in tourism is to reduce the negative impact from the development, to protect resources, and to promote “autonomous tourism”. When we further consider the principle of regional development saying that the local residents are the ones who benefit most from the effects of tourism development, and in order to increase this effect even further, the tourism development must bring about lasting profit for the residents, and the environment (which is also the living environment of the residents) must be conserved as a resource for that over the long term.

2.2 Autonomous Tourism Development: as a Tourism Development Policy

This long-term continuity cannot be gained through external power, but requires self-help efforts based on the will of the residents. Consequently, “autonomous tourism” development, which aims for a sustainable utilization of the natural environment and cultural heritage based on the autonomous will of the local society, becomes a policy for tourism development led by the region.

2.3 Guideline 1: Motivate the Resident

However, in developing countries, tourism development is in most cases promoted by an external party approaching the communities and residents. The following cases are some examples.

- Cases where the residents cannot make their living as before because the government designated a region as a conservation area, and tourism development is used as an alternative means of making a living
- Cases where valuable historical sites are unearthed so that the value as a tourism resource increases, and the residents in the vicinity get involved in tourism development whether they want it or not
- Cases where tourist and travel agencies suggest tourism development that emphasizes economic profits

The above cases show that, in order to continue autonomous tourism development over a long term in an environment where power from outside has been working first, the successful establishment of the development depends on how the communities and residents are motivated. In this sense, we must respect and make use of the residents' attitudes with respect to value, nature and history as they grew while the residents were living in the area.

2.4 Guideline 2: Create a Base for Resident Participation

Further, intentional and economical ignorance by the government administration, and, on the residents side, a lack in knowledge and experience regarding the administration, management and utilization of resources and a lack in the ability to communicate and negotiate with the outside, as well as other factors, lead to the fact that, in many cases, action based on the will of these residents is difficult to take. Consequently, as an assistance measure from international cooperation, the empowerment of the communities and residents is required, not to speak of actively approaching the government administration. Note that this empowerment of residents and communities is one of the efforts emphasized in the final report of the "Commission on Human Security"¹, co-chaired by JICA President Sadako Ogata.

3. Positive Effects of Autonomous Tourism Development

3.1 Three Positive Effects

(1) Positive effects for the residents

Autonomous tourism development promises three positive effects - for the residents, for the environment, and for the economy. In autonomous tourism development, the residents understand the meaning and the purpose of the tourism development and of environmental conservation, and the value recognition of the residents with regards to the local resources increases. This value recognition starts with recognizing the value of the immediate environment, and expands to recognizing the value of the community and then an even broader region. At the same time, the resident action expands to a wider space.

In this way, the residents mutually recognize the value of their resources and act accordingly. Through this, the value of the resources is further re-recognized, which in turn nurtures or revives the pride and identity of the communities and residents.

(2) Positive effects for natural, cultural and social environment conservation

When the residents recognize the value of the resources, when they engage in social

¹ Established in 2001 through the initiative of the Government of Japan and UN Secretary-General Kofi A. Annan and co-chaired by Sadako Ogata, former UN High Commissioner for Refugees and present JICA President, and Amartya Sen, Master of Trinity College, Cambridge, UK and Nobel Economics Prize Laureate. The Commission convened for the last time in February 2003 and agreed on the report.

activities and gain income from tourism, we can expect a reduction of environment-destroying acts by the residents, reservation of financial resources for environmental conservation, a long-term utilization of local resources, and environmental conservation.

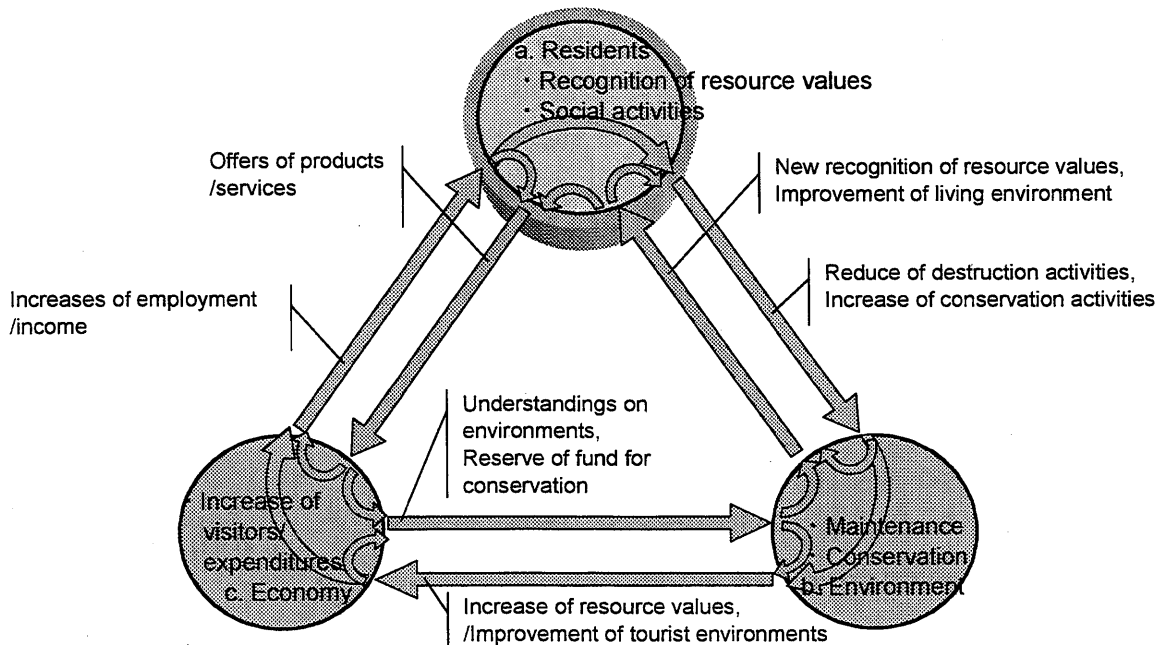
(3) Positive effects for the economy

The fact that the region (residents) plays the leading role brings about direct profits such as increasing incomes and the generation of jobs. Even if the unit price is low, the profit does not decline because the dealings are conducted directly. We can further expect not transitory, but long-term profits.

3.2 Linkage and Cyclicity of the Positive Effects

The positive effects for the residents, the environment and the economy are deeply interlinked. For example, the positive effects for the residents generate effects for the environment and the economy, and the effects for the economy create positive effects for the residents and the environment. Figure 2 shows the pattern of the linkage and cyclicity of these three effects. With this linkage in mind, aid in autonomous tourism development is given with an emphasis on the effects on the residents in the illustration. In combination with aid to gain effects for the economy and the environment, this increases the synergy effect.

Figure 2 Linkage and Cyclicity of the Positive Effects



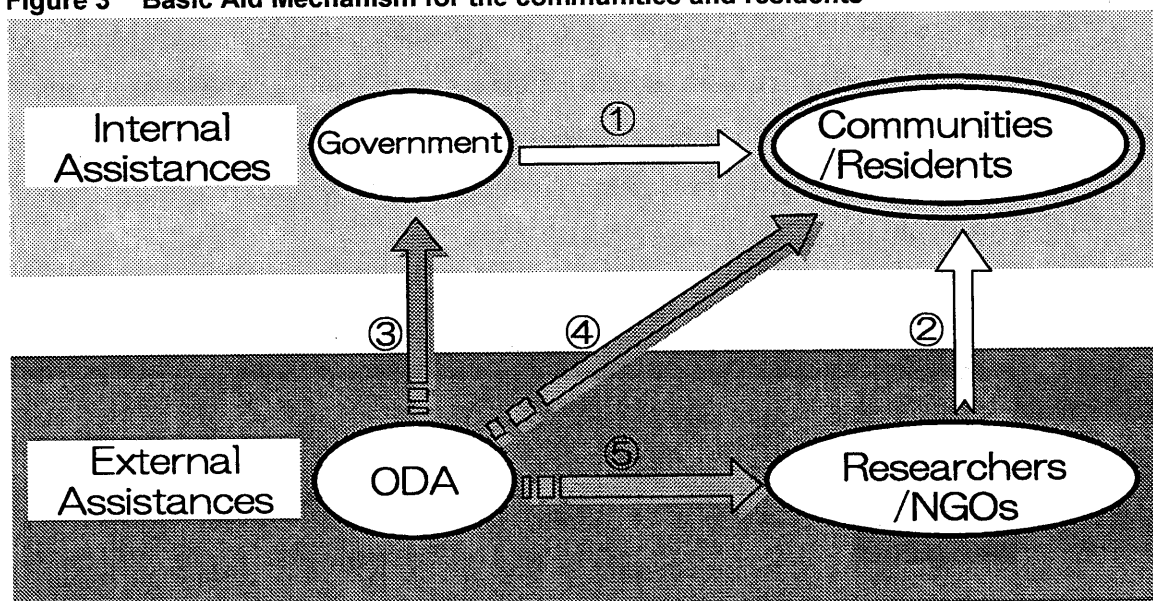
4. Mechanism of Cooperation and Aid for Autonomous Tourism Development

4.1 Basic Aid Mechanism

In autonomous tourism development, the key lies in how to educate the residents, and how to spread

the recognition of the local resource value and social activities by the residents. In this way, the system for cooperation and aid to empower the residents means, as shown in Figure 3, the effective combination of aid to ① the government administration, ② the communities and residents, and ③ researchers and NGOs depending on the situation in the country that is requesting the aid.

Figure 3 Basic Aid Mechanism for the communities and residents



4.2 Triggering and Assisting Autonomous Tourism Development

There are basically three types of backgrounds or triggers that require locally lead autonomous tourism projects.

(1) Cases where there is a will for spontaneous tourism development

Because the local residents already have the will to develop tourism, it is not necessary to create the first motivation from outside. However, as the first approach by the residents, they consult the government as in Figure 3 ①, and, to aid this, they receive technical guidance as to how to sufficiently explain the meaning and purpose of autonomous tourism development, and how to proceed with these projects over the long term. In other cases, it is necessary to build a system where they can request assistance from a higher level (the prefecture or country).

(2) Cases supported by NGOs or researchers

If NGOs or researchers are already working in an area, it is possible to promote projects with financial and technical aid from NGOs or researchers, because, due to their work, the communities and residents understand and recognize autonomous tourism to a certain degree. If this is impossible, aid through international cooperation as shown in Figure 3 ⑤ is also possible. In this case, international cooperation can be given more smoothly if there is a system for aid on the side of the government as described above.

(3) Cases suggested by the government

If a national government suggests autonomous tourism development with the purpose of revitalizing the local economy, correcting regional gaps, or securing an alternative livelihood for residents, that government sufficiently understands the meaning and purpose of autonomous tourism development and needs to have a strategy and guidelines, as well as technical measures for the development. Creating a mechanism to gain the understanding of the community, and to form consent between the communities is particularly important. If the government cannot sufficiently deal with this, it obtains international cooperation as shown in Figure 3 ③, to start investigating, drafting plans and creating an organization from the national government level.

5. Approach/Measures from the Region

5.1 Government Aid

(1) Understand the social code of conduct

The residents' attitudes towards history, nature and value are connected to the region's unique habits and rules. For autonomous tourism development, it is necessary to have a sufficient understanding of the mechanisms (conveyance of information, decision-making, the political situation, etc.) of the local society. Through this, we can determine whether participation on a wide area or community level is more effective also with respect to resident participation.

(2) Build a lasting project promotion organization

To promote a project and to obtain positive effects over a long term, a guidance organization that can work over a long term together with communities and residents is indispensable. Here, NGOs and researchers play an important role, but to work on a long term basis within the framework of development, it is important that the local authorities become involved, since they are the governments standing closest to the community and the residents. However, in many of the countries requesting aid, local authorities are weak with respect to financial and human resources. Because of this, aid in human resource development and in reinforcing the organization is required on a local authority level.

On the other hand, the communities and residents promoting a project need a system with the aid donors that they can frequently access. This prevents the isolation of communities and residents, and is extremely important to sustain a project. Further, in order to deal with the various problems coming up, not only the government, but also institutions and organizations related to tourism and the environment, etc. need to be included into this system. Such a system must be sufficiently built as a mechanism that functions over the

long term with people changing and other people taking over.

5.2 Measures for Local Resident Participation

(1) Create motivation so that residents start to participate

If an approach or the creation of a trigger from the outside is required for the participation (or non-participation) of the residents when starting autonomous tourism development, briefings by NGOs or researchers that are already working in the area, joint work or advance investigations/explanations by the government or experts approaching the community and residents build up motivation to participate.

(2) Create motivation for sustained participation and activities

a. Create resident motivation

To keep up the motivation for resident participation, derive the unique attitudes towards history and nature as built up by the residents while living together with the regional nature and culture, and utilize them as tourism products to promote the re-recognition of their value by the residents themselves. Public recognition systems or the exertion of authority such as the designation of cultural assets or nature preserves are also effective as measures to make residents recognize the value of their resources, and to form self-confidence. Another possibility is that in the process of creating new products from resources that residents found while pursuing activities together with the involved parties, a sense of “this is ours” - collective ownership – comes up.

b. Create motivation at the counterpart side

To create motivation on the government side (the counterpart) as the other party, ownership, leadership, or a reinforcement of skills are effective. The ownership of a project is probably built during joint work, same as with the residents. Leadership and a reinforcement of skills, however, require aid such as human resource development programs or case studies.

Here, however, also the side that conducts the study needs to sufficiently recognize the social structure of the student, and to set and execute a flexible curriculum that is highly adaptive for the trainee side. The base and mechanisms of society in the country requesting aid and Japan differ fundamentally, so that it is necessary not only to present only cases from Japan, but also show how these cases can concretely be applied, or to present cases with natural and social conditions that are similar to the ones on the trainee side.

5.3 Measures for the Recognition of Resource Value

(1) Confirm the value of resources

First, the communities and residents have to recognize what kind of value the local resources that become the source for the autonomous tourism development have seen from

the outside. This is discovered and confirmed in joint work of researchers and experts with the community and residents, or during joint activities. During the process of this work, the residents can mutually convey the value of the resources, and share information.

(2) Recognize the resource value (put resource value into words and become aware of it)

By turning resource value into results that are visible to the eye, the communities and residents can accumulate information for a deeper recognition and awareness of the resource value. Through the results of this, it becomes even easier to share resource value, and promotion/transmission of information to the outside becomes possible.

5.4 Measures for the Commercialization of Resources

(1) Combination of two resource values

Next, the resource value that was recognized like this needs to be turned into a tourism product (how to show them to outside persons, development of new resources). What is important is what kind of combination of the two values - the local historical and natural attitude, and the scientific value - is shown to the outside. Especially the local historical and natural attitude needs to be expressed based on the scientific attitude, since outsiders are only little familiar with the local attitudes.

(2) Create new resources (products)

In addition, creating a new resource based on these resources and selling it as a product becomes a great development process for the awareness of the communities and residents. This work results in a new recognition of resource value and generates pride and self-confidence among the communities and the residents. And also here, a new recognition of resource value, its conveyance and common ownership are generated among the residents during the joint work with experts, which results in the creation of motivation for resident participation.

5.5 Marketing Measures

Autonomous tourism development is typically a small development lead by the communities and residents. Because of this, a neighboring market is realistic for the time being. However, we must sufficiently study and determine the social and economic trends, as well as the orientation of these markets with regards to the tourism products that we can offer.

Here, pilot tours can be conducted as one measure to help the determination. These tours are conducted with the assistance of experts and travel agencies to study into the relations between the visitor orientation and attributes, and into issues with respect to the tourism products and services. The result is given as feedback to the project, and each issue is improved.

If there is already a tourist site in the neighborhood (hotel, tourist facility, infrastructure), a more effective measure is to cooperate with major hotels or travel agencies to attract visitors through optional tours. This has benefits for both sides.

However, the allocation of roles needs to be decided between the two parties (who arranges for transportation, who arranges for guides). Further decisions must be made as to when the tours will be conducted, the size of the tours, and the distribution of the revenue from the tours. It is further necessary that the major hotel or travel agency also sufficiently understands the meaning and purpose of autonomous tourism, so that, in some cases, the hotel staff in charge of tours needs to be educated.

On the other hand, it is important for autonomous tourism development that the local authorities or communities leading the project conduct the marketing. Because of this, we need to educate human resources not only on the national (central government agencies, etc.) level with the purpose of marketing on a nationwide basis, but also on the regional level.

5.6 Measures to Create a Management and Operation Organization

(1) Creation of a management committee by parties involved in the tourism industry

To promote long-term development and projects in autonomous tourism, it is indispensable to create an organization where the community and residents play a central role. This kind of organization is further important in order to function after aid activities from outside, such as international cooperation activities, are reduced, or if the persons involved in the project change and other persons take over the work.

To supervise and manage autonomous tourism development in the region as a whole, it is effective to create a committee that consists of persons involved in the tourism industry, including government administration bodies. This committee is effective for a smooth progress of the project, because it is a place of decision-making, facilitating gaining a consensus among the involved parties, including the residents.

The fact that residents can attend the place of the decision-making is also important not only to let them participate, but also to enable them to maintain a veto right. In the same way, it is effective as a system where residents can obtain expert advice about, for example, the operation of the project or environmental problems.

(2) Creation of an organization in the community

a. Creating a new organization based on the existing organization (social system)

In the community, it is necessary to build an organization that serves as a new system to carry out the project and to manage and operate it without destroying the existing social

system. Also to correct income gaps, operating this kind of local organization further requires flexible response, making the organization open and letting people that want to participate experience first.

On the other hand, it is necessary to increase the number of participants to the tourism project in order to distribute the profit on a wide basis. One measure for this could be a rotation scheme for guides or keepers. The fact that a large number of people take part in the organization also promises the effect that the members prevent illegal activities among each other.

b. Creating a system to distribute profits from tourism

To correct the economical gap between those that are involved with tourism and those that are not, it is necessary to return the profits on a broad basis. Because of this, the accumulation and distribution of the profits will be managed by a new organization. One measure to return profit from tourism to the community is that a woman's club or cooperative union manages a certain amount of the profits and distributes it among all residents, or uses it to fund infrastructure facilities or education and health activities.

c. Measures to maintain resources and facilities

The installed facilities and also the resources need maintenance at regular intervals. We need to fund the cost for this, and also confirm who conducts the maintenance and how. One proposal for funding the costs is to create a maintenance fund within the organization. If it is then possible to manage this fund in an appropriate way, the maintenance cost can be safely funded.

However, since money is involved in this, and since financial know-how and fund management techniques are required for this, there is the problem of the staff in charge of this within the organization. Consequently, it is desirable that an external party is available for cooperation, such as an NGO or an international cooperation agency, which can assist in this over the long term.

(3) Introduction of coordinators

For a smooth operation of the organization, it is effective to introduce coordinators that stand between the government and the community, or between the residents and the experts, etc. Between the government and the community, these coordinators bear the function to convey guidance and advice from the government to the community, and to convey requests and issues from the community to the national government. Between the residents and the experts, the coordinators have the same function during the joint work. Coordinators are also effective in the progress of joint work of parties from within and outside of the region. Note that it is necessary to educate these coordinators through training,

including international cooperation.

6. Cooperation/Aid for Approaches/Measures from the Region

Table 1 Cooperation/Aid for Approaches/Measures from the Region-1

Key Action	Target	Approach/Measure	Cooperation/Aid
(1) Create motivation for autonomous tourism development	Residents	<input type="checkbox"/> Recognize the local historical attitude of the region <input type="checkbox"/> Recognize common ownership of resources, and create ownership	<ul style="list-style-type: none"> • Hold workshops and conduct joint work by experts and the government
	Government	<input type="checkbox"/> Create an ownership awareness towards the project, and leadership to promote the project <input type="checkbox"/> Reinforce project planning, investigation and scheduling skills <input type="checkbox"/> Investigate and confirm the will to participate in the community in advance	<ul style="list-style-type: none"> • Hold seminars and workshops by experts • Conduct joint work of experts and government • Carry out training programs by accepting trainees • Conduct case studies
(2) Investigate and create plan	Residents/ Government	<input type="checkbox"/> Conduct review as a autonomous tourism development plan <input type="checkbox"/> Create autonomous tourism development plan	<ul style="list-style-type: none"> • Create plans in joint work with experts and the government
(3) Resident participation	Residents	<u>Generate self-confidence by recognition from the outside</u> <input type="checkbox"/> Recognize the historical attitude of the region <input type="checkbox"/> Recognize common ownership of resources, and create ownership <input type="checkbox"/> Create an organization to execute and to manage and operate the project <input type="checkbox"/> Government system and legal system for resident participation	<ul style="list-style-type: none"> • Hold workshops and conduct joint work by experts and the government
	Government	<u>Create a pioneer organization that can work on a sustained basis</u> <input type="checkbox"/> Reinforce the skills of the local authority as the governments standing close to the communities and residents <u>Create a symbol for the recognition of the local resources from outside</u> <input type="checkbox"/> Approve of the resource becoming the symbol (important cultural asset, national park, nature preserve, etc.) <input type="checkbox"/> Establish a public recognition system	<ul style="list-style-type: none"> • Carry out training programs by accepting trainees at the local authority level
(4) Recognize the value of resources	Residents / Government	1. Re-discover and recognize the value of resources <u>Confirm the value of the following five resources</u> <input type="checkbox"/> Nature, <input type="checkbox"/> Living environment, <input type="checkbox"/> History and culture, <input type="checkbox"/> Industry, <input type="checkbox"/> People <u>Confirm the value of resources</u> <input type="checkbox"/> Confirm the scientific value of natural, historical and cultural resources as seen from the outside (scarcity, uniqueness) <input type="checkbox"/> Confirm the historical attitude of the region (value for the community and the residents) 2. Share and convey the resource value <u>Put resource value into words and become aware of it</u> <input type="checkbox"/> Create resource map <input type="checkbox"/> Create a guidebook	<ul style="list-style-type: none"> • Confirm the resource value in joint work with experts and the government • Design and create maps and guidebooks
(5) Commercialize the resources	Residents / Government	3. Pride of the resource value <input type="checkbox"/> Resource value: devise a way to show the regional historical attitude and the scientific value 4. Create resource value <input type="checkbox"/> Create new tourism products (value) that converge the historical attitude of the region and scientific value	<ul style="list-style-type: none"> • Turn resource value into tourism products in joint work with experts and the government
(6) Marketing	Residents	<input type="checkbox"/> Seminars for marketing <input type="checkbox"/> Organize pilot tours <input type="checkbox"/> Create a program and request cooperation from travel agents <input type="checkbox"/> Cooperate with hotels for optional tours	<ul style="list-style-type: none"> • Carry out marketing training programs
	Government	<input type="checkbox"/> Educate marketing professionals <input type="checkbox"/> Seminars for marketing <input type="checkbox"/> Attend tradeshows <input type="checkbox"/> Train staff in charge of tours <input type="checkbox"/> Distribute pamphlets in the tourism bureaus of each country	<ul style="list-style-type: none"> • Carry out marketing training programs • Hold marketing seminars by experts

Table 2 Cooperation/Aid for Approaches/Measures from the Region-2

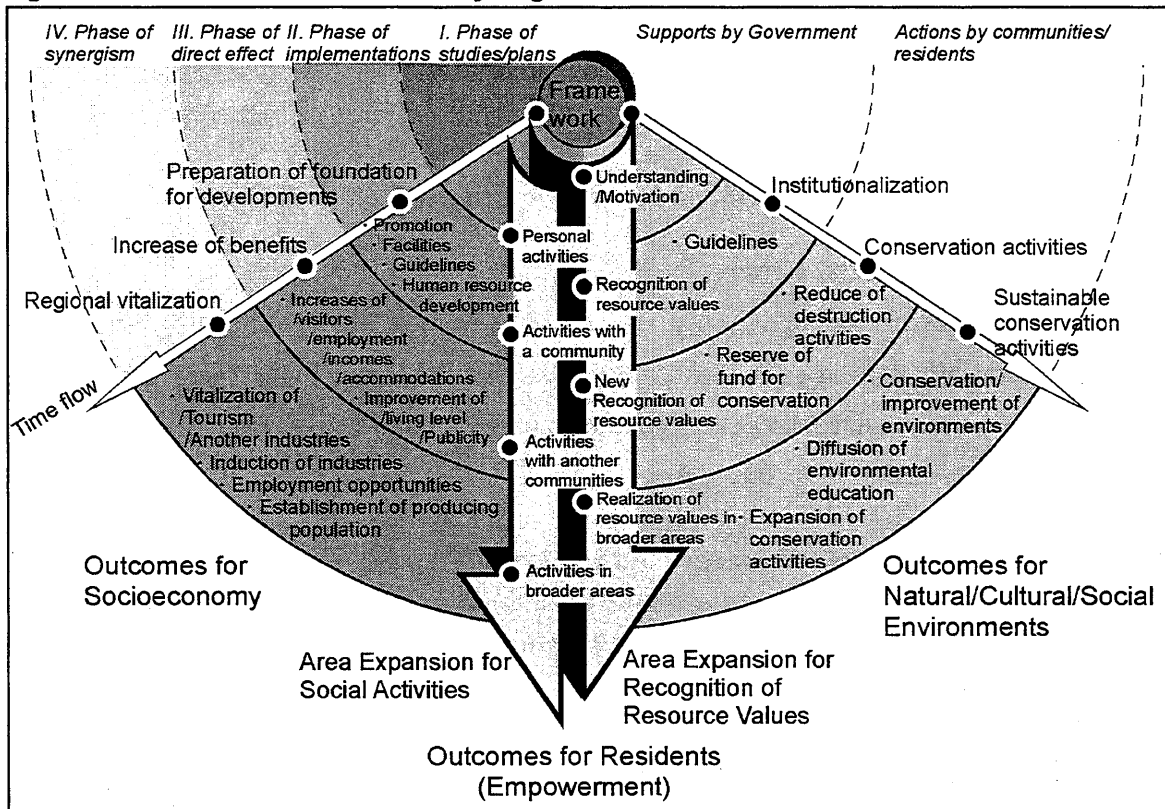
Key Action	Target	Approach/Measure	Cooperation/Aid
(7) Create an organization for management and operation	Residents	<p><u>Create and legislate an organization based on existing organizations</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Woman's club <input type="checkbox"/> Cooperative union <input type="checkbox"/> Tourism association <p><u>Create a system to distribute profits from tourism</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Create an environment for experience by opening the organization <input type="checkbox"/> Introduce rotation schemes for guides and keepers <input type="checkbox"/> System for the management and distribution of profits by a resident organization <p><u>Create a maintenance system for the resources and facilities</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Create a maintenance fund <p><u>Introduce and train coordinators</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Coordinators between the national government and the regions <input type="checkbox"/> Coordinators between the resident organization and the local authorities or researchers/experts 	<ul style="list-style-type: none"> • Carry out coordinator training programs • Provide technical assistance for the creation of a new organization that incorporates the existing system • Provide aid in finance technology for the maintenance fund • Follow-up investigations and evaluations, dispatch of staff
	Government	<p><u>Create a mechanism for the cooperation and complementation of government, the private sector and residents</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Create a project management committee consisting of government bodies from the regions and towns, the community (the existing resident organizations or associations), NGOs, private-sector companies (tourism-related companies), and education and research bodies <input type="checkbox"/> Legislation of the committee 	<ul style="list-style-type: none"> • Technical aid for the creation of an effective committee

7. International Cooperation for the Actions by Region

7.1 Positive Effects for the Residents Playing the Central Role

The three positive effects from the aid through international cooperation and from the efforts of the country requesting aid appear, with the positive effects for the residents being the central one, together with the development process in an interlinked and even more synergistic form. The awareness of the residents expands from the recognition of the value of the resources in their immediate environment to the recognition of the value of the resources of the community, neighboring and wider area around. Together with this, the space of resident participation widens. In this way, the form of autonomous tourism development appears in the outward-moving awareness and activities of the residents.

Figure 4 Outcomes of the Actions by Region



7.2 Spread of the Positive Effect in Phases

(1) Phase I: Investigation and drafting of plans and schedules

Together with the creation of a framework that becomes the foundation of the development, the community and residents understand the meaning of autonomous tourism, which generates momentum for resident participation.

- Make residents understand the meaning and objectives of tourism development and environmental conservation, and motivate them

(2) Phase II: Implement measures and the project

In Phase II, the residents become the leaders in conveying the resource value to the outside, creating a management committee and an operation organization for the project, and in practicing independent tourism in other ways based on the framework formed in Phase I.

- Recognition, stocking, sharing and conveyance of the value of resources, expression of pride and self-confidence

(3) Phase III: Direct positive effects

The direct positive effects from the measures implemented in Phase II and from carrying out the project start to emerge. International cooperation supports the execution of the project through follow-up investigations and the dispatch of human resources. If the expected effects are not obtained during this, the plans, or the management and operation

methods are reviewed, and corrective measures are studied.

- Increase of employment and incomes; improvement of living environment
- Control of environmental destruction and securing of financial resources for conservation
- New recognition of value and deepening of pride and self-confidence

(4) Phase IV: Synergy effects

With the continuous operation of the project, the effects gained in Phase II generate new synergy effects, which spread to an even wider area. Here, even more synergy effects can be achieved through reinforced collaboration partnership, and through mutual cooperation and complementation with other regions.

- Revitalization of tourism and other industry
- Expansion of environmental conservation activities and maintenance of the environment
- Increase of social activities by the residents

8. Conclusion

What was in the awareness of those participating in the review conference was, from beginning to end, "enhancement of awareness of community residents" and "autonomous activities" based on this. We examined specific approaches and measures to be taken for achieving these. These considerations have not received much attention in the past technical cooperation. Needless to say, even in the past studies on social development, there was a heightened awareness of "community residents". Planning was carried out based on the intention of the community under the motto of "popular participation" and the mechanism of resident participation in implementing, maintaining and managing projects was considered. However, this was unlikely to be from a perspective of how we should enhance "awareness of the community residents" for the community (process of heightening awareness of the community residents starting with perception of the value of regional resources and measures to support it) or how we should invite the residents to participate by themselves

In the review conference, we recognized that those who benefited from regional development are the community residents themselves under the motto of "touristic development for the purpose of regional development." We also proposed the measure of autonomous touristic development to enable the community residents to continuously and directly benefit from that specific facility. In the conference, we identified the following necessity in order to carry forward autonomous touristic development: to enhance the awareness of the community residents by initially increasing their perception of the value of regional resources and to lead them through this awareness to seek to preserve and maintain the environment while raising the level of the regional economy through their own activities. Furthermore, we recognized that these activities would build up the self-assurance, pride and self-confidence of residents. This would help them to support the community by

themselves, it would regenerate pride or create home awareness, that nothing but this awareness would provide the foundation on which the region could be positively sustained and developed, albeit slowly. Unlike the production of goods, the developing process of awareness of residents and their activities takes time and the outcome of the process is difficult to forecast. However, it is a process that provides the basis for community development. Accordingly, in the future technical cooperation, it is necessary for us to go so far as to get involved in the sphere of the residents' awareness, spheres that we have not been very much aware of in the past. We understand that it is nothing less than this process that provides a key to promoting human-oriented technical cooperation that is in conformity with the protection and empowerment of individual human beings as proposed in the "security of human beings."